

DEPARTMENT OF HUMANITIES AND MANAGEMENT**IV SEMESTER B.TECH. (OPEN ELECTIVE)****End Semester Examinations- Part A****SUBJECT: Indo-European Intercultural Communication (HUM 4304)**

Time: 09am- 12 noon

Date: 20/06/2022

MAX.MARKS: 50

Q. No.	Questions	M	CO/CLO	AHEP LO	Revised Blooms Taxonomy level
I.	<p>Choose the right answer to the following case and give reasons as to why you have chosen it:</p> <p>1. George Taylor works as a supervisor for an engineering company in Riyadh, Saudi Arabia. In the UK he had a reputation for speaking his mind and by doing so getting the best out of his staff. At the current project in Riyadh he supervises 12 British staff and nearly 50 Saudi staff. After a few months George has become increasingly frustrated by what he sees a less than effective Saudi team. Their lack of competence and slow work pace is worrying George. What should he do to try and bring the Saudi staff back into line?</p> <ul style="list-style-type: none">Publicly reprimand a few of the Saudi staff to ensure the message gets across to them all. By doing so he will also establish who is boss.Pick the senior member of the Saudi staff to explain his worries to. This staff member will then be used to relay George's opinions to the rest.Speak to as many members of staff individually or in small groups, explaining his viewpoint and encouraging them to better their work practice and enthusiasm. <p>2. You are doing an internship in Malaysia. You enter the office of your Supervisor to get a few clarifications. The supervisor using hand suggests you to take a seat. He busies himself in a phone conversation for a few</p>	10	2	17, 18	3

	<p>minutes and then speaks to a colleague for a few minutes. Then he turns to you with a smile. It is likely that</p> <ul style="list-style-type: none"> • The supervisor did not like you visiting him without an appointment • The supervisor wanted to show that he is in power and hence made you wait • The supervisor did not mean anything negative as doing a number of things simultaneously is normal <p>3. Altaf is an Indian, who has lived in Australia for the last ten years. He prefers to move with only his Indian friends and unwilling to involve with activities conducted by the local community Altaf displays the features of</p> <ol style="list-style-type: none"> a. Integration b. Assimilation c. Separation d. Marginalisation <p>4. A high-context speaker is most likely to:</p> <ol style="list-style-type: none"> a. ask probing questions to clarify a point b. accentuate his or her nonverbal gestures c. provide a lot of facts to support one's argument d. file a written grievance at work <p>5. Your organization has a contract with a firm outside India. As a team leader you have signed a contract related one of the joint- programs planned in India. A month before the program you wrote to the coordinator of the firm related to some changes required. The coordinator seemed not very happy and expressed the view that such re-negotiations on already planned work is not encouraged. The coordinator seems to represent:</p> <ul style="list-style-type: none"> • Individualism • Masculinity • Particularism • Universalism 				
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2	<p>Analyse the following case using G Hofstede's notions of cultural dimensions (500-600 words)</p> <p>Sara worked in a clothing boutique in Finland (<i>Auralines</i>) that ordered clothes from India, mainly from Bangalore. The Finnish Company ordered clothes from India in advance and clearly mentioned the required date of delivery and expected that the goods will be delivered on time.</p> <p>The Indian firm <i>Blinddots Pvt. Ltd.</i> responded enthusiastically and provided all the details related to the products to Sara and her colleague who were asked to coordinate from the Finnish side. The manager from the Indian firm agreed to the possibility of sending the order before the scheduled time and even offered to send a few samples in addition to the ordered items.</p> <p>The Manager from <i>Auralines</i> instructed Sara and her colleague to make sure that the orders are in place and all the agreements related to the deadlines, due dates of the payments and delivery dates are confirmed with the manufacturer once again. Sara contacted the Indian side over the phone and they assured that there need not be any anxiety on this. However, when the delivery date came, no goods were delivered or even sent from India. The Finnish team received a mail from the Indian manager stating due to certain unforeseen event the goods could not be sent, but every effort would be made to send the goods within twenty days.</p> <p>The manager in Finland blamed the Sara and her colleague for not doing their task well and contacted the people in India directly. He asked for a meeting with the Indian team on reaching Bangalore to resolve the issue. The Finnish manager wanted to go straight to Business and talk about the orders when the Indians wanted to have a dinner and take the time for get together first. The Indian</p>	10	3	17, 18	3

