

TRB 5:1A (Instructions at: TRB Chapter 5, Activity 5:2.)

TELEMANNERS: WHAT WILL YOU DO?

Tick your option. Please write in any comments you may have. Then check with your neighbours to see if they agree with you. Articulate your reasons.

1. You are telephoning Apex Soft Ltd. You want to speak to Ms Malini Gupta, Senior Manager, Personnel. The switchboard operator says, "Apex Soft". What will you say?
 - (a) Can I speak to Ms Malini Gupta, please?
 - (b) Hello, is Malini around?
 - (c) Good morning. This is (your name and company). Can I speak to Ms Malini Gupta, please?
2. You are a switchboard operator. A caller wants to speak to Mr Ramesh Pathak. You put the caller on hold and try Mr Pathak's extension. He isn't there. You try another extension. He isn't there either. It is about 20 seconds now. What will you do?
 - a) Get back to the caller. Apologize for the delay. Reassure him that you are trying.
 - b) Keep trying all likely extensions without wasting time getting back to the caller.
 - c) Tell the caller that Mr Pathak is not available. Ask him to call again in half an hour.
 - d) Any other? (Please specify.)
3. Your phone rings. As you pick up the phone you hear: "Is that Mr/Ms... (your name)?" You say, "yes." The voice says, "Please hold on a moment." You wait while the owner of the voice – the switchboard operator of another company – tries to connect you to the person who wants to speak to you. There is a delay of more than 20-25 seconds. You don't know even now who wants to speak to you. The operator is still trying. What will you do?
 - a) Hang up.
 - b) Wait until you can find out from the operator who wants to speak to you.

4. You are answering a call. During the conversation the line gets cut off. What will you do?
 - a) Dial the caller's number immediately if you know it.
 - b) Put the phone down and wait for the caller to dial again.
 - c) Dial the caller if they are your boss or someone very important.
5. You are Secretary to Ms Mohini Dash, General Manager - Marketing. There is a call for her. But she is not available until tomorrow morning. She is away on personal business. What will you do?
 - a) Ask the caller to call again tomorrow morning.
 - b) Take his name and number and offer to call back tomorrow.
 - c) Announce that Ms Dash is not in.
 - d) Announce that Ms Dash is away on personal business for a day.
6. You want to talk to Ms Gayatri Sinha, Senior Manager - Finance of Apex Soft Ltd about a pending bill. Her secretary puts your call through. How will you start?
 - a) Good morning, Madam. This is (your name and company). I'm calling to...
 - b) Good morning, Ms Sinha. This is (your name and company). I'm calling to...
 - c) Madam, I am calling to remind you of a bill pending for over three months.
 - d) Any other? (Please specify)
7. While talking to a caller on the phone your boss walks in. What will you do?
 - a) Say, " Sorry, my boss is here", and put the phone down.
 - b) Say, "I'm sorry, but could you please hold on for a moment", cup the handset, find out very quickly (10-15 seconds) what the boss wants, and go back to the caller.
 - c) Close the call without any explanation; just say you will call him back.
 - d) Any other? (Please specify)
8. You are at an important meeting. A personal long distance call from an old friend of yours is put through to you. What will you do?
 - a) Take the call in another room.
 - b) Greet the caller and tell them that you are at a meeting and that you will call back as soon as the meeting is over
 - c) As it is long distance call, excuse yourself to the members present and answer the call right there.

TRB 5:1B (Instructions at: TRB Chapter 5, Activity 5:2)

Telemanners: What will you do? (Teacher's Version)

1. You are telephoning Apex Soft Ltd. You want to speak to Ms Malini Gupta, Senior Manager, Personnel. The switchboard operator says, "Apex Soft". What will you say?

- a) Can I speak to Ms Malini Gupta, please?
- b) Hello, is Malini around?
- c) Good morning. This is (your name and company). Can I speak to Ms Malini Gupta, please?

The best answer: c). The caller must identify himself before asking to speak.

2. You are a switchboard operator. A caller wants to speak to Mr Ramesh Pathak. You put the caller on hold and try Mr Pathak's extension. He isn't there. You try another extension. He isn't there either. It is about 20 seconds now. What will you do?

