

Name:  
Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, December 2021**

**Course: Business Communication**  
**Program: MBA (LSCM, AVM, IB, BA, DB & Core)**  
**Course code: HRES 7004**

**Semester: I**  
**Time: 03 Hours**  
**Max. Marks: 100**

**SECTION A – 20 Marks**  
**1. Each Question will carry 2 Marks**  
**2. Instruction: Select the correct answer(s)**

		Marks	CO
Q 1	Communication is the process of i. transferring knowledge ii. listening actively iii. sending and receiving messages iv. writing effective messages	2	1
Q 2	Miscommunication between cultures often occurs because i. the senders and receivers are encoding and decoding messages using the assumptions of their different cultures ii. the senders are encoding messages that the receivers will not be able to decode iii. the receivers are decoding messages that the senders were not able to encode iv. the senders and receivers are encoding and decoding messages that offend each other	2	1
Q 3	When belonging to a team is more important to members than making the right decision, that team may develop what is termed i. diversity of views ii. increased performance levels iii. groupthink iv. effective team work	2	1
Q 4	The pattern of physical cues, environmental stimuli, and implicit understanding that conveys meaning between two members of the same culture is termed i. ethics ii. context iii. social customs iv. non-verbal communication	2	1
Q 5	Which listener listens for facts and not themes? i. the good listener ii. the bad listener iii. the reluctant listener iv. the surface listener	2	1
Q 6	Select the sentence that is bias-free. i. Despite Ms. Curtis's disability, she does a good job. ii. Ms. Curtis's disability does not prevent her from doing a good job. iii. For a disabled person, Ms. Curtis does a good job. iv. Ms. Curtis's employee evaluations rank above the top five in the company.	2	2

Q 7	The body of an analytical report should give i. all the facts, those that support and those that do not support your recommendations ii. only the facts that support your recommendations iii. a description of the progress you have made so far iv. information about how to comply with government regulations	2	2
Q 8	If you have strong negative information to deliver as part of a positive message you should i. open with the negative information ii. use an indirect approach iii. put the negative information in a separate message; never combine positive and negative information iv. explain how the negative information will impact the positive information	2	2
Q 9	The most sensible reaction to a routine claim is to i. assume that the customer is not telling the whole truth ii. assume that the customer's version of events is an honest statement iii. avoid granting the customer's request to prevent fraud iv. avoid acknowledging any fault on the part of your company	2	2
Q 10	Which of the following is a kind of analytical report? i. annual shareholders report ii. conference report iii. progress report iv. proposal report	2	2

**SECTION B – 20 Marks**

**1. Each question will carry 5 marks**

**2. Read the Case Study at the Bottom to Attempt this Section**

Q 1	Briefly state the case facts.	5	1
Q 2	Briefly state the case problem.	5	1
Q 3	Briefly state the case alternatives.	5	1
Q 4	Briefly state the recommendation.	5	1

**SECTION C – 30 Marks**

**1. Each question will carry 10 marks**

Q 1	<p align="center"><i>Lessons from Hollywood's Digital Transformation</i> Michael D. Smith December 16, 2021 <a href="https://hbr.org/2021/12/lessons-from-hollywoods-digital-transformation?ab=hero-subleft-1">https://hbr.org/2021/12/lessons-from-hollywoods-digital-transformation?ab=hero-subleft-1</a> Page: 1</p> <p><i>When business leaders talk about digital transformation, they often pay more attention to the word digital than the word transformation. That's an easy but serious mistake. When the subject comes up, the first question that anybody should ask is this: What kind of transformation are we really talking about, and how does it differ from the other market transformations my firm has always faced?</i></p> <p><i>I have some thoughts about that. For the past 20 years, in my research and my teaching, I've focused on how digital transformation impacts firms and markets — and that work has allowed me to identify two important characteristics of digital transformation. Each creates new challenges and opportunities for industry leaders.</i></p>	10	2
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	<p><i>The first is that digital transformations tend to create abundance where there was once scarcity. After all, what could be more abundant than digitally encoded information that can be reproduced an infinite number of times, at no additional cost, and without loss of quality? Because most business models are based on the idea of controlling scarce resources, this aspect of digital transformations can be very disruptive and even hard to conceptualize.</i></p> <p><i>The second is that digital transformations often affect many areas of a firm's competitive environment at the same time. This expanded scope can cause experienced managers who are used to evaluating threats from individual market transformations to miss the combined threat caused by multiple digital changes that are occurring simultaneously.</i></p> <p>Based on the passage above and keeping in mind the 17 words rule, provide an example of an in-text citation sentence having all the elements of paraphrasing, author as narrative, having a quote and with parenthesis.</p>		
Q 2	<p>As the Manager at E&amp;Y, you are saddened by the insensitivity shown by a few junior colleagues towards expats from your South African office. You are required to write an email to 3 of them on not only respecting inclusiveness but it should have tones of reprimand if it were to happen again.</p> <p>Create your answer in a <b>Memo Report Format</b> addressed to Ms. Maria Sanchez, Director – Strategy. Your role is that of a Management Trainee.</p>	<b>10</b>	<b>2</b>
Q 3	<p>If you were to write your dissertation on any ONE below, create a short abstract Use the following: Purpose, Approach/Methodology (used), Findings and Originality as the 4 heads. Your response should be a maximum of 200 words.</p> <p>Leadership in Crisis OR Redefining Organization Culture for Gen Z</p>	<b>10</b>	<b>2</b>
<p><b>SECTION D – 30 Marks</b> <b>Instruction: Write professionally.</b></p>			
Q 1	<p>As a Management Consultant you are asked to present an elevator pitch on “Work from Home and its benefit” for the Gen Y &amp; Z especially the Analysts working in the India office of McKinsey &amp; Company.</p> <p>The elevator pitch has to be crafted in the form of proposal using the SPIN technique. It is to be presented to Ms. Sarah Andrews, Director (HR).</p> <p>Present your proposal (talking points) in the Letter format of report writing.</p>	<b>15</b>	<b>3</b>
Q 2	<p>Based on the mindmap you created in class, answer the following question in less than 150 words. What are your strengths and one weakness?</p>	<b>15</b>	<b>3</b>

