

**PGDM RM 2018-20**  
**Business Communication-I**  
**RM-104**

**Trimester-I, End-Term Examination: September 2018**

**Time Allowed: 2 hrs. 30 minutes**

**Maximum Marks: 50**

**Please note:**

- The question paper has **3 sections**: All Sections must be attempted as directed.
- **SECTION C is compulsory case study.**
- Do not include any information that reveals your identity in any of your answers.

**SECTION A**

**Attempt any THREE**

**[Marks: 3\*5=15]**

**Q1**Ramesh is a 28 year old foodservice manager at a restaurant. Ramesh is responsible for supervising and managing all employees in the back office. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.

Ramesh holds a degree in hotel management and tries his best to keep up with food safety issues in the kitchen but he admits it is not easy. Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and hand-washing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Ramesh in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day Ramesh comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Ramesh is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. Ramesh has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

**Read the above case and write a short note on all the barriers that Ramesh comes across. And mention how he will find solutions for the same.**

**Q2. How do High- context cultures differ from Low- context cultures? Analyze the following anecdote explaining High-Context and Low-Context Culture.**

A very distinguished Chinese Scholar was being honored by a university in the Eastern United States. He and his wife had just made the 21 hour flight from Beijing, and they were met at the airport by some university friends who exclaimed, "You must be very tired!" His response was

"It's Okay". Of course he was tired. He was an old man who had sat on airplanes and airports for 24 hours straight. He felt his landing at the airport in the middle of the night, his ruffled look, his glazed eyes anyway convey that he is tired. But the American friends kept discussing some important issues about the change in agenda about tomorrow's meeting for the next 20 minutes and that made the Chinese Scholar wonder about his friends' sensibility.

Q 3.



I will Scratch Your Back, You Scratch Mine

We Are Influenced By People We Like

**Based on the above two pictures and their captions elaborate the two relevant doctrines of Cialdini's principles of persuasion.**

Q4. "Letter from a Birmingham Jail [King, Jr.]"

My Dear Fellow Clergymen:

While confined here in the Birmingham city jail, I came across your recent statement calling my present activities "unwise and untimely." Seldom do I pause to answer criticism of my work and ideas. If I sought to answer all the criticisms that cross my desk, my secretaries would have little time for anything other than such correspondence in the course of the day, and I would have no time for constructive work. But since I feel that you are men of genuine good will and that your criticisms are sincerely set forth, I want to try to answer your statement in what I hope will be patient and reasonable terms.

I think I should indicate why I am here in Birmingham, since you have been influenced by the view which argues against "outsiders coming in." I have the honor of serving as president of the Southern Christian Leadership Conference, an organization operating in every southern state, with headquarters in Atlanta, Georgia. We have some eighty five affiliated organizations across the South, and one of them is the Alabama Christian Movement for Human Rights. Frequently we share staff, educational and financial resources with our affiliates. Several months ago the affiliate here in Birmingham asked us to be on call to engage in a nonviolent direct action program if such were deemed necessary. We readily consented, and when the hour came we lived up to our promise. So I, along with several members of my staff, am here because I was invited here. I am here because I have organizational ties here.

But more basically, I am in Birmingham because injustice is here. ....

Moreover, I am cognizant of the interrelatedness of all communities and states. I cannot sit idly by in Atlanta and not be concerned about what happens in Birmingham. Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly....

Analyze the above paragraph to identify the sentences / phrases that reflect ethos, pathos and logos. Identify minimum two for each. [Do not copy the entire phrase or sentence in your answer booklet. Use inverted comma, ellipsis (...), and beginning and end of the sentences while mentioning whether it reflects ethos/pathos/logos]

**Q5. Rectifying the tone of the following email, rewrite to improve the given sample.**

Subject: We cannot give you donation

Ms. Saxena

We regret to inform you that we cannot grant your request for the donation for your education-club. So many requests for contributions are made to us that we have found it necessary to budget a definite amount each year for this purpose. Unfortunately, our budget fund is exhausted this year. So we simply cannot consider your late request. It will be additional burden to us. We won't be able to consider your request until next year. We deeply regret our inability to help you. Hope you understand our position.

