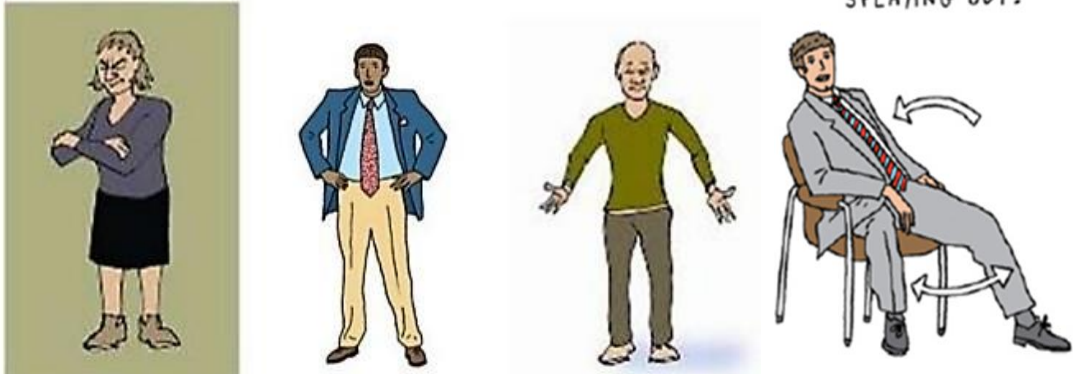


Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2018

Course: Business Communication Programme: MBA Oil and Gas Time: 03 hrs. Instructions: All questions are compulsory	Semester: I CC: HRES 7004 Max. Marks: 100
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SECTION A

S. No.		Marks	CO
Q 1.	<p>Study the following nonverbal signals from the pictures below and write your observations in about 50 words each.</p> <div style="text-align: center;">  </div>	(5)	CO 1
Q 2(a).	<p>Read the article below and choose the correct word or phrase to fill each gap form the words suggested in the end of the paragraph:</p> <p style="text-align: center;">Why I Found a Life Coach</p> <p>Anyone who has ever glanced through a self-improvement book has probably learned that such books do not hold the (1).....of personal happiness. Having read too many of them without success, I was (2) to staying vaguely dissatisfied for the rest of my life. But when I (3).....a newspaper article about a new kind of consultant, called a life coach, I became curious, and decided to learn more. I was looking for a more personal way to (4).....my life: I'd achieved my material goals before (5).....the support of a coach, but professional challenges, long hours and not having someone neutral to talk to were putting my work and relationships at (6)..... I realized I needed to learn how to deal with problems before they occurred. My life coach is very good</p>	(10 x 0.5=5 M)	CO 1

	<p>at asking me (7).....questions which help me to discover what I'm dissatisfied with in my life, and to understand who I am. It's good to have someone you can trust and respect to (8).....things over with. I sometimes pick topics in (9).....of our discussions, such as situations at work, or conflicts between me and colleagues, though I don't always (10).....an agenda. And I know that everything I say to my coach is in the strictest confidence. I'm far better at tackling difficult situations now, and best of all, I feel much more at ease with my life.</p> <p>1. (a) solution (b) answer (c) key (d) secret</p> <p>2. (a) patient (b) resigned (c) tolerant (d)contented</p> <p>3. (a) found out (b)came across (c) ran into (d) met with</p> <p>4. (a) evaluate (b) account (c) estimate (d) reckon</p> <p>5. (a) appointing (b)signing (c) registering (d)enlisting</p> <p>6. (a) danger (b) hazard (c) risk (d)peril</p> <p>7. (a) examining (b) probing (c) exploring (d) investigating</p> <p>8. (a) talk (b) discuss (c) say (d) tell</p> <p>9. (a) preparation (b) readiness (c) precaution (d) anticipation</p> <p>10.(a) set (b) put (c) place (d) hold</p>		
2 (b).	<p><i>“Communication serves not only as an expression of cultural background, but also as a shaper of cultural identity”</i>. Elucidate the statement in form of a mind map in the light of impact of culture on communication and vice versa.</p>	(10M)	CO1
SECTION B			
Q 1.	<p>Read the following communication scenario and answer the questions that follow it:</p> <p>As the personnel manager of a software solutions firm, you have to draft a letter of refusal to an employee who is asking for a sabbatical from the organization for a period of two years. The employee has been with the company for seven years now, but is rather indispensable. You are keen to retain her. She is excellent at software and data processing skills, and the company cannot afford to let her go for two years. You have to remind her that her promotion is due and that she may be elevated to a more senior position with corresponding remuneration.</p> <p>a) What writing approach will you follow and why?</p>	2+2+2 +2+12	CO 2

