1. Read the following case and analyze it using the accompanying questions as guide.

Nokia changed a little too late.

What happened to Nokia is no secret; Apple and Android crushed it.

It underestimated how important the transition to smartphones would be. And this was, in retrospect, a classic case of a company being enthralled (and, in a way, imprisoned) by its past success. Nokia was, after all, earning more than fifty per cent of all the profits in the mobile-phone industry in 2007, and most of those profits were not coming from smartphones. Diverting a lot of resources into a high-end, low-volume business (which is what the touch-screen smartphone business was in 2007) would have looked risky. In that sense, Nokia's failure resulted at least in part from an institutional reluctance to transition into a new era.

And there was another mistake. Nokia overestimated the strength of its brand, and believed that even if it was late to the smartphone game it would be able to catch up quickly. Long after the iPhone's release, in fact, Nokia continued to insist that its superior hardware designs would win over users. Even today, there are people who claim that if Nokia had stuck with its own operating systems, instead of embracing the Windows Phone in 2011, it could have succeeded. But even though the Windows Phone has been a flop, the truth is that, by 2010, Nokia had already introduced too many disappointing phones, and its operating system had already proven too buggy, clunky, and unintuitive to win consumers over. In 2008, Nokia was said to have one of the most valuable brands in the world. But it failed to recognize that brands today aren't as resilient as they once were. The high-tech era has taught people to expect constant innovation; when companies fall behind, consumers are quick to punish them. Late and inadequate: for Nokia, it was a deadly combination.
1. How did the inability of Nokia to respond to change crushed its brand name? (7)

ii. What are some of the important lessons that you can learn from the case in regard to succeeding in the competitive world? (8)

2. Some of the best presenters in the world make it look like their presentation was spontaneous. The art of making a good presentation is also about making people believe that all the words and feelings came naturally without any rehearsal when in fact, a lot of preparations and practice go behind making presentations memorable.

i. What are the various things that a presenter can do to ensure that his/her presentation makes the desired impact? (10)

ii. No presentation or speech is a success unless the audience is paying attention to what is being said. What are the prerequisites of active listening? (5)

3. Answer any five of the following questions. (5X10=50)

a. You went to a restaurant and ordered chicken momo for lunch. When it arrived, you saw that the meat inside was still raw. You called up the restaurant’s manager and made a complaint about it. He told you that that was how they served their momo. Though you did not eat it, you had to make the payment for the order. You left the place vowing never to return again.

Imagine you were the restaurant’s manager. How would you have dealt with the situation to make sure that an angry customer as mentioned above returned to your place again? Be realistic with your response to the crisis.

b. Change the following sentences-which have been voiced by Mr. Gogo- into reported speech.

i. Has Sanjit spoken to you?

ii. Sonu had already submitted her assignment.

iii. Mahima was leaving for Pokhara.

iv. Please stay here.
v. You are invited to my party.

c. You are the CEO of a successful Pashmina retail company in Nepal. Owing to its success among foreigners of the west, you decided to open its new branch in America. The new store has only American citizens as its employees. What are the different aspects of culture that you have to keep in mind while taking any decisions for the employees working there? Is their culture very different from ours? How so?

d. Describe the six-step circular assessment process in detail.

e. What are the various research approaches? Describe each one in detail.

f. You look after the Human resource department of a big IT company. After going through its employee profile, you have found out that many of the employees are women with young children. Even though they are very dedicated to their work, you strongly feel that if the women had their kids around, they would be performing better.

Write a short internal proposal to the General Manager of your company requesting a “baby-care center” in the organization’s premise which would allow the young mothers to be nearby their children, and thus motivate them to work more freely.

4. Give brief pertinent answers to the following questions. (5x2=10)

a. What is a “statement of the problem” in a research?

b. How is grant writing different from regular proposal writing?

c. What does a signpost do?

d. What does the inverted pyramid of journalism mean?

e. Name some of the types of brochures based on what they are used for.

