1. Read the following case carefully and answer the questions given below:

Amit Amatya, a PhD scholar in International Business Communication is requested by a reputed multinational company for preparing and presenting a paper in their annual celebration on 'promoting intercultural communication in the diverse workplace'. The administration director of the company has also informed Mr Amatya that conflicts usually arise in their workplace without any apparent reason. According to the director, no significant attention was paid towards communication aspect in the beginning, but they have come to realize now that the main cause of the usual conflicts in the operational level is lack of proper communication among the staff, who represent different cultural and national backgrounds.

Mr Amatya is provided with the required data, and is requested to suggest some important strategies through the presented paper to promote intercultural communication in the company. From a preliminary survey Mr Amatya has found that the company has more than one hundred employees having at least twelve nationalities. He is now expecting to learn more about the codes they use while they are in work and the approach they take while they make decisions.

Questions:

a) Mr Amatya is expecting to learn from the company administration more about the codes the staff use while they are in work and the approach they take while they make decisions. Now, write an e-mail on behalf of Mr Amatya to the administration director asking about the information that he is expecting to learn.

b) In this specific context, what strategies of intercultural communication do you think will be involved and discussed in the presentation of Mr Amatya?

c) Do you believe that conflicts arise in the workplace due to the lack of proper communication? What can be done to overcome such conflicts?

Answer:

a) 
From: discover.amatya@gmail.com  
To: admns.sony@yahoo.com  
Sub: general information

Dear Mr. Agrawal,  
I received what you wrote about the current situation of your diverse workforce. I'm working on the same paper that I'm asked to present at the annual ceremony. I'd be much pleased if you sent me some information about the variety of code you and your staffs use during work, and about the approach you adopt while
making important decisions. Please, make it clear whether you use multiple languages, or international codes, or any others. Similarly, please also mention whether you involve your staff in the important in-house decisions or not. If you do so, which approach do you adopt?

Regards,
Amit Amatya

b) The researches have pointed out that intercultural communication in the diverse workplace can be managed as an organizational asset with some specific efforts and strategies. In order to reduce the misunderstandings caused by workplace diversity, cross cultural communication networks need to be established. The followings are some of the important strategies that can be adopted for the management of the cultural diversity in a workplace, and that can be involved and discussed in the presentation:

- Promoting cross-cultural relationship between/among people of diverse cultures working in diverse work situation, each respecting each other’s cultural norms and values,
- Changing traditional cultural perceptions incompatible with the changing needs of today with the help of frequent meetings and training programs,
- Allowing different languages for official work. Cultures of even minorities need to be acknowledged,
- Conducting seminars, workshops, etc. to familiarize people with each other,
- Building cohesive multi-cultural work teams, and
- Creating a corporate culture that can accommodate diversity to maximize the potential of the workforce.

c) Obviously, conflicts arise in the workplace due to the lack of proper communication systems and channels in an organization. Communication is one of many causes of conflict in a workplace. In the multicultural context as in the given case, lack of proper communication may create very serious misunderstandings and conflicts among the co-workers. However, conflicts can be managed with the help of appropriate skills and strategies. Firstly, intercultural communication should be made easy and effective in the diverse workplace. Similarly, people need to be trained not only about verbal communication tools but also about nonverbal and paralinguistic ones. Additionally, values, beliefs and practices of each culture should be equally acknowledged in order to overcome such conflicts. International code can also be much useful. Stories, songs, videos, etc. can be exposed to the people so that they can understand each other’s cultures, values and practices.

2. Your friend is going for an interview. What suggestions will you give him / her for better performance?

Answer:
The following are few tips that would help him give a better performance in an interview: (Examinees may write any ten of the following points, or any other significant points.)

- Be well prepared.
- Brush up your subject and general knowledge.
- Memorize your resume.
- Know about the company.
- Dress appropriately.
- Be smart, clean, and well groomed.
- Carry a briefcase or neat folder containing all relevant papers.
- Show up 10 – 15 minutes early. In case you feel you may get delayed, call up and inform.
- When you meet your interviewer(s), shake their hands confidently.
- Stay calm, don’t fidget or twiddle your thumb.
- Be polite.
- Never chew gum or smoke during the interview.
- Be yourself, be honest.
- Show a real interest in the job.
- Be aware of all the answering techniques.
- Do not answer a question you did not understand; ask for clarification first.
- Speak clearly using positive words/phrases such as enjoy, enthusiastic, positive attitude, excellence, striving to be my best, etc.
- Appropriately use the top five: non-verbal eye contact, facial expression, posture, gestures, and space.
- In the end, restate your interest in the job.
- Smile and say ‘thank you’.
- Tell them how you look forward to seeing them again.
- Shake hands firmly.
- Tell them how much you enjoyed the interview.

3. What are the important points to remember while writing for an international audience?

**Answer:**

Start and finish with courtesy - In many cultures, building a good relationship is more important than any other part of business communication. So be polite and courteous, especially in openings and closings.

Use short, one-idea sentences - You’re less likely to create a grammatically confusing sentence if it’s short and has only one idea in it.

Beware of using metaphors - People who speak little English often take metaphors literally and get confused. Avoid writing ‘The market in your area has a lot of low-hanging fruit’ or ‘We’ve been doing some blue-sky thinking’.