- a) Get back to the caller. Apologize for the delay. Reassure him that you are trying.
- b) Keep trying all likely extensions without wasting time getting back to the caller.
- c) Tell the caller that Mr Pathak is not available. Ask him to call again in half an hour.
- d) Any other? (Please specify.)

The best answer: a). The caller may not want to waste her time waiting. Or it may be urgent for her to talk to Mr Pathak. But unless you get back to her from time to time, she has no way of telling you that she wants to abort the attempt.

Unacceptable: c). Unless the caller is a salesperson, it is now Mr Pathak's turn to return the call.

Not recommended: b). You know you're trying hard to connect the caller to Mr Pathak. But she has no way of knowing whether you're trying to connect her or have already left to get a cup of tea.

3. Your phone rings. As you pick up the phone you hear: "Is that Mr/Ms... (your name)?" You say, "yes." The voice says, "Please hold on a moment." You wait while the owner of the voice – the switchboard operator of another company – tries to connect you to the person who wants to speak to you. There is a delay of

more than 20-25 seconds. You don't know even now who wants to speak to you. The operator is still trying. All you hear is music. What will you do?

- a) Hang up.
- b) Wait until you can find out from the operator who wants to speak to you.

You have every right to hang up because the caller hasn't had the courtesy even to tell you who wants to speak to you. You might, however, choose to hang on if you think it might be an important call for you.

4. You are answering a call. During the conversation the line gets cut off. What will you do?

- a) Dial the caller's number immediately if you know it.
- b) Put the phone down and wait for the caller to dial again.
- c) Dial the caller if they are your boss or someone very important.

The best answer: b). If both the caller and you try to redial neither can get through. It is the caller's job to redial except in special circumstances. If he doesn't redial, perhaps he has said all he wanted to.

5. You are Secretary to Ms Mohini Dash, General Manager - Marketing. There is a call for her. But she is not available until tomorrow morning. She is away on personal business. What will you do?

- a) Ask the caller to call again tomorrow morning.
- b) Take his name and number and offer to call back tomorrow.
- c) Announce that Ms Dash is not in today.
- d) Announce that Ms Dash is away on personal business for a day.

The best answer: combination of c) and b). You could say that Ms Dash is out on business; you don't say it is personal business. Then offer to call back tomorrow. You can also ask for the best time to call back.

6. You want to talk to Ms Gayatri Sinha, Senior Manager - Finance of Apex Soft Ltd about a pending bill. Her secretary puts your call through. How will you start?

- a) Good morning, Madam. This is (your name and company). I'm calling to...
- b) Good morning, Ms Sinha. This is (your name and company). I'm calling to...
- c) Madam, I am calling to remind you of a bill pending for over three months.
- d) Any other? (Please specify)

The best answer: b) except where you perceive the gap between you and Ms Sinha to be too big for you to feel comfortable calling her by name. In general, calling the person by name establishes a sense of equality. The greeting is welcome

whether you choose a) or b).

7. While talking to a caller on the phone your boss walks in. What will you do?

- a) Say, " Sorry, my boss is here", and put the phone down.
- b) Say, "I'm sorry, but could you please hold on for a moment", cup the handset, find out very quickly (10-15 seconds) what the boss wants, and go back to the caller.
- c) Close the call without any explanation; just say you will call him back.
- d) Any other? (Please specify)

Without interrupting the call you should be able to gesture to your boss to sit down; then you complete the call as quickly as you can – in a minute or so. If you feel that the call needs more time, you can perhaps cut the call short after telling the person at the other end of the telephone line that you will call back soon. It is rude to abruptly end a call without any explanation unless of course your visitor is a man-eating tiger.

8. You are at an important meeting. A personal long distance call from an old friend of yours is put through to you. What will you do?

- a) Take the call in another room.
- b) Greet the caller and tell them that you are at a meeting and that you will call back as soon as the meeting is over.
- c) As it is a long distance call, excuse yourself to the members present and answer the call right there.

If it is an important meeting you should have made sure that no call came through. Your secretary should have dealt with it politely. If it has been let through, it is possible that it is really urgent. In that case a) is better than c).

TRB 5:2A (Instructions at: TRB Chapter 5, Activity 5:3)

Seminar on Business Process Reengineering (A)

You are Zenith Management Consultants. You are organizing a two-day seminar on Business Process Reengineering at Hotel Maharaja on January 13 and 14. This has been very successfully conducted at Bombay, Delhi, and Calcutta. The fee for this nonresidential programme is Rs 6000. If a company sponsors two executives or more, the fee is Rs 5000 per person.