5. Is cash reward or non-cash reward better at motivating employees? What are some of the incentive schemes that an organization can give to its employees? (4)

6. What are some of the characteristics of an ethical business? Can an activity that is legal still be considered unethical? (4)
7. Complete the following sentences.

i. If I go to India, I ........ (will, would) remember to meet my friends.

ii. If I were a bird, I ............. (could fly, could have flown).

THE END
Promoting Ethical Business

A. Tribes Travel
Core business: fair trade, ecotourism and responsible travel
- We use a Fairtrade travel mark for all our ecotourism. This involves: paying people a fair wage for the services they provide, making sure these people aren't exploited, and ensuring our tourism (and money generated from this) has a positive effect on local people and environment.
- We promote learning about each other's cultures through local guides and involve local people in the trips.
- Our tourist groups are small to ensure minimum impact on the wildlife, environment and local communities.
- We have an affiliated charity which supports poverty reduction, education, cultural preservation and conservation projects within areas affected by tourism.

B. Ben & Jerry's Ice Cream
Core business: selling ice cream
Company's mission is to inform public about and assist in ethical and environmental matters. Our projects are:
- the Climate change College (being run in many countries) - to inform about changing climate
- UK: working with the Fairtrade Foundation to buy sugar from Paraguay and vanilla from India for vanilla ice cream
- global warming project: plant in Netherlands uses renewable energy for manufacturing (wind, sun, water, biomass); factories in Vermont have invested in wind energy and plan to reduce CO2 emissions by 10% in the next three years
- buying 'climate tickets' to fly our businesspeople - to counteract the effect of flying on the environment.

Discussion:
1. Who are the likely target customers for each of the products? What kinds of things matter to these customers?
2. How do the companies' activities promote their ethical positions?
3. Suppose, you are going to plan an event or a series of events to inform a wider market about the company's operation and activities. Decide what events/activities could raise the profile of the company's ethical position?

2. You recently complained to your boss that you were unhappy with a piece of equipment that you use (printer, computer, or the like). After some thought, the boss decided that your complaint was valid and told you to go shopping. Now, compare at least three manufacturers' models and recommend one. Because the company will be purchasing ten or more units and because several managers must approve the purchase, write a careful report documenting your findings. Establish at least five criteria for comparing the models. Submit a memo report to your boss.

3. Answer the following questions.

   a. Write a customer feedback questionnaire. Think of six questions to find out how customers view your company and whether they are satisfied with the service that is provided.
   b. Think of five personal goals or plans you have had during the last six months. Write down which one of these you have achieved and when, and give some details. Which one have you not achieved and why?
   c. Write a letter to your mobile phone service provider complaining about the poor quality of their services. Identify clearly, with specific examples, how the poor quality has caused you and suggest ways to improve it.
   d. What are some of the key components of a formal proposal? Explain them briefly.
   e. Your college is organizing a one-day workshop on "Agricultural Entrepreneurship and Youth Employment". Write a press release inviting local media to cover the event.

4. Answer these questions.

   a. Make one direct and one indirect questions to ask in these situations.
   b. A customer is calling about an ongoing complaint. You need to know which of your colleagues the customer spoke to last time.
b. You are arranging a delivery for an important client. You want to
know whether morning, afternoon or evening would be the most
convenient time for delivery.
ii. Choose a word/phrase from A and B to make phrases to complete the
questions.

A  
act  
share  
donate  
take  
stay  
comply with

B  
a strong commitment to  
regulations  
responsibly  
true to its principles  
an active part in  
time

a. Do most companies in your country always _________________ or do
they sometimes bend the rules?
b. Why should a company _________________ and deal with any
pollution that is a by-product of its business activity?
c. Does your company _________________ the life of the local
community? If so, what does it do?
d. Should a company _________________ and values even if this
means a loss of profit?
e. What companies in your country _________________ protecting the
environment?
f. Do you know of any companies that _________________ services or
money to help local organizations?

5. Give short answers:
   i. What is portfolio? Why is it important?
   ii. What is the difference a letter, and a memo?
   iii. Why is executive summary in a report important?
   iv. What does manual writing on best practices focus on?
   v. What is the function of testimonials in advertisements?