

PGDM, 2013-15
Business Communication-II
DM-301

Trimester – III, Supplementary Examination: September 2014

Time allowed: 2 Hrs 30 Min

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll. No. on every page of the question paper, writing anything except the Roll No. will be treated as **Unfair Means**. In case of rough work, please use answer sheet.

Section-A

Write **brief notes** on **any three** of the following questions.

[15]

A1. What are the five modes people use to address the conflict? Which according to you is the best?

A2. Critically analyze Aristotle's exposition of the ethos, logos, and pathos methods of persuasion. Which technique yields greater benefits in your opinion?

A3. How are groups different from teams? Do you believe that team-building activities increase productivity?

A4. What is the difference between Distributive and Integrative Bargaining?

A5. Explain the following terms used in report writing:

- a) References
- b) Appendix
- c) Index

Section-B

Answer **any two** of the following questions.

[20]

B1. Two work associates consistently differ in their approach and recommendations regarding systems utilized in the department and projects undertaken in the departments.

- a. Is this conflict constructive or destructive? What would you do to discover destructive and constructive elements and effects?
- b. What would you use avoidance, management, or resolution?

B2. The library committee of the business school has recommended that the library should open all night. For collecting views related to this proportion, responses were collected by the chief librarian from 400 students at random. The results are tabulated below:

BATCH	YES	NO	CAN'T SAY
MALE	66%	22%	12%
FEMALE	84%	5%	11%

Write the findings, conclusions, and recommendations of a report based on the data on this information.

B3. **Meeting Agenda:** A project leader has made notes about covering the following items at the quarterly budget meeting. Prepare a formal agenda by putting these items into a logical order and rewriting, where necessary, to give phrases a more consistent sound.

- Budget Committee Meeting to be held on April 10, 2014, at 10:30 a.m.
- I will call the meeting to order.
- Real estate director's report: A closer look at cost overruns on Greentree site.
- The group will review and approve the minutes from last quarter's meeting.
- I will ask the finance director to report on actual versus projected quarterly revenues and expenses.
- I will distribute copies of the overall divisional budget and announce the date of the next budget meeting.
- Discussion: How can we do a better job of anticipating and preventing cost overruns?
- Meeting will take place in Conference Room 3, with WebEx active for remote employees.
- What additional budget issues must be considered for this quarter?

Read the following case and answer the questions that follow.

'Sharpo': cutting a deal with a blunt knife

Jane is managing director of 'Sharpo', a cutlery supplier. She is sitting in the executive boardroom sipping her coffee and waiting for her sales, production, HR and finance directors to arrive. She thinks back over the series of events that have led to this meeting.

In April 2004 Clive, the 'Sharpo' sales director, was approached by a buyer for a major UK high street retailer with the request that they supply a range of cutlery. The buyer explained that they wanted the cutlery to be of the same design as a market-leading range produced by a major European manufacturer. They insisted that the manufacturer should modify the design cosmetically to avoid copyright/design infringements and that they should produce to a much cheaper target cost by using less expensive materials. The retailer also demanded that the product should be supplied exclusively to them. Given the specific nature of these requirements, this brief could be met only by 'Sharpo' sourcing the product from overseas. To meet the cost criteria the product would need to be sourced in China, Pakistan or Thailand. Rather than discuss the brief with his colleagues, who were out of the office that week, at regional meetings and homeworking, Clive decided not to enter into negotiations as he normally would, but for speed and ease, to accept all the customer's demands. After all, they were too important a customer to lose!

Sharpo's production manager located a factory in China, machinery was specified, the product was developed and tooling produced. The HR department liaised with a local employment agency in China to recruit, train and house a workforce in a rented factory hostel, and production commenced. 'Sharpo' did not have any Chinese-speaking employees or anyone familiar with Chinese working practices and etiquette, so the company employed Ke Chen, a Chinese national with expertise in cross-cultural negotiation, to supply knowledge of how to 'influence' the Chinese regulatory authorities, handle the relationships, and negotiate locally on Sharpo's behalf. The cutlery range was launched in the UK market and the major high street multiple was extremely successful in marketing the product. Product design changes were made twice annually to ensure that the product remained 'fresh' and right for the market. Both supplier and retailer celebrated the success and further investment was made in China to support sales growth, although 'Sharpo' employees never actually visited the factory in China to meet, let alone congratulate, their collaborators or Ke Chen.

Four years later, the combination of a UK market downturn, overstocking, hugely opportunistic sales forecasts and policy changes resulted in a collapse in demand. 'Sharpo' is left with no orders, a Chinese factory, a labour force and considerable investment liabilities. Relationships with their Chinese collaborators are non-existent and discussions about how to salvage their business venture is increasingly tense and uncooperative. Clive and his team prefer to communicate via e-mail, thus avoiding any oral communication that, they fear, may spark conflict. They argue that the cost of sending a representative to China to negotiate is not financially viable.

Clive is hoping that, over time, they will be able to negotiate to divert products into the USA market and to alternative UK retailers. He has learnt the hard lesson that major high street retailers can be ruthless, in this case copying other's products, securing major foreign investment on the back of poor business planning, and chasing the keenest possible prices; at the expense of foreign labour conditions, health and safety. However, so far he had failed to effectively share this lesson with his team, nor cascade the information to other teams in the organisation. At this point in time all links between the UK supplier and Chinese manufacturer appear to be irreparably severed, with both nationalities having failed to separate people from problems, and each being left with a bad impression of the other's national business practices.

Jane has been alerted to these issues and is keen to secure alternative sales streams and salvage relations with the Chinese manufacturer. She has called an emergency meeting with the board of directors to sort out the mess quickly.

- C1. Review the case and list the communication issues faced by each party that contributed to the crisis.
 - C2. Suggest how Clive might have negotiated the business deal more effectively.
 - C3. Draw up an agenda for the emergency board meeting.
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