Those who wish to participate have to pay the full fee while booking. If they cancel the booking :

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| 30 days or more ahead of the seminar | - they lose Rs 600 |
| 10 days or more ahead of the seminar but less than 30 days | - they lose Rs 2400 |
| Less than 10 days ahead of the seminar | - no refund |

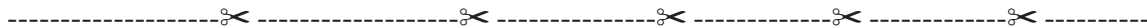
Be ready to answer queries from executives who are interested in attending the seminar. Anticipate the likely questions. There might be questions about the contents of the seminar besides those on fees and accommodation.



TRB 5:2B (Instructions at: TRB Chapter 5, Activity 5:3)

Seminar on Business Process Reengineering (B)

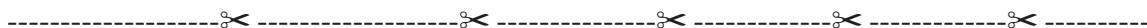
A friend has told you that Zenith Management Consultants are organizing a seminar on Business Process Reengineering. You would like to attend it. Perhaps you will also send two or three of your subordinates to it. Telephone Zenith Management Consultants and get basic information that will help you decide whether to go in for the seminar. Ask, for instance, for the names of the experts who lead the seminar. Also ask where it is going to be held and what the fees are like.



TRB 5:2C (Instructions at: TRB Chapter 5, Activity 5:3)

Seminar on Business Process Reengineering (C)

You sent Zenith Management Consultants Rs 6000 three weeks ago to attend their seminar on Business Process Reengineering. Now a colleague also would like to attend the seminar. Telephone Zenith and ask if you will get any discount as both of you are from the same company. Your company, however, is not sponsoring either of you.



TRB 5:2D (Instructions at: TRB Chapter 5, Activity 5:3)

Seminar on Business Process Reengineering (D)

You had paid Rs 6000 to attend Zenith Management Consultants' seminar on Business Process Reengineering being held in 12 days time. You have just heard that your mother is seriously ill. You have to go to Calcutta. You may not be able to attend the seminar if your mother's health deteriorates. On the other hand you are keen on attending it. Telephone and ask Zenith Consultants if you could get back Rs 2400 if you cancel at the last moment.



TRB 5:3G (Instructions at: TRB Chapter 5, Activity 5:4)

ATMs for a Song (G)

General Background

BankSoft Solutions International (BSI), California, is a leading developer of software for banks. BSI's package is used in most Automatic Teller Machines (ATMs) the world over. The advantage of BSI's software is that it can support an amazing variety of banking operations including currency exchange when integrated with the rest of BSI's software. It can of course be supported by banking operations software of other developers, too.

BSI has wholly owned subsidiaries in six countries including India. The Indian subsidiary is called BankSoft Solutions Bharat Private Ltd (BSBPL). The subsidiaries customise software solutions for banks and other banking/financial institutions in their countries/ regions. Any new package being developed should be cleared by the Head Quarters in California to avoid conflicts in interests.

In India banks have not installed ATMs extensively because of their prohibitive costs (about Rs 2 million a machine). The prices have crashed recently to under Rs 1 million a piece. But still there is no strong demand for ATMs in India. The price is still too high.

Mr Sivaramakrishnan Kacheri (Siva for friends and colleagues), a young developer at BSBPL's Chennai office has a bright idea about popularising ATMs in India and possibly in other developing countries too. He shares it with Mr Ramesh Kabra, Senior Manager- Marketing at Mumbai. Ramesh feels that the idea should be discussed with the American parent company before time and resources are invested. So he has arranged for a teleconference among the three – himself, Siva at Chennai, and Mr Roger Westinghouse, Vice President - Global Marketing at BSI's International Head Quarters, California. He has already sent Roger an e-mail on the technical aspects of the new idea. The objective of the tele-conference is to convince Roger that the new idea is worth pursuing.

Note to observers: As you observe, pay special attention to telemanners, clarity of ideas, signs of planning, etc.

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TRB 5:3A (Instructions at: TRB Chapter 5, Activity 5:4)

ATMs for a Song (A)

Sivaramakrishnan Kacheri, Software Developer, BankSoft Solutions Bharat Pvt Ltd (BSBPL), Chennai office

You have been working on customising BSI's (=BankSoft Solutions International, California, BSBPL's parent company) software package for Deccan National Bank, which has about 2350 branches in the South and about 800 in the North.

