

Date - 01/11/2014

Effective Communication - 2014

MMM, MFM, MHRDM, MIM
Sem III
Instructions:

Marks - 60
Duration - 3 Hrs

Question no.1, Case Study is compulsory. Attempt Any Two from Question no.2 to 5.

1. Case Study

20 Marks

Bijoy had just joined the RB project group, based in Mumbai as a Vice President. The group, which was involved with turnkey projects, used to take up large scale consulting work. Bijoy had a strong background, with an engineering degree and a degree in Business Management. He had an industry experience of 10 years. His job requirements were mainly to maintain and secure new clients.

The first challenge before him was a maintenance contract that had to be renewed. It was a million dollar deal with clients in Germany and RB had a long term association with them. However, owing to certain issues raised by the clients, they were not willing to renew the contract and were looking for new vendors. Matters were not going right between the clients and RB. The major issues were the following:

The single point of contact on the client's side was a young executive of 28 years, whereas RB had a senior person in this role who believed in 'a set way of doing things'. New ideas or suggestions from the executive were often not responded to with encouragement.

The clients used to log their problems online. They mainly employed engineers, and this fact was picked up from the system by B school graduates in RB who used to forward the issues to RB's own engineers. Often interpretations were not right, required clarifications, and caused confusion and delays.

There were frequent phone calls between the clients and the RB group. The Germans were not fluent in English and often used an interpreter to discuss issues. The RB group, on the other hand, had eloquent speakers who would just not pause while speaking. Listening, understanding, and interpreting issues were the bigger challenges.

Technical glitches were frequent during conference calls between the two teams. The videoconferencing technology of the RB group was not compatible with that of client company and there were frequent interruptions which used to cause extreme frustrations.

The RB team that dealt with these clients had a mix of young and old people. While the young were 'modern' in their approach and prompt with their communication with the clients, the veterans were not. They took it easy and used to reply to messages at their will and convenience. Delays caused a lot of internal tussle and heartburn.

Although many senior managers from RB met top management of the clients, the latter did not want to renew the contract.

Bijoy wanted to look into the matter and flew to Germany, had discussions with client departments and patiently gave a hearing to all the teams involved. Bijoy also had a meeting with the CEO of the clients and assured that he would work hard to solve the problems and things would fall in place.

- What was going wrong between RB and its German clients?
- If you are in Bijoy's place, what changes would you contemplate?

2. Answer any 2 of the following:

20 Marks

- i. Discuss the importance of planning and documenting the process of business meetings.
- ii. Explain with examples how technology has changed the methods of organizational communication.
- iii. Explain the barriers between superiors and reportees and suggest measures to make communication effective.
- iv. "Negotiation is the name of the Game." Elaborate on importance of negotiation in successful business career.

3. Write Detailed note on any 2 of the following:

20 Marks

- a. Essential skills of Listening
- b. Salient features of Press Communications
- c. Time management
- d. House Magazine

4. Case

20 Marks

Madhu, Divya and their children, along with another family traditionally attended New year party at a prestigious hotel. This year as in the past, Divya called and made a reservation about two weeks prior to New year day. Because majority of the party consisted of small children, they arrived 30 minutes prior to the 11.30 pm reservation to ensure being seated early. When they arrived however, the party hall supervisor said that they did not have a reservation. He explained that guests sometimes failed to show and hence the seats were not reserved. However, he promised that he would make available a table for them as early as possible. Madhu and Divya were quite upset and insisted that they had made a reservation and expected to be seated promptly. The supervisor told them "I believe that you made the reservation, but I can't seat you until all the people who have come earlier and are waiting for seat are accommodated. You are welcome to go to the lounge and have complimentary coffee and relax while you wait."

When Madhu asked to see the manager, the supervisor replied "I am the manager" and turned to other duties. Madhu and his party members were eventually seated at 11.45 pm but they were not at all happy with the experience.

Before leaving the party, Madhu puts the facts in the feedback form and rates the performance as very poor.

1. As a manager and head of customer relations of the hotel, how would you react to the situation.

2. Write a brief letter to aggrieved customer in this situation.

5.

10 Marks

Attempt Any Two

- a. How do you classify Communication? Explain with the help of a neat, labelled diagram.
- b. Discuss the various Barriers to Communication. What is meant by 'Semantic' Barriers? Explain, giving examples.
- c. What are the points to be kept in mind in order that you may become an effective Public Speaker?

B:

10 Marks

You have lately been receiving contaminated water in your Municipal Water supply. Write a letter to the Complaints Officer of your Ward, highlighting your grievance and seeking redressal.

JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES 19.10.2013

Effective Communication – 2013

MMM, MFM, MHRDM, MIM

Marks - 60

Sem III

Duration – 3 Hrs

Instructions: Question no.1, Case Study is compulsory. Select Any Two from Question no.2 to 4.