Hari Sadu.

**SECTION B**

Attempt any TWO

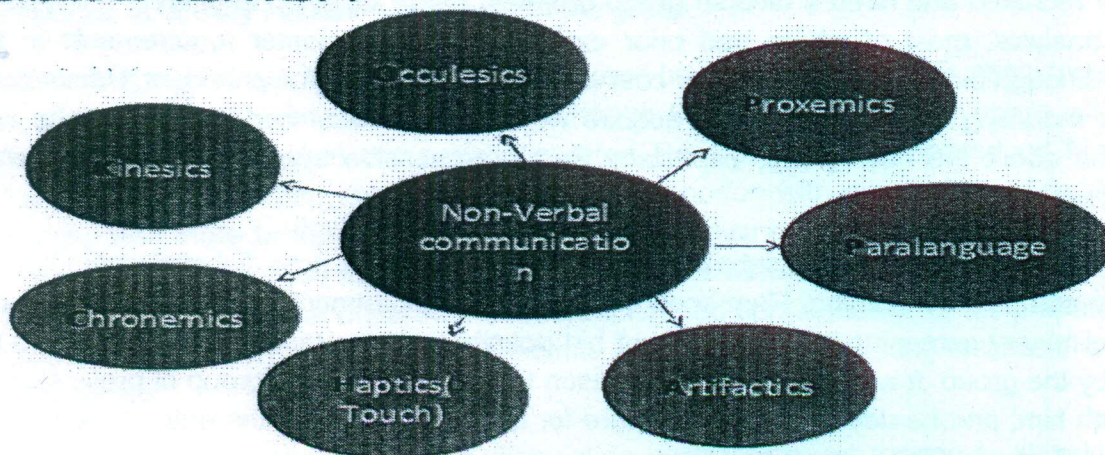
[Marks: 10\*2=20]

**Q1.** Evaluate the retail management Programme of your institute in order to bring improvement by introducing more experiential learning. You are required to submit a report, informing the same to the chairperson of your Programme. Your report should discuss and evaluate the present scenario and come up with proper recommendations for future actions.

**Draft only the letter of transmittal and the executive summary of the report. (5+5)**

**Q2.**

There are various types of non-verbal communication styles which can be abbreviated as "KOPPACT".



Explain in details the above model. Cite examples.

Q3.

- a) Your organization participates in several community service projects each year. This year the group has chosen to support the Global Soap Project as one of its service activities. Your members will collect used soap from local hotels to donate to the project, which turns the leftover soaps into new bars of soap that are distributed to the underprivileged. Write a letter to the local hotel owners to solicit their help in collecting used soap bar. Be sure to include details of the project and who will benefit. Also you would include information about the organization you represent.
- b) Draft a memo informing your team about a meeting that you have decided to hold to design the upcoming coffee-table book. (7 + 3)

### SECTION C

#### COMPULSORY CASE STUDY

[3\*5=15 Marks]

Ram is the manager of the Systems Proposal Department (SPD) in the Universal Electronic Company. The department was organized a year earlier to improve efforts of the company to gain new electronics systems business. Its functions were:

1. To carefully review and evaluate all incoming bid specifications for new electronic systems required by users of such equipment,
2. Then decide which of these would be potentially profitable, and within both the technical and fabrication capabilities of Universal Electronics, and finally,
3. Prepare the necessary business proposals to win contracts from potential customers.

A graduate electronic engineer, Ram had been a senior proposal analyst with another company when he was hired by Sita, the president of Universal, to set up the new department. This job coincided with his completion of an MBA Degree and it was his first managerial position. He personally recruited and hired a diverse group of seven highly qualified engineers as systems proposal analysis, most of whom had prior experience with customer requirements in the industry. Although the additional overhead cost would be substantial, the president, Ram's boss, knew that mounting a bold strategy to acquire new business was necessary and she was enthusiastic about the new group, especially Ram's aggressive approach in getting things organized and underway.