During informal chats with several bankers you discovered that on a typical day nearly fifty-five percent of personal customers go to their bank to withdraw small amounts (between Rs 100 and Rs 5000) and thirty percent go to deposit equally small amounts. If ATMs can take this pressure off the staff, the other operations would be smoother and more efficient. But ATMs being very expensive most banks are not inclined to installing them. Moreover, banks need connectivity with all their branches for ATMs to be useful. Most banks can't afford it.

An idea has struck you. If there is a simple ATM that allows customers of a branch to just deposit or withdraw cash up to Rs 9999, it need not be expensive. For less than Rs 200,000 a simple ATM connected to a stand-alone PC inside the bank should be able to service up to 15,000 customers a day comfortably. There will not be any connectivity with other branches. That is all right because the vast majority of personal customers don't need it.

You have mentioned it briefly to Mr Ramesh Kabra, your Senior Manager - Marketing at Mumbai. He tells you that BSI's general policy is to retain world leadership in technology by developing software that can support more and more powerful ATMs with more complex and networked operations. But he also thinks that in India and other developing countries simple ATMs may be relevant Perhaps *essential*. He has suggested a teleconference with Mr Roger Westinghouse, Vice President - Global Marketing, BSI California. Ramesh will initiate the conference call now. You will present your idea to Roger and try to persuade him to give you the go ahead.

Ramesh has already sent Roger a mail on the technical aspects of the new idea. But God knows if Roger has read it.

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TRB 5:3B (Instructions at: TRB Chapter 5, Activity 5:4)

ATMs for a Song (B)

Ramesh Kabra, Senior Manager - Marketing, BankSoft Solutions Bharat Pvt Ltd (BSBPL), Mumbai

You look after BSBPL's marketing of the parent company's (i.e. BSI, BankSoft Solutions International, California) computer software for banking operations. A young developer at your Chennai office Mr Sivaramakrishnan Kacheri (everyone calls him Siva) has an interesting idea – a very simple ATM that costs less than one tenth of the standard ATM and can service about 15,000 customers if the transactions are limited, that is, to only deposits and withdrawals up to Rs 9999, and no connectivity with other branches. You see a wonderful marketing opportunity here. All the nationalised banks are likely to go for it enthusiastically because of its low cost and the remarkable reduction it can bring in the workload of the staff. After the VRS (voluntary retirement scheme) was implemented, long queues are quite common at the counters of many branches of many public sector banks.

Such a simple machine, however, goes against the worldwide policy of the parent company. The policy is to make machines that can do more and more complex and previously unattempted operations, maintain international connectivity, and retain world leadership in ATM software.

You believe that the idea of a simple, inexpensive ATM is excellent for India and other developing countries. But you have to get the idea cleared by California. You reckon that the idea should be presented to the Head Quarters by the developer himself. So you offer to arrange a teleconference between Siva in Chennai, you in Mumbai, and with Mr Roger Westinghouse, Vice President - Global Marketing, BSI, in California. You have already sent Roger a mail giving the technical specifications. But you don't know if he has read it.

You will initiate the conference call now. You will also support Siva during the discussion. But you will allow Siva to present to Roger the details. After all it is his idea.

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TRB 5:3C (Instructions at: TRB Chapter 5, Activity 5:4)

ATMs for a Song (C)

Roger Westinghouse, Vice President - Global Marketing, BankSoft Solutions International (BSI), California

You are about to take part in a conference call being initiated by Mr Ramesh Kabra, Senior Manager - Marketing of your wholly owned subsidiary in India, BankSoft Solutions Bharat Private Ltd (BSBPL). Ramesh has told you that one of his developers at Chennai has a very interesting idea about a simple ATM that would cost just one tenth of the standard machine. You have received from Ramesh a mail giving the technical details. You haven't read it carefully. You will study the email only if they convince you that it is worth investing your time in it. The call is to give the young developer a chance to present his idea to you and discuss it with you and Ramesh.

