

Registration No. :

--	--	--	--	--	--	--	--	--	--

Total number of printed pages – 3

MBA
MBA 208

Second Semester Examination – 2013

BUSINESS COMMUNICATION

QUESTION CODE : A 464

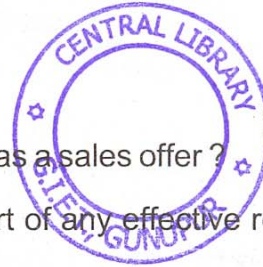
Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.*

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2 × 10
- (a) How has increased market globalization and cultural diversity contributed to the increased relevance of cross-cultural communication ?
 - (b) List the three major forms of persuasive communication.
 - (c) A letter's appearance is a part of its message. Justify.
 - (d) What are the basic ingredients of an effective office memo?
 - (e) Distinguish between the following :
Solicited and unsolicited proposals
 - (f) Why do we refer to a business proposal as a sales offer ?
 - (g) Audience analysis is a very integral part of any effective report writing. Discuss.
 - (h) Soft skills help the development of communication skills but the converse is also true. Comment.
 - (i) Why is the role of a leader so crucial in leading an effective meeting ?
 - (j) What are business etiquettes ? Why are they important ?



P.T.O.

2. **ANA's Tomonori Ishii's communication style.**

10

Tomonori Ishii is Senior Vice President and General Manager of the Americas for All Nippon Airways. He came to his position with a wealth of international sales and management experience. Prior to his current post, Mr. Ishii served as the Vice President and General Manager of ANA's Washington, DC territory. He has also served multiple sales management roles in the Fukuoka, Hiroshima and Tokyo offices in his 35 plus years of the airline. Tomonori Ishii's global approach to customer service was developed in his role as an integral part of ANA's international expansion team and later in ANA's Bangkok office. Mr. Ishii started his career as a Passenger Service Agent at the Osaka International Airport. He feels that his longevity with the company is the achievement he is proud of.

He says that I have a different working style. He takes some influence from Japan, some from the US, other Western ideals and tries to mix them together to form a global perspective. He likes the bottom up style that he learned in Japan, which is not seen in many companies in US. He also likes the ethical approach to business that is prevalent in Japan. In his interview with Business Renaissance, he says. "I make it a priority to be accessible to my colleagues and provide them with the feeling that we are all equally responsible for the success of ANA. Everyday I make sure to take breaks with my staff to talk candidly about the challenges they face. I walk around to show them that I am here with them, working side by side. When the airline industry was profitable, little issues on the front lines didn't require our full attention or immediate resolutions. But now there has been a shift in paradigm. In this economic downturn, we want to address all concerns as quickly as possible to make sure they do not become weaknesses. Talking to my staff is the best way I know of to keep informed of what we are up against. We must work together to change our perspectives and approach. Success comes when we work as a team, failure is indicative of ineffective leadership".

When asked about his advice to the business leaders, he replied, "Explore the bottom up management style, encourage a work environment that allows your staff to communicate with you directly and candidly. The more you know about

the challenges your front line employees face, the better you will be equipped to collaborative on effective solutions. And you will avoid becoming the emperor with no clothes“.

You are required to study the case and answer the following questions :

- (a) What is the unique style of Tomonori Ishii's communication ?
 - (b) What are the factors that influence his style of communication ?
 - (c) Can top management whose job is to devise the strategies function with this type of communication style ?
 - (d) What are the unique advantages and disadvantages of Tomonori Ishii's style of communications ?
3. Appropriate vocal cues enhance the impact of your business presentation. Discuss this statement with suitable examples. 10
 4. What are the main contents of the minutes of a meeting ? What are some specific principles for effective writing of minutes ? 10
 5. The increased complexities in the jobs have also affected the role of interviewers to an extent that their role and linkage to the success of the whole process has become very critical. Discuss. 10
 6. How important is the resume in the whole interview process and what are the strategic points in the resume that require special attention by the candidates ? 10
 7. You are the senior manager, HR, of your company. You are away from Mumbai for an important conference in Delhi. Just the day before you plan to return, you receive an important assignment at Dehradun. Now draft a message to be sent to the chairman of your company. 10
 8. Content is more important than the container. How far do you agree with the above statement with regards to the GD exercise ? What should one do to develop it ? 10