	<p>manager informed that his team was keen on the project and viewed it as an honour to the company. However, the Finnish manager, found the members of Indian team rude as they came physically very close in the meetings and did not stick to the point. Also he noticed that the Indians were too respectful towards him than to his colleagues and tried to please him with their pleasantries. He could not understand why the leader of the Indian team kept repeating about the problems related to HR in his firm and could not identify the people responsible for the delay. When the Finnish manager enquired about the possibility of maintaining the deadline for delivery in future, he got a positive response. At the same time, the Indian manager gave him vague answers related to the scheduled delivery though everything seemed ready.</p> <p>The Indian team members felt that the Finnish manager was too reserved. He was not interested in the people talking to him but focused only on getting the business done. In addition, they felt amused that his employees were talking to him casually without any formality. Despite Indians hinting that the work is in progress related to delivery and there would be a slight delay due to some HR reasons, the Finnish manager refused to see their commitment. They felt the Manager was trying to hide his incompetence as a leader by being insistent on time.</p> <p>The entire situation turned to the worse and the two teams closed the meeting without any solutions.</p>				
2	<p>Analyse the following case using concepts of non-verbal communication across cultures (200-300 words)</p> <p>An American supervisor in a multinational firm calls in the Japanese employee for an annual evaluation. The supervisor smiles as the employee walks in and offers him a seat. After the supervisor offers some positive aspects of the evaluation, she begins to discuss areas for improvement. The Japanese employee</p>	10	5	11, 17	4

	<p>looks down at the floor during the entire feedback session, and starts to smile when areas for improvement are mentioned.</p> <p>The supervisor feels uneasy and concludes that the employee is not happy with the feedback. When the supervisor tries to draw it out of him, the employee continues to smile. The supervisor finds the whole situation confusing and insists that the employee must reveal the truth.</p> <ul style="list-style-type: none"> • How might this situation be explained? Justify your answer based on your understanding of nonverbal communication across cultures. 				
3.	<p>Analyze the following case based on your understanding of Edward Hall's theory of communication styles (300-400 words)</p> <p>Mr. Taylor, an American, has just joined as the Head of Operations of the Indian Branch of a large multinational firm. While reviewing the projects currently being implemented, he notices a serious problem with one of them. This particular project is running way behind schedule and there have also been large over-runs in terms of cost. After making preliminary enquiries he writes a letter to the Project Manager enquiring the reasons for delay and asking for the proposed date of completion of the project.</p> <p>The Project Manager Mr. Kiran knew that there was a problem in completion of the project due to some pending permissions. The permissions needed to be cleared by the Finance Executive, but the Finance Executive had kept them on hold as he did not have good relations with the earlier Head of Operations of the firm. Mr. Kiran sends a letter to Mr. Taylor stating that he was sorry for the delay but would try his best to overcome such problems in future. He also states that the Finance Executive needs to be informed of the delay and it is better to meet the Finance Executive in person.</p> <p>Mr. Taylor feels that Mr. Kiran has not answered his queries properly. Further, he could not understand why he needs to meet the Finance Executive. He feels that Kiran is avoiding the responsibility. Taylor summons Kiran and tells him to get the work done immediately and asks Kiran if he faces any specific problems in getting the work done, for which Kiran shakes his head and promises to do his best.</p>	10	4	11, 17	4

	<p>Taylor seems puzzled as Kiran walks out of the room silently without submitting any concrete plans. He feels that Kiran does not want to work under him for some reasons.</p> <ul style="list-style-type: none"> • What are the reasons for miscommunication? • What are your suggestions to avoid such miscommunication in future? 				
	<p>Answer ANY TWO of the following in about 200 words each:</p> <p>Explain the idea of 'Cultural Metaphor' with an example</p>	10	2	11, 17	4