You don't want to prejudge the issue. But you are quite sure that any new model ATM that is developed should be more powerful and more comprehensive than the present one for it to sell internationally. It may be suicidal for the company's image to promote simpler machines with limited operations. You would like BSI to retain and promote the image of being at the cutting edge of technology. You wouldn't want to be a car-maker marketing bullock carts because they are cheaper and don't pollute the air.

You will listen to them without any bias, but tell them that you welcome innovations that make more features available at a lower price, and that you cannot support a machine that offers fewer features than the competitors (including your own standard machine) irrespective of the price advantage. If, however there is a good argument in favour of accepting the idea of a simple ATM, accept it tentatively and give the go ahead to experiment with it quietly.

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TRB 5:4A (Instructions at: TRB Chapter 5)

CentaurSystems needs a new home (A)

Background

Centaur Systems Inc., a Seattle-based world leader in CAD/CAM software, is planning to set up a development and global support centre in India. Before seriously investing time and money the CEO Mr Richard Walker would like to get a rough idea of the best two or three locations in India. He shares this view with Mr Srinivasa Rao, General Manager, Centaur Systems India (P) Ltd, Mumbai, a wholly owned subsidiary of Centaur Systems Inc. Mr Srinivasa Rao sends his colleague Mr Hemant Kumar to Bangalore and Hyderabad to make an on-the-spot study of both the cities. He is ready to report back. He has already told Srinivasa Rao on the phone that he recommends Hyderabad.

Mr Srinivasa Rao has arranged a teleconference: Richard Walker in Seattle; Srinivasa Rao in Mumbai; and Hemant Kumar in Hyderabad. The conference starts in five minutes. Richard wanted it. He wanted to discuss the issue of location with both of them simultaneously.

You are Hemant Kumar, second in command at Centaur Systems India Head Office in Mumbai. You report to Mr Srinivasa Rao, GM.

He sends you to Bangalore and Hyderabad to study which one would be the right location for Centaur Systems Inc development centre. You have visited both. You have already told Srinivasa Rao on the phone that you definitely prefer Hyderabad to Bangalore.

You believe that Hyderabad is much better than Bangalore in terms of potential. Hyderabad is where the IT future is. We must get in now. Or it will be too late.

During the teleconference, which is being arranged by Srinivas, impress on both Srinivas and Richard that Hyderabad is definitely superior. (You, however, feel that Srinivasa Rao, who had worked with Novell in Bangalore for two years, finds Bangalore better.)

(Time limit for the role play: 10 minutes)

TRB 5:4B (Instructions at: TRB Chapter 5, Activity 5:5)

CentaurSystems needs a new home (A)

Background

Centaur Systems Inc., a Seattle-based world leader in CAD/CAM software, is planning to set up a development and global support centre in India. Before seriously investing time and money the CEO Mr Richard Walker would like to get a rough idea of the best two or three locations in India. He shares this view with Mr Srinivasa Rao, General Manager, Centaur Systems India (P) Ltd, Mumbai, a wholly owned subsidiary of Centaur Systems Inc. Mr Srinivasa Rao sends his colleague Mr Hemant Kumar to Bangalore and Hyderabad to make an on-the-spot study of both the cities. He is ready to report back. He has already told Srinivasa Rao on the phone that he recommends Hyderabad.

Mr Srinivasa Rao has arranged a teleconference: Richard Walker in Seattle; Srinivasa Rao in Mumbai; and Hemant Kumar in Hyderabad. The conference starts in five minutes. Richard wanted it. He wanted to discuss the issue of location with both of them simultaneously.

You are Srinivasa Rao, General Manager, Centaur Systems India. You report to Richard Walker, CEO of Centaur Systems Inc. Your second in command is Hemant Kumar.

You have asked Hemant to visit both Bangalore and Hyderabad to study their suitability for setting up Centaur Systems Inc development centre.

You had worked with Novell in Bangalore for two years before moving to Mumbai. You believe that at least for the next five years no other city in India can offer an IT multinational even half of what Bangalore does. Bangalore is where the big boys are. Hemant, however, is in favour of Hyderabad. He has just called to confirm that after his visit he is convinced that Hyderabad is better in the long term than Bangalore.

You have set up the teleconference which is about to take place. You initiate the conference. Make sure that Bangalore doesn't get a raw deal from Hemant. Raise pertinent questions if he has ignored any vital advantages of Bangalore.