Prefer one precise word over a few short ones - Prefer one precise word, such as ‘meet’, over two short words, such as ‘run into’. Those combinations of small words are difficult for international readers to understand, especially if they take each of the two words literally. ‘The problem should blow over in a week’ might confuse
someone (‘Is it windy?’); whereas ‘The problem should pass in a week’ will work better.

Avoid double negatives - In some languages, a double negative is a very strong ‘no’. If you write ‘The visit was not unproductive’, your reader might think the visit was a disaster.

Avoid humor - What our culture finds funny could easily be offensive in another culture. Also, remember that puns usually mean nothing to someone who is unfamiliar with English.

Use one word to name one thing - Pick one word to name something, and stick with it. For example, if you say ‘report’, don’t add in ‘paper’, ‘research’, or ‘document’ for elegant variation. You’ll only confuse your reader.

Write in proper nouns rather than ‘she’ or ‘her’ - Use names more than pronouns.

Write dates in full - Write dates in full to avoid confusion, for example, write 6 February 2011, not 06/02/11 or 02/06/11.

4. Major strategies for organizing information in the analytical reports commonly include focusing on conclusions, focusing on recommendations, and focusing on logical arguments. Critically examine the relevance of each of these organizational strategies of analytical reports.

Answer:

Three Major strategies for organizing information in analytical reports are (1) focusing on conclusions (2) focusing on recommendations and (3) focusing on arguments. When one is writing an analytical report for those audiences who are receptive in nature, information can be organized focusing on writer's conclusions and judgments based on experience and research. The audiences are likely to trust such judgments or conclusions, and may agree with the writer. The report can be structured around those conclusions and findings, using a direct approach. However, focusing directly on conclusions does have potential drawbacks. It may make everything the writer says seem too simple and personified. The audiences can have reservations about the writer's conclusions.

When the analytical report is more concerned to what ought to be done in a particular situation than to what is existing, the report can be structured focusing on recommendations. According to this approach recommendations will be unfolded directly by following different steps of analysis and different modes of conclusions. The report writer needs to be much sensible of whether the recommendations would invite any risk in the business in future. Reports can be organized focusing on arguments, too. Instead of drawing clear conclusions and recommendations the report may also present certain logical analysis of specific situations along with many different alternative ideas, solutions or options. More scientific approach is adopted in such type of organization strategy. When the report aims at collaborative and persuasive issues, the focusing on arguments approach would be more suitable. However, this strategy may create certain confusions among the options. So, it seems better if the writer gives specification for each argument or option in the report.

5. Briefly explain any FOUR of the following:

JMB
a) Internal-operational communication

Internal-operational communication is a structured communication that takes place within an organization that directly relates to achieving the organization’s work goal. It is built into organizations plan of operation. Most of the company information might have been stored in central database such as organization’s MIS from where all employees may access the necessary information.

For example, a supervisor makes some decisions regarding the daily operations which have to be passed to the employees. The information may be sent in the form of letter, email, memo, and so on. When such information is transmitted to the employees, it can be an instance of internal-operational communication.

b) Conflict is a familiar phenomenon. When interests clash, the result is conflict. According to a survey, managers are likely to spend about 20 percent of their time dealing with conflict. In traditional organizational structure, conflict is more common. In democratic or participatory style of management, it does not arise much.

Though people often take conflict as negative, sometimes it may bring positive outcomes. If managed properly, conflict may be turned into opportunity. Conflict is considered a fuel for change. It helps us realize our lacking. It may also foster creativity helping us think out of the box. It may also create a pressure for higher quality decision making. As we all know smooth sea does not make a skilled mariner, conflict, if handled properly, may produce desired outcome in an organization. Poor communication, incompatible goals, different interests, lack of resources, struggle over values etc. may cause conflict. If we recognize the real cause behind conflict, we may be able to develop better relations.

c) Proxemics is the study of our use of personal space. This nonverbal language may differ from culture to culture but it has a great significance. Edward Hall says “Cultures differ substantially in their use of personal space.”

<table>
<thead>
<tr>
<th>Distance</th>
<th>Description</th>
<th>Voice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intimate</td>
<td>Touching to 18 Inches</td>
<td>Private situation with people who are emotionally Close.</td>
</tr>
<tr>
<td>Personal</td>
<td>18 inches to 4 Feet</td>
<td>Handshake Distance.</td>
</tr>
<tr>
<td>Social</td>
<td>4 to 12 feet</td>
<td>Distance between customers and people.</td>
</tr>
<tr>
<td>Public</td>
<td>12 feet</td>
<td>Teacher in a classroom.</td>
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</tbody>
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d) Group communication is an interchange by participants in an activity. It involves exchange of ideas, feelings, emotions, data and all forms of information, which are mutually understood by all participants.

Group communication is interactive in nature; hence it elicits a constant feedback process among members by way of seeking and receiving clarifications among them.

It enables all uncertainties to be removed from the subject of communication and it unifies the group members making them cohesive and in agreement with one another.

e) Typically, an executive summary will

- be possibly 5-10\% or so of the length of the main report
- be written in language appropriate for the target audience
- consist of short and concise paragraphs
- start with a summary
- be written in the same order as the main report
- only include material present in the main report
- make recommendations
- provide a justification
- have a conclusion
- be able to be read separately from the main report
- sometimes summarize more than one document