

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH**  
**Vidyavihar, Mumbai- 400077**

**Program: PGDM (HCM) (Batch 2018-20), Trimester-I**  
**Subject: Business Communication & Report Writing**  
**(End Term Examination)**

**Maximum Marks: 50**

**Date : 18/09/2018**

**Duration: 3 Hours**

**Instructions:**

1. Question No.1 is compulsory. Q1 carries 20 marks.
2. Attempt any three questions from Question Nos. 2 to 5. Each Question carries 10 marks.

**QUESTION 1: Case Study**  
**20)**

**(Marks**

1. From your study of the case “The Quest for Gold: Communications Challenge”, discuss and elaborate appropriate communication strategies for relevant target audiences and suitable media platforms to support the stated purpose of OGQ. State the relevance of your communication strategies.

**QUESTION 2: Attempt the following:**

**(Marks 10)**

- A. Evaluate the following letter: Consider tone, organization, clarity, consideration and courtesy. Rewrite the letter incorporating the necessary changes.

Hello Mr. Kapoor

You mentioned in your letter that the product you purchased from us isn't working. I wish to inform you that our company cannot replace the product. We can only repair it at a cost. The product was tested in our factory before dispatch. Surely, we would not have sent you a product that isn't working. You can take it to our authorised service centre and have it repaired or send it to us and we can have it repaired and sent to you. The company is organizing a trade show in October 2018 and you can visit it to see many other products of our company that may interest you.

**Or**

- B. Evaluate the following letter for tone, consideration, conciseness, correctness, and organization. Rewrite the letter incorporating the necessary changes

Dear Mrs.Pradhan

Your long and shabbily hand written complaint letter dated 18th September 2018 has been received by our department and the contents have been noted.

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Our department receives dozens of complaints every week, and if we receive such lengthy complaints, all our time will be spent only in reading such complaints. Just think how damaging this will be to our productivity!

After going through your very lengthy letter, I note that you are making a claim for the repairs to the refrigerator purchased from us. We refuse the claim for the following reasons:

1. The original bill that you attached is soiled and barely readable. Are you sure that it has been purchased from our outlet?
2. The warranty is for six months and your letter has reached us one day late, yesterday being a holiday for our company. Surely, you could have sent it by courier.
3. As a rule, we expect typed complaints instead of difficult-to-read handwritten complaints.
4. From what you stated in your letter, it is clear that the problem with the refrigerator started three months back, but you have reported only now.
5. My department has no powers to consider such claim cases and only our Customer Relations can pass such claims.

I hope you will understand the circumstances under which my department is declining the claim.

We are happy to state that we make it a point to respond to every complaint within 48 hours.

Always assuring you of our best services.

Sincerely

Mohan Apte  
Manager- Complaints

**QUESTION 3: Attempt the following:**  
**10)**

**(Marks**

**Discussion**

Though it's sometimes called the *grapevine*, an informal network is an extremely important communication channel simply because it's typically widespread and can rarely be prevented, even if it's not officially sanctioned by the company. Unofficial information crosses virtually every boundary drawn by a firm's organization chart, reaching out and touching everyone in the organization, and it travels a lot faster than official information. As much of it is communicated orally, it's likely to get distorted and often degenerates into outright misinformation.

A rumor about layoffs gets started in the workplace doing more damage than the reality. Morale as well as productivity plummeted. Valuable employees started abandoning the ship (needlessly, what if the rumors are false??). And imagine what can happen if informal information gets outside the organization. In any case, managers have to deal with the grapevine, and one manager has compiled a list of suggestions for doing so effectively:

- Tap into the informal network, either to find out what sort of information is influencing employee

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activities. *Take advantage of the grapevine.* Its only function is to carry information, so there's no reason why you can't pump some useful information through it.

- Circulate more meaningful information, including new ideas as well as corrective information. *Learn to live with it.* It's here to stay.
- *Tune into it.* Pay attention to the information that's circulating and try to learn something from it. Remember: The more you know about grapevine information, the better you can interact with employees (who, in turn, will probably come to regard you as someone who keeps in touch with the things that concern them).
- *Don't participate in rumors.* Resist the temptation to add your two cents' worth, and don't make matters worse.
- *Check out what you hear.* Because it's your job to replace bad information with good information, find out what's really going on.

Alert managers noticed that as the grapevine is particularly active, they conclude that one; The organization's formal lines of communication aren't working as well as they should be and second; the best way to minimize informal communication and its potential damage is to provide better formal communication from the outset—or, failing that, to provide whatever formal communication will counteract misinformation as thoroughly as possible. So, as the workplace is overwhelmed by layoff rumors the senior manager of a long-term product-development team decides to consider suggestions and to follow with at least three specific responses:

1. Goes to respective authorities and supervisors to try to find out as much as possible about the organization's real plans.
2. Asks a senior manager or a human resources representative to meet with the different teams and address members' concerns with accurate feedback.
3. Makes it a priority to keep channels open—both between management and team members and between team members and the human resources department.

Because these actions send a message and also reflect good leadership, this case relates to sharing information with people who need it, and demonstrates integrity and commitment to the employees.

**Do you feel that the responses planned/suggested by the team manager are the best way to combat false rumors generated by the grapevine? If so why and how?? Please justify your points.**

**QUESTION 4: Attempt the following:**

**(Marks**

**10)**

- A. Your colleague comes one morning to work and walks through the door. Without saying a word, he walks straight to his cubicle, sits on the chair, and turns on his computer. He sits on his chair and leans back, then stares straight ahead, and sighs. You notice that he sits there in silence for the next few minutes. In this time, he never spoke a word.

**Is he communicating? If your answer is yes, what meanings would you take from these actions? What are the possible interpretations for how he is feeling? What types of nonverbal communication was your colleague using? (Marks 05)**

- B. Think about spaces you use frequently and the nonverbal meanings they have for you. Most educational institutions intentionally paint classrooms in dull colors. Why? Dull colors on

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walls have a calming effect, theoretically keeping students from being distracted by bright colors and excessive stimuli. Contrast the environment of a classroom to that of a fast food restaurant. These establishments have bright colors and hard plastic seats and tables. The bright colors generate an upbeat environment, while the hard plastic seats are just uncomfortable enough to keep patrons from staying too long (remember, it's FAST food).

**Discuss the type of non-verbal communication used in the above examples and state the importance given to such non-verbal communication in the corporate sector in India. Especially, comment on how people and cultures place different emphasis on the use of space as a way to communicate nonverbally. (Marks 05)**

**Or**

- A. Write a buffer opening on behalf of a successful candidate declining the job offered to him. (Marks 05)
- B. Draft a suitable buffer opening to a long standing vendor of the organization denying renewal of a contract for car rental services. (Marks 05)

**QUESTION 5: Attempt the following:** (Marks 10)

**a) Identify and briefly discuss the communication barriers in the following situations:**

- i. "My boss will fire me if I tell him/her about what happened in my division this afternoon."
- ii. "This letter is filled with jargons. I am unable to understand any of it. It would have been helpful if it was expressed in a simple language."
- iii. "This room is an awful choice for delivering a talk. There is a lot of discomfort and distraction."
- iv. "In this office, policies and procedures are not communicated to the new employees. I have had to ask around to find out about many of the policies and am still uncertain about them."
- v. "I am having a splitting headache and my boss insists that I attend the meeting today."

**Or**

- b) Assume that you have just returned from a seminar conducted at your organization's Head office to which you were deputed by the company. Write a **memo** to your immediate boss, reporting to him the important matters discussed at the seminar. Also, point out its relevance to the company's business.**