	<ul style="list-style-type: none"> b) Draft a situation statement. c) Frame the logic used in your writing. d) Organize the document in terms of the introduction, middle and the close. e) Compose the document in form of a mail 		
Q 2.	You have joined a new company. On your first day, you receive a personalized email form the CEO welcoming you on board. You want to reply to his e-mail. Draft a response mail.	10	CO2
Q 3.	<p>Given below are some of the extracts from professional emails. Keeping in view the principles of effective email writing, rewrite them to make them precise and effective</p> <ul style="list-style-type: none"> a) Good news! Company is planning a trip to Goa. Those interested may contact the undersigned b) Wud you just let me have your marketing proposal by the dawn tomorrow? c) Find enclosed in the attached files the new customer friendly online travel guide. Kick back the same to us with your ticked options and we'll arrange the rest. d) Meeting sched at three. Drop in with sales recds e) PROPOSAL RETURNED BACK HEREWITH. REDO COST ESTIMATE. CALL BACK UNDER SIGNED IF WANTED. 	(5x2:10 M)	CO4

<p>Q 4.</p>	<p>Read the following complaint filed by an irate customer about the quality of biscuits</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p>Complaint by customer:</p> <p>I bought two packets of Delicious Biscuits recently; unfortunately, the biscuits are all in pieces or crumble quite easily when handled. This has been occurring for about the past four months. The retailer is quite prominent (Appu Stores in Ahmedabad), and I doubt that they are at fault. I am quite disappointed in the decline in quality of Delicious Biscuits.</p> <p>–A loyal customer</p> <p>Reply to the complaint:</p> <p>Dear Dr. Maheshwari,</p> <p>Thank you very much for your valuable feedback. Customers like you are an integral part of our business and your satisfaction is very important to us.</p> <p>We are very sorry for the inconvenience caused to you in this instance. We shall contact you shortly to understand the nature of your complaint first-hand and take remedial action.</p> <p>We shall also be glad to have your suggestions on what kind of products you would like Delicious Biscuits to make in the future.</p> <p>Best regards,</p> <p>Customer Service division Delicious Biscuits</p> </div> <p>purchased from a particular company, and the response sent by the company:</p> <ol style="list-style-type: none"> a) Comment on the opening and the closing of the response sent by the company. b) Comment on the tone of the sender. c) Comment on the strategy of the company in handling this complaint. d) Comment on the audience analysis of the response. 	<p>(4x2.5=10)</p>	<p>CO4</p>
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SECTION-C