1. Case Study

20 Marks

One day Ghosh, the Maintenance Manager, was asked to attend an urgent meeting called by the Vice President (VP). At that time Ghosh also wanted certain jobs to be attended to. So he called one of his senior most Supervisors, Rawat, and said, "I want you to do a few things while I am away for the meeting. First, there is a pump to be repaired. I had an urgent telephone call from the VP to get it repaired. Call Pandey, the Supervisor, and tell him to repair this pump on priority. Without this pump, loading of molasses will be delayed very much."

"Yes, of course, I will tell Pandey," replied Rawat, "but tell me, sir, what shall I exactly convey to Pandey".

"By the way," Ghosh continued, "before I forget please purchase a present for Gopaljee who is retiring and his farewell party is scheduled to be held today. You can purchase a thermos flask, or I think a woolen blanket will be better for the old man". "O.K." said Rawat.

At this time the telephone rang. Ghosh talked to the man from the machine shop about the specification which was mentioned in the work order. Rawat sat silently.

After finishing the talk, Ghosh looked at Rawat and reminded him that he should instruct Pandey of the repair of the pump. He also said, "You know that the VP is a very tough man, and we will be asking for trouble if this job is not done. But if you put too much pressure on Pandey, he may refuse to do the work because he is already busy with his routine preventive maintenance work."

The next morning Ghosh was called by the VP and was taken to task for not attending to the repair of the pump in time.

After coming out of the room of the VP, Ghosh sent for Rawat and asked him whether he had informed Pandey regarding the importance of the pump repair and that it was an emergency.

"Yes, I informed Pandey and told him to repair the pump as it was very urgent", Rawat said.

"Is that all what you said?" asked Ghosh in surprise.

Analyse the communication processes in the case and elaborate on how you would have communicated if you were, a) Mr Ghosh, b) Mr Rawat.

How will you set the communication system in the organization to ensure such issues or communication crises do not occur?

2. Answer any 2 of the following:

20 Marks

- i. Distinguish between 'formal' and 'informal' communication. Describe the various directions in which the formal communication generally flows.
- ii. Describe the important communication networks in work-oriented groups. How will you check the effectiveness of the communication system prevailing in Indian industries? *wheel, circle, horizontal-vertical, integrated.*
- iii. What are the essentials of effective correspondence? Explain in detail.
- iv. Explain the principal barriers to communication and suggest measures to make communication effective.
- v. Discuss the importance of documentation for meetings in organizations.

3. Situation:

20 Marks

You are the leader for a group of 20 members on a student exchange programme in your institute. Your delegation is visiting a University in Japan. Describe the communication challenges that you would anticipate? What preparations would you make to enable your team to handle the communication challenges in that country?

4. Attempt any 2 of the following:

20 Marks

- a. Impact of technology on organizational communication *MIS, email, SAP, magazines, circulars, VC, telcon.*
- b. Differentiate between informational and analytical reports.
- c. What do you understand by the term 'Organizational Communication'? How does effective communication help in branding for an organization?
- d. Write a note on creating a website and/ or blog. How will it help organizations to reach global markets?

**JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES
UNIVERSITY OF MUMBAI
SEMESTER END EXAMINATION 2012**

**Effective Communication – 2012
MMM, MFM, MHRDM, MIM II**

**SEMESTER III
Duration – 3 Hrs**

Marks - 60

Instructions:

- Question no.1, Case Study is compulsory.
- Select **Any Two** from Question no.2 to 4.

20 Marks

Q.1 Case Study

This civil engineering firm, Alpha Corporation was reeling under pressure of closure if something drastic did not happen in twelve months. The onslaught of severely depleted financial sources, high debts and the line of credit from banks being cut off presented bleak prospects. To top it all another firm made a job offer with a pay hike to all 12 employees. They all rejected the offer. Ramesh came to know of this. He knew he had to do something radical.

He focused his attention on the staff. He called for a meeting, informed them clearly that the firm was in serious financial trouble, and that each of them would have to take 'an immediate salary adjustment' to take them through. He then passed around envelopes containing a substantial salary increase for each employee. When they opened their envelopes, they couldn't believe it. "We thought you said we were in serious financial trouble!" they said. "We are," Ramesh replied. "But I'm counting on each of you to do much more than before. So I'm paying you up front for what I expect you to do if we do what the business needs, you will earn this increase."

Ramesh realized that he had to acknowledge his employees for their trust in the company, and adopted this unique approach. Together they developed Vision and Mission statements defining win-win outcomes for all stakeholders.

Ramesh then approached the bank for reducing the existing monthly loan payment, based on a level of payment that he could sustain, without defaulting on installments. Due to their record, this was granted.

