

PGDM-IB, 2019-21  
Intercultural Business Communication  
IB-105

Trimester – I, End-Term Examination: September 2019

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**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered Or Maximum 6 questions with internal choices and CILO covered (as an example)	3*10 Or 6*5	30
B	Compulsory Case Study with minimum of 2 questions	20	20
			50

**SECTION A**

Answer any three of the following:

A1. (i) "Gestures are observed actions" elucidate and explain the terms Kinesics, Oculistics, Chronemics, haptics and proxemics in 50 words each. [10]

Or

A1. (ii) Describe the communication process model and the ways the social media are challenging the nature of business communication.

A2. (i) **(CILO1)** Jack does not speak German, but walked up to the counter after having calculated that the postcards would cost sixteen schillings. He gave the clerk a twenty-schilling note, she opened the till, looked in it, and said something in German. As a reflex, Jack dug in his pocket and produced a one-schilling coin and gave it to her. She smiled and handed him "a five."

Q- How did Jack manage to understand the clerk without knowing her language? Which type of listening process did Jack use here? Also explain Bottom-up and context based listening processes with appropriate examples.

Or

A2. (ii) Prof. Das was very enthusiastic for his class today. He planned a 3 hours long class to cover 2-3 topics. However, the students requested him to keep the class brief considering the long 5 hours 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- Analyze this case with reference to Hofstede Cultural dimensions e.g. 'Power distance', 'Individualism'.



A3.(i) (CILO 2) Read the following blog posting and then (a) analyze whether the message is effective or ineffective (b) revise the message to make it more effective. [5+5]

It has come to my attention that many of you are lying on your time cards. If you come in late, you should not put 8 a.m. on your card. I will not stand for this type of cheating. I simply have no choice but to institute an employee monitoring system. Beginning next Monday, video cameras will be installed at all the entrances to the building, and your entry and exit times will be logged each time you use electronic key cards to enter or leave.

It is too bad that few bad apples always have to spoil things for everyone.

Or

A3. (ii) Dr. Sinha

I wanted to let you know that I don't appreciate how your team always monopolizes the discussion at our weekly meetings. I have a lot of projects, and I really need time to get my team's progress discussed as well. So far, thanks to your department, I haven't been able to do that. Make sure they make time for me and my team next week.

Regards,  
Dr. Jena.

The above e-mail message is a horizontal communication. Keeping the 7 C s of communication in mind, rewrite the e-mail message to make it effective. Apply sandwich feedback to improve the tone of the message.

A4. (i) Briefly discuss the communication barriers in the following situations. Also provide a solution as to how one can remove such barriers.

a) "I am sick of this. As soon as I am just about finished with a project, I get six more to complete."

b) "My boss will fire me if I tell him about what happened in my division this afternoon."

Rewrite the sentences to reflect your audience's viewpoint and relationship.

a) In view of the fact that the customer service department is closed, we do not have the capability of offering refunds until such a time as they re-open.

b) The engineers collaborated together in order to produce the uniquely original final outcomes of their research.

Or

A4. (ii) Read the scenario given below and identify the reasons for communication failure between the two parties:

George Hall was attending a trade fair and looking for an opportunity to do business in China. He had been very successful in US and prided himself on his ability "to get things moving". Finally he approached Mr. Li's company which he thought would be most responsive to his products. Since he had read that Chinese find getting down to business immediately too abrupt and rude, he began a casual conversation, eventually leading up to the topic of his products and suggesting how Mr. Li's company might benefit from using them. George then suggested that he could arrange to get together with Mr. Li and provide more specifics and documentation on his products. Mr. Li responded in fairly good English, "That would be interesting."

Knowing that he had only a few days left in Beijing, George wanted to nail down a time. "When can we meet?"

"Ah. This week is very busy," replied Mr. Li.  
"It sure is," said George, "How about 10 o'clock? Meet you here."  
"Tomorrow at 10 o'clock?" asked Mr. Li thoughtfully.  
"Right," said George, "I'll see you then?"  
"Hmm, yes; why don't you come by tomorrow," was the reply.  
"OK," responded George, "It was nice meeting you."  
The next day at 10 o'clock he approached Mr. Li's company's exhibit only to find that Mr. Li had some important business and was not able to meet with George. He called back later in the day and was told that Mr. Li was not available.

A5. (i)

(a) Read the first half of the sales report. Look at the words and phrases in italics. Choose the word or phrase which seems MORE formal.

(b) Read the second half of the report which is written in a fairly informal style. Rewrite it in a more formal style.



## **(Part One)**

### **Introduction**

The reason for writing/The purpose of<sup>1</sup> this report is to summarise/sum up<sup>2</sup> sales for the different categories of product we have been selling in the U.K. over the past year and to make recommendations for future sales activities/ recommend ways to sell things in the future.<sup>3</sup>

### **Accounting Software**

We have sold a lot of our accounting software/ our accounting software has sold well<sup>4</sup> over the last year in the U.K. with an increase in sales/sales going up<sup>5</sup> from \$ 120,000 to \$ 145,000. Existing clients /Clients we have now<sup>6</sup> have bought upgrades and a number of new accounts were secured/ we found some new customers<sup>7</sup> at the Accounting Fair at New Delhi in April.