<p>Q 1.</p>	<p>Do as directed:</p> <p>(a) Harry is proposing reduction in travelling expenses and the entertainment budget for client meetings. To assess the reaction of the 23 sales representatives and ask for their suggestions on how to reduce expenses, he decides to call a meeting. This would be on a Monday, when all the sales professionals touch base at the company headquarters. Additionally, Harry wanted to bring up a few issues relating to discipline and filing of weekly sales report. Also, there is a conference scheduled for sales professional in Singapore, for which he wanted to invite two nominations. Based on this information frame a mail of intimation along with the agenda of the meeting.</p> <p>(b) Imagine that the meeting described in the previous question is over. Based on the following summary of the meeting, frame the minutes of the meeting:</p> <p>Overall, the meeting went off peacefully except for the cost-cutting initiative. As predicted by Harry, members opposed it and suggested that the optimization of area</p>	<p>10+10</p>	<p>CO4</p>
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	<p>and travel plan might be attempted instead. Someone promised to bring a cost analysis of the same and compare it with the one proposed by Harry. The sales professionals requested Harry to send them a reminder about the daily call report and weekly assessment. They even requested him to set a day aside for this. Two members were nominated for the conference. Both were senior members and top grossers in terms of revenue. This was, Harry explained, an award for their hard work and result oriented performance.</p>		
<p>Q 2.</p>	<p>Read the given below case-study and answer the questions that follow:</p> <p>Behind the table, concerns should include the inputs of negotiators outside of the negotiations</p> <p>A deal may seem like a win-win, but to avoid possible ethical and legal repercussions, take time to consider how it will affect outside parties.</p> <p>In negotiation, what might seem like a stellar deal for everyone involved could backfire if you don't factor in the impact of the agreement on those who aren't at the table—a lesson that Apple and some of the largest U.S. book publishers are learning the hard way.</p> <p>Back in 2007, to boost sales of its fledgling Kindle, the first e-book reader on the market, Amazon began selling e-books at the rock-bottom price of \$9.99. Five publishers—Simon & Schuster, Hachette Book Group, Penguin Group USA, Macmillan, and HarperCollins—disliked Amazon's low, flat price, which they felt would undercut the sale of their new-release hardbacks, whose average cover price was \$26.</p> <p>Moreover, as e-books caught on, retailers such as Barnes & Noble faced the possibility of being priced out of business by Amazon. But under the publishing industry's traditional wholesale model, there was little anyone could do about it: publishers sold their books to retailers for about half the cover price, and the retailers were free to set whatever prices they liked.</p> <p>In January 2010, however, as Apple prepared to launch the iPad, the publishers appeared to catch a break. They negotiated a new business model for e-book pricing with Apple: in exchange for a 30% sales commission, Apple would let the publishers set their own prices for e-books. For the publishers, this so-called agency model—which turned Apple into a sales agent for the publishers—appeared to be a vast improvement on their wholesaling arrangement with Amazon, as we reported in “The E-book Pricing Battle: A Saga Unfolds” in the May 2010 issue of Negotiation. Even better from the publishers' point of view, they leveraged their deal with Apple into a bargaining chip with Amazon. After at least one of the publishers threatened to delay release of its digital editions, Amazon reluctantly replaced its \$9.99 e-book pricing with the agency model, and prices rose industrywide to about \$14.99, on average.</p> <p>Fast-forward two years, and the publishers' deal with Apple has been cast in a new light. On April 12, the U.S. Department of Justice (DOJ) sued Apple and the publishers</p>	<p>(2.5x4 =10)</p>	<p>CO5</p>

for colluding to raise the price of e-books during secretive, anti-competitive negotiations. Three of the publishers settled the suit, agreeing to a deal that is predicted to overturn agency pricing. As of this writing, Apple, Macmillan, and Penguin were unwilling to settle. Amazon was poised to lower e-book prices back down to \$9.99.

The publishers' deal with Apple sounded like a great deal at the time. Moreover, the parties say they undertook it in part to increase, rather than decrease, competition in the e-book market. Yet the negotiators and attorneys involved may have neglected to thoroughly analyze whether their agreement would truly create value for consumers—and thus whether it fell within the parameters of U.S. antitrust law.

In the flush of hammering out a deal that appears to create synergy for everyone involved, negotiators sometimes neglect to consider how their agreement could affect outsiders, an oversight with ethical and legal implications.

- a) Briefly describe the negotiation strategy applied by Apple to boost its sales.
- b) What generated the need for Apple to apply negotiation strategy?
- c) List four major factors involved in the negotiation process of Apple.
- d) What do you think the negotiation strategy applied by Apple was justified? If no, what could be the other negotiation strategy?