The Company saw a turnaround in twelve months –

- The employees worked at streamlining processes, reducing the number of steps for completing projects, and met deadlines earlier. Projects that earlier took up to seven days to complete were now done in one or two.
- Quality increased and costs were reduced, even though the owner was less involved in each project.
- The result of this was that revenues increased by about 30%. The Organisation met every payroll and bank payment on time.
- In the longer-term revenues nearly tripled, with an almost equal increase in salaries of employees.

- i. Comment on the leadership communication in the case.
- ii. On behalf of Ramesh, draft an application to the bank requesting them to reduce the existing loan payments and increase the period.

20 Marks

2. Answer any 2 of the following:

- i. Discuss the importance of planning and documenting the process of business meetings.
- ii. Explain with examples how technology has changed the methods of organizational communication.
- iii. Explain the principal barriers to communication and suggest measures to make communication effective.
- iv. "Negotiation is the name of the Game." Elaborate on importance of negotiation in successful business career.
- v. Explain the differences between oral and written communication. How do they complement each other in business communication?

20 Marks

3. Situation:

Given below are the components of typical presentations made in a class. You know that your class has students with varying backgrounds and levels of understanding. Rank the components in order of importance according to you. **The characteristics of the speaker and the slides should be ranked separately.** Start with the most important as No. 1 in your ranking. The last few components will be least or not important in a presentation. You may choose to rank some components to be equally important in some cases. Give reasons for your ranking.

You may add any other point you think is necessary for an effective presentation.

| Speaker/Presenter | Slides |
|---|--|
| 1. Impressive vocabulary | 1. Paragraphs on slides |
| 2. Perfect grammar | 2. Light background with dark font |
| 3. Body Language – Eye contact, Posture, Tone, Pitch & Gestures | 3. Dark background, dark font |
| 4. Language that can be understood by all listeners | 4. Videos for sake of effect more than impact |
| 5. False accent | 5. Relevant graphs and diagrams with proper explanation |
| 6. Explaining relevance of videos/slides | 6. Clear and simple slides with self explanatory bullet points |
| 7. Statements made with proper reference and examples | 7. Information with credible source |
| 8. Conversational tone | 8. Introductory slide describing flow of presentation |
| 9. Formal business wear with good grooming | 9. Slide templates with background images |
| 10. Sincere effort | 10. Plain slides for graphs and diagrams to be seen clearly |

20 Marks

4. Write Detailed note on any 2 of the following:

- a. Essential skills of Listening
- b. House Magazine
- c. Press Communications
- d. Public Relations
- e. Types of reports and importance in organizations

UNIVERSITY OF MUMBAI
Jamnalal Bajaj Institute of Management Studies

Effective Communication

Total Marks : 60
MMM/MFM/MHRDM/MIM II

Duration : 3 Hours
SEM I

4th November 2011

A. Case Study (Compulsory)

20 Marks

One day Ghosh, the Maintenance Manager, was asked to attend an urgent meeting called by the Vice President (VP). At that time Ghosh also wanted certain jobs to be attended to. So he called one of his senior most Supervisors, Rawat, and said, "I want you to do a few things while I am away for the meeting. First, there is a pump to be repaired. I had an urgent telephone call from the VP to get it repaired. Call Pandey, the Supervisor, and tell him to repair this pump on priority. Without this pump, loading of molasses will be delayed very much." "Yes, of course, I will tell Pandey," replied Rawat, "but tell me, sir, what shall I exactly convey to Pandey?"

"By the way," Ghosh continued, "before I forget please purchase a present for Gopaljee who is retiring and his farewell party is scheduled to be held today. You can purchase a thermos flask, or I think a woolen blanket will be better for the old man".

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After finishing the talk, Ghosh looked at Rawat and reminded him that he should instruct Pandey of the repair of the pump. He also said, "You know that the VP is a very tough man, and we will be asking for trouble if this job is not done. But if you put too much pressure on Pandey, he may refuse to do the work because he is already busy with his routine preventive maintenance work.

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After coming out of the room of the VP, Ghosh sent for Rawat and asked him whether he had informed Pandey regarding the importance of the pump repair and that it was an emergency.

"Yes, I informed Pandey and told him to repair the pump as it was very urgent", Rawat said.

"Is that all what you said?" asked Ghosh in surprise.

Analyse the case and elaborate on how you would have communicated if you were,
a) Mr Ghosh, b) Mr Rawat so as to ensure achieving the goal.

How will you set the policies to make the communication system effective in this Organization.

B. Attempt any Two (2) from following Four (4) Questions.

30 Marks

1. What is communication? Distinguish between 'formal' and 'informal' communication. Describe the various directions in which the formal communication generally flows in the organisation.
2. Discuss some of the prominent Non verbal aspects of communication.
3. What are the salient features of Report writing ? What are the essentials for making it effective?
4. How does the technology make positive impact on effective communication? Also highlight disadvantages, if any.

C. Short Notes (Attempt any Two)

10 Marks

- a. Barriers of Communication
- b. Negotiations
- c. Review Meetings
- d. Essential skills of Listening