

Roll No. \_\_\_\_\_

PGDM ( 2013-15)

BUSINESS COMMUNICATION I

Sub. Code: DM-202

Trimester – II, End-Term Examination: December 2013

Time allowed: 2 hours 30 minutes

Max Marks: 50

**Instruction:** You are required to write your Roll. Number on every page of the question paper. Writing anything except the Roll No. will be treated as **Unfair Means**. In case of rough work please use answer sheet.

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**Section A**

**(15 Marks)**

Attempt any **3** questions. Each question carries **5** marks.

- A1.** How would you use your understanding of proxemics in a business environment?
- A2.** Discuss any three barriers that lead to miscommunication in organizations.
- A3.** Discuss the importance of different listening techniques needed for different business situations.
- A4.** Discuss different types of handshakes and what do they reveal about the personality of an individual.
- A5. Emphasizing the Positive:** Revise these sentences to be **positive** rather than negative.
- a. To avoid the loss of your credit rating, please remit payment within 10 days.
  - b. We don't make refunds on returned merchandise that is soiled.
  - c. Because we are temporarily out of Baby Cry dolls, we won't be able to ship your order for 10 days.
  - d. You failed to specify the colour of the dress that you ordered.
  - e. You should have realized that waterbeds will freeze in unheated houses during winter. Therefore, our guarantee does not cover the valve damage and you must pay the valve-replacement fee (plus postage).

Section B

(20 Marks)

Attempt any 2 questions. Each question carries 10 marks.

B1. (a) What is the difference between a memo and a letter?

(3 marks)

(b) Assuming that you are the Deputy Director of an organization, write a memo to your staff for disciplinary purposes asking them to report to work on time, inform the office in case of any absenteeism, and include a doctor's letter for sick leave. The most important problem that you would like to address is that the staff takes advantage of the director's absence to frequently take few hours, or even a full day, off. You would like everybody in the office to observe professional discipline.

(7 marks)

B2. **E-Mail:** The following e-mail message contains numerous errors. Using the information it contains , write a more effective version .

FROM : Fatima Nasreen < fatima\_nasreen@evertrust.com >

SUBJECT : Those are the breaks, folks

Some of you may not like the rules about break times ; however we determined that keeping track of employees while they took breaks at times they determined rather than regular breaks at prescribed times was not working as well as we would have liked it to work. The new rules are not going to be an option. If you do not follow the new rules , you could be docked form your pay for hours when you turned up missing, since your direct supervisor will not be able to tell whether you were on a "break" or not and will assume that you have walked away from your job. We cannot be responsible for any errors that result from your in attentiveness to the new rules. I have already heard complaints from some of you and I hope this memo will end this issue once and for all. The decision has already been made.

Starting Monday, January 1, you will all be required to take a regular 15-minute break in the morning and again in the afternoon, and a regular thirty-minute lunch at the times specified by your supervisor, NOT when you think you need a break or when you "get around to it".

There will be no exception to this rule!

Fatima nasreen

Manager

Billing and accounting

Roll No. \_\_\_\_\_

**B3. Cover Letter :** Based on the information given below, write an unsolicited job application letter. You may assume any additional information that is necessary to complete the letter.

**Objective:** Looking for summer internship in a marketing position where I can employ my skills and add value to the firm.

**Executive Summary:**

- An effective and quick learner.
- Creative, dynamic and enthusiastic to new assignments, **innovative** ideas and smart work with high degree of self-confidence.
- Excellent communication and interpersonal skills with a **touch** of empathy.
- Leadership quality with the ability to manage and work **well** in a team, strengthening & raising it to new heights.

**Educational Qualification:**

- PGDM (Marketing), Birla Institute of Management Technology, Pursuing 2010-12
- BBA (International Business Management), M.D.S.U., 74.6% 2010
- 12th (Commerce), R.B.S.E., 80.08% 2007
- 10th, R.B.S.E., 86.67% 2005
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**Summer Internship:**

Bharti Airtel Ltd.