Since the work of generating and submitting technical proposals to potential customers can be both costly and time consuming, Ram knew the key to his department's success would be the careful preliminary screening and selection of bid possibilities on which proposals were to be prepared by the group. It was largely for this reason that he built an elite group of professionals to work with him, and he developed a procedure for full participation by the entire group in the Request for Proposal (RFP) selection process.

The procedure called for all RFP s to be distributed and given preliminary evaluation by individual analysts, who then made informal written "bid/no bid" recommendations to Ram on Friday each week. Each Monday morning a review meeting involving the entire group was held, at which time

each analyst presented the highlights of those proposals he or she had reviewed the preceding week and then led the group in discussing them. After all the RFPs had been reviewed in this way, which frequently involved vigorous debate within the group, final selection of making proposals were reached by group consensus.

The RFP review and selection procedure seemed to work effectively for the first three or four months, and three proposals submitted by the department resulted in major new contracts for the company. Discussions in the Monday morning review meetings about various RFPs were lively and involved the whole group. Frequently the session ran over into the early afternoon. The variety of individual backgrounds Ram had consciously selected provided the group with a broad technical perspective for approaching its task. On only two occasions, based on information he had gained from top management staff meetings, did Ram find it necessary to overrule the group's decision. This was not done high-handedly, however, and although a few of the analyses expressed some mild resentment, Ram was able to lead the members to see the wisdom in his final decision.

At the Monday meeting following the announcement of the second contract won by the SPD group, the president paid a surprise visit just before lunch with bottle of champagne for Ram and the group to show her appreciation of their efforts to date. Ram made no secret of his pride in their having received this recognition.

While Ram was very pleased with the quality of decisions the group made during the first several weeks, two things began to bother him. Although the number of proposals being reviewed remained about the same, each successive week the Monday morning meetings seemed to last longer and in his view would soon consume the entire day, a luxury he felt the department could not afford. He also had a nagging feeling that, as the department's manager, he needed to be better prepared at the Monday meeting to discuss the merits of the RFPs in order to assist the group in reaching the soundest decisions possible.

Since, he received the written recommendations from each analyst, on Fridays, he decided to familiarize himself with them over the weekend and to arrive at his own tentative conclusions and priorities for making bid/no bid decisions for each RFP. His purpose was to have answers ready which might speed up group decisions on Mondays, but to do so in a manner which would not allow his options to directly influence members of the group.

Except for the fact he had less time for golf and weekend household chores, this additional effort on Ram's part appeared to bear results. And although the group's batting average with the successful proposals declined in the second quarter, Ram felt better prepared on Monday morning, and, as he had hoped, the meetings began to shorten with discussions of individual proposals crisp and more to the point. This had the dual advantage of enabling the group to handle more proposals in each meeting and also freed up valuable time for the analysts to perform the ongoing work of the department. One unintended consequence of his preparation, and this troubled him slightly, was that Ram became more central to meeting discussions than he had been before.

Ram gradually became aware of a more disquieting symptom which began to develop on Mondays. Week by week, discussions in the group became more formal, recently becoming, at times, a dialogue between Ram and the analysts who had done the preliminary evaluation. For reasons Ram didn't understand, several analysts began taking a less active part in discussions. The final blow came this morning, when the meeting lasted barely forty five minutes, with Ram

doing most of the talking. Since he considered this review meeting to be the heart of the RFP selection process, Ram became alarmed. While he still had complete confidence in the men and women he had selected, he felt more and more that in the review meetings they were holding back their ideas and technical judgment, both of which he knew were crucial to arriving at the soundest bid/no bid decisions.

Waiting for Ram on his desk after today's meeting was a hastily written note in a familiar hand: "Grapevine has it we lost out on the Windsor contract. (Signed) Sita."

As Ram mulled over this dismal news and the situation in SPD on his way to lunch, the group analyst who had received the second highest performance rating stopped him to say he was leaving to take a position elsewhere. (4+4+4+3)

1. What organizational barriers to communication flow have reduced the analysts' participation in the Monday morning meetings?
2. Describe Ram's group as a subculture within Universal Electronics. How does the subculture of the group constrain communication?
3. What implicit assumptions are being made by Ram and by the analysts that may be impeding communication?
4. If you were in Ram's position, what would you have done?