### Case Study for Section B

Marjorie Rodriguez heard her name called and moved toward the stage of the Hilton Bangkok ballroom. She had received awards for her advocacy work for the LGBTQ+

community in the Philippines before, but this was the first time she'd been recognized for Zevoron, the business she'd started three years earlier with the goal of providing jobs for transgender people in Manila and throughout her home country. Zevoron manufactured and distributed polvoron, a soft, crumbly shortbread made of flour, sugar, milk, and nuts, popular in the Philippines. The company name came from a combination of "ze"—a gender-neutral pronoun—and "polvoron." What set the company apart, and the reason for the award, was that all its marketing and sales staffers were transgender. This unique positioning had struck a chord with customers and helped Marjorie to create a profitable business in a short period of time.

Joining her at the ceremony was Oscar Santo Domingo, Zevoron's CEO, a veteran of the food industry and an operational expert, whom Marjorie had brought on soon after founding the company. Although this was her passion project, she couldn't dedicate 100% of her time to it, given her other commitments.

Marjorie's origin story was familiar to many in the Filipino LGBTQ+ community. She was from a conservative family that shunned her when she came out as transgender. She left home and moved to Manila, where she started her professional life as a photographer's assistant. After paying her own way through the University of the Philippines, she began acting in films, and the visibility gave her a platform for advocacy. In 2018 she partnered with Vivienne Cru, the first openly transgender member of the Congress of the Philippines, to publish a report on the state of transgender rights in their country. The findings prompted Marjorie to focus on employment issues: Because of widespread discrimination, many in her community struggled to get hired or to keep their jobs.

Oscar shared Marjorie's deep belief in Zevoron's mission. "I'm so proud of you," he said after her short acceptance speech.

"Of *us*," she said. "This is about the organization, not me." Marjorie was used to the spotlight, but she preferred to share it.

"Of course," he said. "Still, you should enjoy the accolades tonight. After all, it's back to work tomorrow."

She knew what was on Oscar's mind: Zevoron was on the cusp of expansion. It had originally targeted business customers, including major retail and souvenir stores. Those B2B buyers had been supportive of the business model and the jobs program. But for the past several months Oscar and Ajay Nitin, the company's national sales manager, had been discussing how and whether to expand their customer base to include grocery stores and bakery distributors. Doing so would require a much larger sales force, and they were worried about a shortage of qualified transgender people in certain locations.

"If we want to continue to win awards like this one," Marjorie said, gesturing at the glass statue on the table, "we have to keep making an impact."

Oscar nodded. He was well aware of her hesitation to change the makeup of the sales force in pursuit of growth. She'd never been particularly focused on profits. At the same time, she wasn't naive enough to think that they could fulfill their mission without financial success.

"Let's save discussions about the future for tomorrow," Oscar said, raising his glass to toast her. "Now we celebrate our accomplishments." Marjorie smiled as everyone at the table exclaimed, "*Tagay!*"

## **Back in Manila**

The next afternoon, at Zevoron's offices, Marjorie and Oscar sat down with Ajay for an extended meeting to discuss three-year growth plan proposals—ranging from ambitious to conservative.

"Regardless of which targets we land on, we need more people fast," said Ajay. A few of their most successful salespeople had gotten managerial positions with other companies, which was a win for the cause but also meant hiring headaches for Zevoron. "We won't have enough employees if we don't look beyond transgender people."

Marjorie cringed inwardly. Having an all-trans sales team meant a great deal to her, although Ajay had warned her when he first joined that it would eventually become a limitation.

