

ROLL NO. :

PGDM IBM 2018-20
Business Communication-1
Subject Code (DM 201)
Trimester-II, End-Term Examination

Time Allowed: 2 hrs 30 mins

Maximum Marks: 50

Please note:

- The question paper has **3 sections**: All Sections must be attempted as directed.
- **SECTION C is compulsory case study.**

Section A

Attempt any **THREE** out of **FIVE** questions.

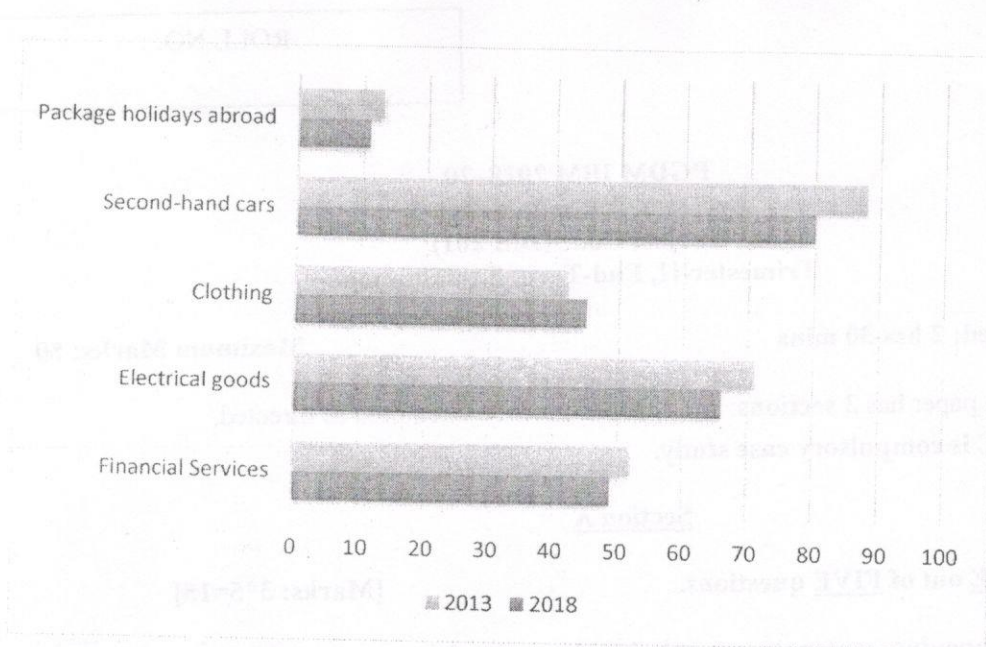
[Marks: 3*5=15]

Q1. These opening sentences are missing from the four product descriptions. Match each sentence (1-4) with its advertising aim (a-d) by applying the concept of ethos, pathos and logos.

1. Believe it or not, we aren't pulling your leg!
 2. Readers of Hiker International Magazine have praised Target boots for their rugged reliability.
 3. Have you ever thought to yourself that there must be an easier way of doing this?
 4. Meet the next generation of outdoor cookware!
- a. an independent and authoritative recommendation of the product.
 - b. a question that the reader will want to know the answer to.
 - c. a funny or intriguing comment that makes you want to read more.
 - d. an introduction to the product that makes it sound new and special

Q.2. Explain the terms kinesics, oculusics, chronemics, haptics and proxemics.

Q. 3. The bar charts below show the number of complaints made by consumers about different types of products and services in the years 2013 and 2018. Using the information from bar charts, write a report (main section only) in 200-250 words summarising the changes that took place in each sector between 2013 and 2018.



Q.4. It is 9:00 a.m. on Monday in Sweden. The Technical product manager of company X sent an email about the new design of the product to its subsidiary company in China. He would like to have a production ready model of the new design by Friday when he flies to China. An email came on Thursday saying that there was a 1mm error of the product they made and asked the manager what they should do. The product manager finds himself confused: "Do they need to ask such a question? They could simply adjust the error and give me the model on Friday, why are they waiting for orders instead of taking initiatives?" As for the Chinese manager, he preferred to first inform as he felt he needs to show respect to his Swedish superior (Swedish Technical and Production manager, 2010)

Discuss the issues of the above case with respect to high and low context culture.