### **Stock control Software**

We are still selling more of our stock control software than any of our competitor's/ Our stock control software continues to be U.K. market leader<sup>8</sup> with sales of \$ 950,000. It is thought to fit/ People think it fits<sup>9</sup> particularly with U.K. stock control systems and most sales for the new 7.2 version were made to existing clients through e-sales downloads/ when they downloaded it off the internet<sup>10</sup> or when they were phoned by our call centre in Hyderabad/ as a result of telephone sales from our Hyderabad call centre.<sup>11</sup>

### **CRM software**

U.K. companies continue to be way of investing in / still don't want to spend money on<sup>12</sup> CRM and sales have been sluggish/slow.<sup>13</sup>

## **(Part Two)**

### **Shipment tracking software**

We decided to delay launching our our new tracking software because we were having technical problems with it and we haven't sold as much of our existing tracking software as we hoped to, as you'll understand.

### **Payroll software**

Sales of payroll software went up by 25% because we were quick to supply programs which dealt with changes in the tax rules. We also managed to boost sales by effectively combining telephone sales, e-sales and visits from our salespeople.

### **Conclusions and recommendations**

In general, last year's sales were good, but I think we should stop selling by mail order as we don't make money on this in the U.K. any more. We also need to keep some cash in hand for when we launch the tracking software in the U.K. The problem with it will have to be sorted out first, but we've talked about it with our clients and they seem keen to have it.

OR

A5. (ii) 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%. Draft a memo and communicate this news to your sales team in writing.

A6. (i) **(CILO 3)** You just gave an in-depth presentation on the company's new marketing programs, intended for the specialists in the marketing department. The marketing manager then asked you to give a shorter version of the presentation to the company's top executives. Generally speaking how should you modify the scope of your presentation for this new audience?

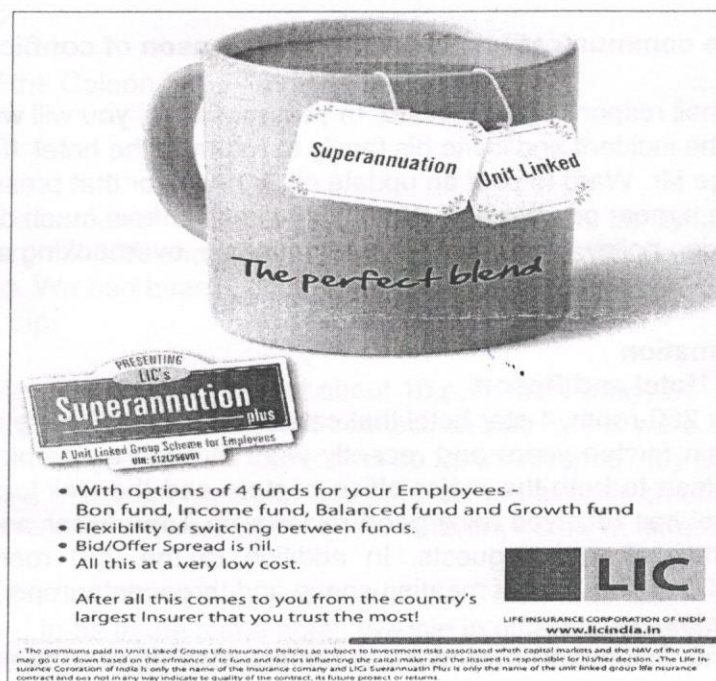
(ii) Keeping in mind the Aristotle's Ethos, Pathos and Logos, and Cialdini's six principles of influence read the news article given below and analyze the effectiveness of presentation strategy used by Bill Gates.

### Bill Gates Unleashes Swarm of Mosquitoes on Crowd

On 4 February 2009, Bill Gates, Microsoft founder and a philanthropist, during a Technology Entertainment, Design (TED) Conference 2009 event, while delivering a presentation about malaria education and eradication, unleashed a glass full of mosquitoes to drive home his point the deadly disease malaria and how it spread.

Or

A6. (ii) What does the acronym AIDA stand for? Explain each element of AIDA briefly and identify them along with the persuasive appeals used in the advertisement given below:



**PRESENTING LIC's Superannuation plus**  
A Unit Linked Group Scheme for Employees  
011-51212500

- With options of 4 funds for your Employees -  
Bon fund, Income fund, Balanced fund and Growth fund
- Flexibility of switching between funds.
- Bid/Offer Spread is nil.
- All this at a very low cost.

After all this comes to you from the country's largest Insurer that you trust the most!

**LIC**  
LIFE INSURANCE CORPORATION OF INDIA  
[www.lcindia.in](http://www.lcindia.in)

\* The premiums paid in Unit Linked Group Life Insurance Policies are subject to investment risks associated with capital markets and the NAV of the units may go up or down based on the performance of the fund and factors influencing the capital market and the Insurer is responsible for his/her decision. \*The Life Insurance Corporation of India is only the name of the insurance company and LIC Superannuation Plus is only the name of the unit linked group life insurance contract and does not in any way indicate the quality of the contract, its future prospect or returns.