"But it's what makes our brand stand out," Oscar said. "Our sales force allowed us to get attention in this crowded market and attract our first customers. There are tons of polvoron companies. We can't lose this distinction or we'll have no chance of competing against the big ones." He was articulating exactly what Marjorie was thinking: Wouldn't they be compromising the very thing that set them apart in a cluttered and commoditized product market?

"We'd still lean into our origins and the jobs program in all our marketing," Ajay argued. "And Marjorie is still our founder and main spokesperson. Customers won't forget what we stand for."

"I'm not so sure," Oscar said. "That may be true for existing customers, but what about new ones? In B2B, sales is the face of the company. How is a cisgender salesperson going to get the attention of a new grocery distributor?"

Marjorie cleared her throat, and both men turned to look at her. "You know what I'm going to say, right?" she said with a smile.

In unison, Oscar and Ajay said, "We can't lose sight of our impact!" She didn't repeat the phrase as often as she had early on, but when they were facing tough decisions, it was a mantra.

"We can make an even bigger impact through growth," Ajay said. "We can fund employment programs with our profits. And perhaps pairing transgender employees with cisgender ones on sales calls will help us get even more traction. I really believe it's time to welcome more people in."

Ajay's point was valid. The more successful and profitable the company was, the more visibility it would have for its workforce program, the more money it could give away, and the greater the platform Marjorie would have for her LGBTQ+ advocacy work.

"We don't want to become a funder, though," Oscar said. "We want to *do* the work, not support it. That was Marjorie's vision."

Marjorie knew that both her colleagues were right. A larger company could do more good in the world. But the bigger Zevoron got, the harder it would be to stay true to its mission.

She brought out one of her other oft-used phrases: "Let's see what the team thinks."

### **"We're Torn"**

When Zevoron's top salespeople were together in a room, it often got loud. Many of them had known one another for years, long before they worked for the company, so a meeting could feel like a rowdy family reunion. But everyone quieted down quickly when Marjorie stood, their respect for her palpable.

Earlier in the week, at the monthly all-hands meeting, Oscar had shared a draft of the three-year goals, and it had generated a lot of chatter.

Marjorie was grateful to know that this group wouldn't hold back. "Obviously, achieving these targets—even the conservative ones—will require that we expand our sales force," she said. "We want your honest opinion."

"I have a lot of friends looking for jobs," said Diwa, one of Zevoron's first salespeople. "I can't guarantee they'll hit the ground running, but they're trainable. We can fill any open positions with trans brothers and sisters."

A few of the others shook their heads. Noting this, Oscar asked, "Carmelita, what do you think?"

"We spend way too much time training newcomers as it is," Carmelita said. "It would be a relief to bring in people with actual sales experience, even if they're not part of the community. It would up our game, make our existing employees more professional."

"Or scare them away," said Angelo. "I took this job—and love it—because I can work with people from my community—people who get me and don't judge me. I don't mean this as a threat, but I don't know if I'll stay here if I'm going to be working alongside some cisgender dudes." Several other employees nodded in agreement. Then Angelo added, "No offense, Oscar."

Everyone laughed. Oscar and Ajay were often the only "cisgender dudes" in these meetings. "None taken," Oscar said.

"I have a different view," said Celeste. She was a relatively new hire but clearly talented and had moved up the ladder quickly. "We've all had those meetings that turn sour as soon as we

enter the room. Having non-trans people will help us get a foot in those doors. We'll be welcome in more places."

"Great—we'll be able to sell to bigots!" Angelo said sarcastically. Everyone laughed, even Celeste, but she wasn't deterred.

"It's clear that we're torn," she said. "But I think a more diverse sales team will give us a better chance with more-traditional buyers, and after they've worked with us, they might become more open-minded. It could be a win-win. And isn't that what we all want? To be more successful?"

Everyone nodded. It was hard to disagree with that sentiment, but there was still no consensus. Marjorie, who'd been mostly quiet, spoke up now: "I guess it depends on what we mean by 'more successful.'"

### **The Real Reward**

That night Marjorie was at home, reflecting on the meeting. Oscar had told her afterward to think the decision through a little longer. Ultimately he would support whatever she decided. Now she was mulling over one of the last things he'd said: "This isn't as simple as mission versus profit." He was right. If the choice was whether to prioritize Zevoron's support of the trans-community or its bottom line, she'd pick mission every day of the week. But the two were inextricably linked.

As she sat on her couch, she glanced at the wall where her awards and pictures of her with some famous Filipino celebrities hung. Of course those accolades were meaningful, but she'd rather be in a conference room with the sales team, debating the company's future, than on a podium or shaking the hand of a movie star.

Keeping the company small—with an all-trans sales force—might be the best way to continue doing what she and so many of their current employees loved. It might also be the only way to retain Zevoron's competitive advantage in a crowded market.

But would that be holding the company back from making more of an impact, as Ajay contended? She knew how many nonprofits were struggling to find the money they needed to help the trans-community. Would running a bigger, more profitable, and faster-growing business—even if it looked different from what she had originally envisioned—be the best way to give back now? Or would she be compromising her vision, essentially selling out?

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