Q.5. "You do not listen with just your ears: you listen with your eyes and with your sense of touch and with your mind, your heart, your imagination." – Egan Gerad

Justify the above statement with reference to the importance and types of listening skills.

Section – B

Attempt any **TWO** out of **THREE** questions.

[Marks: 10*2=20]

Q.6. A man and his children entered the metro station subway. The children started running up and down, yelling back and forth, throwing things, and grabbing people's papers. The man sat quietly with his eyes closed, oblivious to what was going on. The other passengers were irritated and angry that the father wasn't doing anything to control the unruly kids. After a while a man turned to the father and asked if he shouldn't control his kids a bit more. The man readily agreed but added that they had just come from the hospital where his wife – the children's mother had died a few hours ago. He didn't know what to think; the children didn't know how to handle it either. This new information changed everyone's mind.

Based on the above case-let, identify the barrier /roadblock to communication that may occur in similar situations and discuss the probable solution to similar type of misunderstandings.

Q.7. There has been a gradual fall in sales for two consecutive quarters at your company. You have been instructed to inform your sales team that their work hours will be increased by two hours per week, and base pay will be reduced by 20%. Communicate this news to your sales team in writing. Draft an email message.

Q.8. Prof. Das was very enthusiastic for his class today. He planned a 3 hrs long class to cover 2-3 topics. However, the students requested him to keep the class brief considering the long 5 hrs special lecture that they had just attended. Understanding their request, Prof. Das ordered tea and snacks for the students and discussed his topic briefly.

Q- Analyse this case with reference to Hofstede model e.g. 'power distance', 'individualism'.

SECTION C

COMPULSORY CASE STUDY

[3*5=15 Marks]

CHARLES FOSTER SENDS AN EMAIL

Charles Foster was a U.S. national sales manager for a large multinational technology company headquartered in France. He was concerned about the availability of an important new disk drive that was selling better than anticipated. If he could obtain more of these drives, he was sure that they would sell. Since the product had just been launched with the company's various sales forces and distributors, Foster was worried about losing momentum. The sales force and distributors had literally thousands of products to sell and an availability problem could prove fatal to the product line, as the company's sales efforts were redirected to other products or customers chose to purchase from the competition.

The situation was complicated by the fact that the design and manufacturing of the drive had been assigned to a new Franco-Japanese joint venture (JV) located in France. Not only was the joint venture adapting to a new manufacturing system that had been introduced to produce the drive, it was also adapting to the joint venture's new organizational structure. As it tried to adapt, the joint venture encountered numerous complications, particularly those involving logistics.

Over the previous months, several attempts had been made to resolve the availability issue at lower levels but with no success. Foster decided that the problem had become serious enough to warrant the attention of his supervisor, Richard Howe, vice-president of sales for High Technology Products. Because Foster had a good, informal relationship with Howe, he decided to send him an email explaining the situation.

Howe forwarded Foster's email to Maurice LeBlanc, the head of the Strategic Business Unit (SBU) headquartered in France. In turn, LeBlanc, who previously had been head of new product development for the SBU, forwarded the email to Ahmed Hassan, president of the JV. Hassan, raised in the Middle East, had lived most of his adult life in France (see Exhibit 1).

THE PHONE CALL

A couple of days after sending his email, Foster was in his office completing some sales reports when the phone rang. After he answered the phone, he immediately recognized the accented, emotion-laden voice that spilled out into the room.

This is Ahmed Hassan. Why are you writing such things to my boss in an email? Why are you saying so many negative things about my business? Why didn't you call me? Foster was stunned. He did not know what Hassan was talking about or what to say. He recalled: Ahmed was absolutely livid. And he continued yelling at me for what seemed like an eternity.