**July-August 2011**

(Sales and Marketing) Analysis of Indirect Sales of Airtel Broadband through Airtel Alternate Channel Partners and Modern Trade.

**Honors and Achievement:**

- **University topper** 2010 Batch
- **Represented university** for debate
- **Best Student** 2009-2010
- **Best Class Representative** 2008-2009
- **Represented college** for International RYLA 2009
- **Scholarship holder** from the Rajasthan Government
- Accolade for **Excellent Presentation Skills** in college
- **Represented college** in Inter College Debate, Extempore competitions etc.

Section C (Compulsory)

(15 Marks)

Read the following case and answer the questions that follow.

COMMUNICATION CRASH

ABC Pvt. Ltd, an FMCG (fast moving consumer goods) company, had been going through tough times. The board of directors had decided to part with their loss-making division, Star Detergents, as a means to tackle the situation.

Rajan was the CEO of Star Detergents. He went for the board meeting at Mumbai. The board said, 'We have looked at the efforts that you have made, but we feel that we should sell off the detergent division. ABC is in urgent need of funds, and selling the division can help us achieve it.'

Rajan did not have much say against the board. He came back to his office, not happy with the board's decision, as he believed that many things could have been done to revive the company and the division.

As the firm was in a critical financial situation, the deal had to be signed urgently without much information circulation among the employees of the company.

Within a month Star Detergents was sold off. Rajan's secretary handed him a letter from the board that the company has been sold, that he has been fired, and that he was expected to leave the office before the end of the day. 'That was a bad end to my career,' he told himself. He left the office in frustration.

At the other end, it was another day at office for John, the regional manager (south) of Star Detergents. All the four regional managers, including him, had received a copy of the communication that the company had been sold off. There were not many details in the email. The regional manager called a meeting of the sales staff and informed them. The other cities in south joined in on a videoconference.

With the details of the new owner of the detergents division not available, there was anxiety and frustration on the faces of the people. No one knew what to do. The motivational levels were down. People were surfing the Internet and TV news channels for more information. Every person in the office was busy reading the business newspapers to collect every small bit of information that may be available. John had called up Mumbai head office, and there was no information available.

People flooded one another with mail, 'guessing' what would happen next. Would they be axed? Who bought the company? There were thousands of questions that were making the rounds, and the employees had no answer. The grapevine was strongly at work, and there were rumours on the new owners, their policies, and the prospects of being fired and of a complete reorganization of the company. Although John tried his best to maintain calm by asking employees not to speculate, thing did not work. In the face of such uncertainty, John's advice did not make any sense to the employees.

In the absence of any clear direction from the management, the sales staff had to start their day. They packed their bags and went out for their daily sales calls. No one could believe that their company had been sold off without receiving any proper communication. Many people resigned out of the fear that they would be axed. Many had already started floating their Resume around. Many employees even dropped by the competitor's office to enquire for any suitable openings. The competitors took advantage of the situation and immediately offered jobs to some of the good people.

The growth of the detergent division and ABC had deteriorated owing to a major issue. Some people who were part of the management in Mumbai and were employed in the company for over a couple of decades were creating a typical hierarchical environment. An open-door approach to solving problems was discouraged. Employees were expected to 'adhere' to the rules and protocols at all times. Seniority in position was a synonym for superiority and highhandedness, and subordinates were to communicate accordingly. In addition, the market was growing fast and technology was the in thing in the industry. The company was laidback vis-à-vis technology and did not even have an intranet in place even as the employee strength was increasing. This frequently led to poor flow of information, and there was virtually no contact with the top management through any medium.

This had a most adverse impact on the company. Mistrust of the management was growing amongst the employees. Policies were being made and decisions were being taken without proper consultations with the employees. Even at the time of the unfortunate takeover, communication was minimal.

Questions:-

1. What are the formal and informal communication networks that you can identify from the above situation?
2. If you were John how would you have managed such a crisis ?

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