

MBA (FT) 2019 1st semester
Business Communication 6107

Time: 3 hours

Maximum Marks: 50

Instructions

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- i) *Section A is compulsory*
 - ii) *Attempt any two questions from section B*
 - iii) *Each question carries 10 marks.*
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Section A (All three questions are compulsory)

Q1. Read the case given below and answer the questions

During the commissioning and start-up stages of a US chemical plant in Japan, it became apparent that the Americans and local nationals involved had rather different ideas about communication, decision making and commitment to decisions.

The Americans tended to operate within a task-oriented ideology. In problem-solving meetings they believed that everyone who had relevant ideas or information should contribute to the debates and that, in reaching a decision, the greatest weight should be given to the best-informed and most knowledgeable people. They strove, moreover, for a clear-cut decision and once the decision was made, they usually were committed to it even if they did not completely agree with it. Some of the Japanese nationals, however, came to the project from very authoritarian organizations and tended to operate from a power-oriented ideological base. Each individual seemed to be trying to exert as much control as possible and to accept as little influence from others as he could. He would seek consensus in meetings. If he was not in a position of authority he kept rather quiet in meetings and seemed to the Americans as playing a passive role. The Japanese however interpreted the American emphasis on communication hinged on the expert's opinion as non-cooperative and as evidence of poor team spirit.

Each group was engaging in what it regarded as normal and appropriate practice and tended to regard the other as difficult to work with or just plain wrong. The fact that the differences were ideological was dimly realized only by the more thoughtful participants.

- ✓ Q1. What are the issues in this case? Explain with the help of Hofstede's cross-cultural differences model. (10)
- ✓ Q2. If you were heading an American organization and there is a merger with a Japanese organization and you were to communicate to the employees of both the organizations about the impending merger, how would you plan the strategic communication? (10)
- ✓ Q3. As the American CEO, if you were to address a group of senior Japanese nationals of the organization, in a face to face presentation, what would you take care of? (10)

Section B (Answer any two questions)

Q4. Why do companies indulge in corporate communication? How do they identify their target segments and what channels are commonly used? (10)

✓ Q5. Elaborate on 7Cs of communication. (10)

✓ Q6. Write short notes on any two (5+5)

1. Response to Request for Proposal
- ✓ 2. Listening Skills
- ✓ 3. Crisis Communication