Exhibit 1

EMAIL STRING

1. Email to Richard Howe

To: Richard Howe/Techco@USHQ

Subject: Drives Availability - Further info on XD19

Dick,

I wanted to give you some further info on the XD19 stock situation. I feel strongly that this is a precursor to what we are going to face when all of our manufacturing goes to the JV. I'm including my thoughts on what is going on and I would like your opinion on what we should do in the organization to get a handle on this before it gets too far out of hand. The issues we are facing seem to be driven by two main factors:

- Marketing is asked for forecasts on product use. Manufacturing does not believe them and makes their own forecasts based on run-rates and then ends up shipping even below that. I think that this is being driven by an inappropriately high emphasis on reducing inventory.
- The manufacturing for the XD19 is done in batches. It is often three to five months between batch runs for a specific drive. With such long lead-times, we are unable to respond to sudden swings in the market or new opportunities.

Our issues right now are magnified by a problem with the firmware1 on the XD19. This issue is also illustrative of the types of problems that we need to prevent from happening with the JV:

- We have been using Version 07 firmware, but the JV is currently converting all of their stock to Version 08. The Version 08 firmware has a bug that does not provide true three-wire control in a keypad mode, which we consider a major safety issue.
- The JV does not consider this to be a safety issue and has released this firmware for use outside of the U.S. We are going to have to live off of the remaining stock of Version 07 until the release of Version 09 next year.
- This problem is magnified by the use of masked firmware instead of flashable. When there is a mistake, as there is in this case, we are stuck with it until the next set of masks is made. (There is a cost savings in using masked units, but I would be willing to bet that we have never realized it since we are always giving customers new drives and new control boards to cover our bugs.)
- The JV does not fully test functionality like we do, resulting in a huge list of bugs with each firmware release once we test it. We then have to live with these bugs until the next release and the next set of bugs. Since these releases are normally masked before we do our testing, the fixes can't be done on the fly.
- We are currently expediting Version 07 units from France to cover the shortfalls, but there are six catalogue numbers that will need to be ordered from Japan. It is also likely that we will completely exhaust the remaining supply of Version 07 masks for all of the other sizes before production of the Version 09 firmware begins. With the batch lead times, I expect this to absolutely kill the XD19 launch and it will be a big hit on us for Core Product.

This is SCARY! If an opportunity comes along, forget about it, because we are still filling backlog. I already have OEM salespeople giving up on selling the XD19 because it is not in stock.

It is particularly frustrating being told that we are not meeting top-line objectives when we cannot even ship to the current level of sales.

Email to Maurice LeBlanc

To: Maurice LeBlanc/TechcoInt@HQFrance
Subject: Drives Availability - Further info on XD19
Maurice,

We are having an inventory problem with the XD19 (V07). The issue as I understand it is France does not have the inventory and we have to wait on the JV to build its next batch. In the meantime, we are losing orders due to lack of inventory.

I would like to see if you could talk with JV to expedite its manufacturing process as we need drives now.

The list below contains the key part numbers that we need with Version 07.
Please see some other concerns identified by our Drives National Sales Manager — Charles Foster — in the attached email.

Thank you for any help you can provide.
Dick

3. Email to Ahmed Hassan

To: Ahmed Hassan/TechcoInt@JVFrance
Subject: Attached emails

Ahmed,

Is this correct what the emails from the U.S. say? Why aren't you following our Standard Protocol SPQ that dictates that we safety test products to the safety standards in the U.S.? I am concerned that the JV is not following our normal engineering review practice.

Maurice

Q.1 Identify all the barriers that led to communication blunder in the case study. (4 marks)

Q.2 Critique the usage of expressions and the tone of all three emails. Identify the intentions of the sender and how each email was perceived by the receiver. (7 marks)

Q.3 Is there any cultural element also that created problems? Assuming that you are Foster, what would you do to tackle the situation? (4 marks)