(Time limit for the role play: 10 minutes)

TRB 5:4C (Instructions at: TRB Chapter 5, Activity 5:5)

CentaurSystems needs a new home (A)

Background

Centaur Systems Inc., a Seattle-based world leader in CAD/CAM software, is planning to set up a development and global support centre in India. Before seriously investing time and money the CEO Mr Richard Walker would like to get a rough idea of the best two or three locations in India. He shares this view with Mr Srinivasa Rao, General Manager, Centaur Systems India (P) Ltd, Mumbai, a wholly owned subsidiary of Centaur Systems Inc. Mr Srinivasa Rao sends his colleague Mr Hemant Kumar to Bangalore and Hyderabad to make an on-the-spot study of both the cities. He is ready to report back.

Mr Srinivasa Rao has arranged a teleconference: Richard Walker in Seattle; Srinivasa Rao in Mumbai; and Hemant Kumar in Hyderabad. The conference starts in five minutes. Richard wanted it. He wanted to discuss the issue of location with both of them simultaneously.

You are Richard Walker, CEO, Centaur Systems Inc. Seattle, USA.

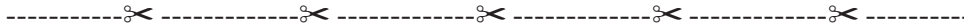
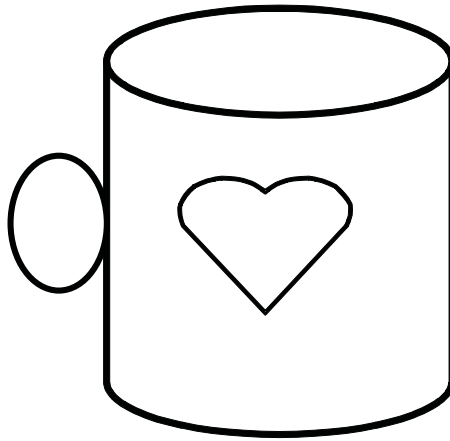
You are interested in expanding by setting up a major development and global support centre in India. The only two Indian cities you've visited are Bombay (now they call it Mumbai) and Delhi (thankfully, still called Delhi).

You feel Bombay might be the best bet because of the general work culture, superior infrastructure, and the heavy presence of fellow multinationals. However, most IT multinationals seem to be going south to Bangalore. And now you hear some big players are going to Hyderabad. You've asked your India Chief, Mr Srinivasa Rao to find out and advise you appropriately.

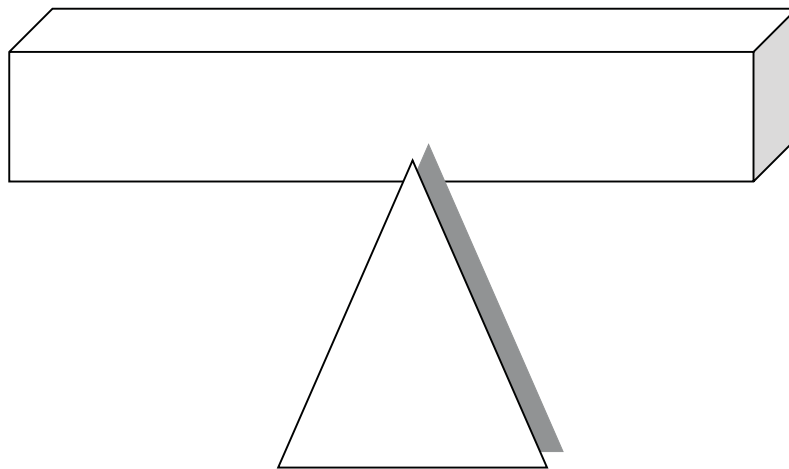
Srinivas has arranged a teleconference to discuss the relative merits of the two cities. You asked for a teleconference with him and his deputy, Hemant, who has visited both Bangalore and Hyderabad. Be ready to ask searching questions. You are going to make a massive investment. You don't want to be in a hopeless city that eats up all your money.

(Time limit for the role play: 10 minutes)

TRB 5:5A (Instructions at: TRB Chapter 5, Activity 5:6)



TRB 5:5B (Instructions at: TRB Chapter 5, Activity 5:6)



TRB 5:5C (Instructions at: TRB Chapter 5, Activity 5:6)



TRB 5:5D (Instructions at: TRB Chapter 5, Activity 5:6)