## SECTION B

### CASE

#### Responding to a Customer Complaint

##### Scenario

You are the general manager of Colonnade Hotel and Resort, an independent property in Fort Lauderdale, Florida. Having worked at the Colonnade for four years, you are no stranger to customer service complaints. As the general manager, you rely on your front desk agents to provide quality service and prevent most issues from being escalated to you; however, of course, not all customers can be satisfied.

When you arrive at the property on Monday morning, you are faced with one of those customer situations that requires your attention. As you open your email inbox, you see a message with the subject line, "Shut out of the Colonnade." You take a deep breath, sip your latte, and open the message.

As an experienced manager, you know to gather more information before responding to the guest. You discuss the situation with Kathy, the front desk agent on duty, who confirms Mr. Ward's version of the incident and tells you that his son "got the whole thing on video."

When you go back to your office, you do what you know must be done: search the Internet for posts about the situation. On TripAdvisor, you see a negative review about the hotel. On Twitter, you discover Mr. Ward's tweet. And on YouTube, you find the video that captured the front desk exchange (below).

**Que 1. Identify the communication barriers and the reason of conflict.**

**Que 2.** Write an email response to Mr. Ward. In your message, you will want to acknowledge and apologize for the incident and invite his family to return to the hotel. If done well, your email will encourage Mr. Ward to post an update on TripAdvisor that presents Colonnade Hotel and Resort in a more positive light. You might consider how much detail to provide about the overbooking policy. Regardless of your rationale, overbooking may be difficult for even the most agreeable customer to accept.

##### Background Information

###### About Colonnade Hotel and Resort

The Colonnade is a 250-room, 4-star hotel that caters to business and leisure travelers. The hotel has been open for ten years and recently went through a complete renovation. It is centrally located, close to both the major office centers and the well-known city parks and museums. The hotel has received fairly good reviews on TripAdvisor and other travel sites and has a high rate of repeat guests. In addition to the 250 rooms, the hotel has approximately 50,000 square feet of meeting space and three restaurants.

###### Overbooking Policies

Like most hotels, the Colonnade overbooks to protect itself against no-shows. The number of rooms the hotel overbooks depends on how many no-shows are expected each night. Management tries to predict this number with 100% accuracy, but they are not always successful, which is what happened when Mr. Ward arrived with his family.

The hotel asks guests to guarantee their reservation with a credit card. If guests with a credit card guarantee do not show up, their credit card is charged for the room. Customers are informed of this policy when they make their reservation, and it is reinforced in an email confirmation.

###### Colonnade Hotel and Resort's Walking Procedures



The following information is communicated to employees in the Colonnade handbook:

As you know, even though we take credit card guarantees, we still have some no-shows. Because of this, we will sometimes overbook the hotel. This is usually not a problem, but there are times when you may need to relocate guests to other hotels. When this happens, be sure to follow the Colonnade Hotel and Resort Walking Procedures:

- Negotiate walk rates with referral hotels before walking guests.
- Obtain the selling status of comparable area hotels.
- Avoid walking Colonnade Prestige Club level members whenever possible.
- Inform the guests that the hotel cannot honor their reservation because of unexpected stayovers, but that we will pay for their room at a comparable hotel.
- Offer to forward all messages or calls to the guests at the other hotel.
- Provide relocated guests with a "walk letter" from the shift leader so that charges can be directly billed to the Colonnade.
- Enter the walked guests' name and the referral hotel's phone number in the property management system under the VIP guest section. This ensures that we provide the guests with exceptional service and do not walk them on a future stay.
- If the guests return the following day, provide an upgraded room, if possible. Also, a personal note of apology from the general manager should be placed in the guests' room.
- Send a VIP gift from the front office manager or general manager upon the guests' return.
- If the guests do not return to the hotel, send a personal note to their home address.

#### **Email from Kevin Ward**

To: Pat Fielding, General Manager

From: Kevin Ward

Subject: Shut out of the Colonnade

Dear Pat Fielding,

I'd like to bring to your attention a horrible experience I had with my family last week at the Colonnade. For my parents' 50th anniversary celebration, 15 of us booked rooms at the hotel eight months ago. We had heard good things about the Colonnade and were all looking forward to the trip.

However, when my wife, son, and I arrived at about 10 p.m. last Friday, we were told by Kathy, the front desk agent, that the hotel was booked, and no rooms were available for us. How could this be, when we pre-paid for our rooms so far in advance? My brother and his family also were shut out (although my sister and parents had already checked in earlier). My family and my brother's family were both sent to different hotels in different directions.

I appreciate receiving the first night's stay courtesy of the Colonnade, but this really misses the point: We all wanted to be in the same hotel. We live in different cities and don't get to spend much time together.

I want to understand your policy. How can this happen?? And what can you do for my family, who spent four days negotiating meeting times and taking taxis back and forth to see each other?

I look forward to your response.

Kevin Ward



