

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

Program: MFM (Batch 2019-22), Semester-I
Subject: Managerial Communication
(End Term Examination)

Maximum Marks: 50
Time: 3:00 pm – 6:00 pm

Duration: 3 Hours
Date: 23rd November, 2019

Instructions:

1. Question No.1 is compulsory. Q1 carries 20 marks.
2. Attempt any three questions from Question Nos. 2 to 7. Each Question carries 10 marks.

Q. No.1	Answer the critical thinking questions at the end of the case.	Marks
	<p>The president of Goodwill Corporation Ltd, Mr Abhishek Mukherji wanted to facilitate upward communication. He believed an open-door policy was a good option. He announced that his own door was open to all employees and encouraged senior managers to do the same. He felt this would give him a way to get early warning signals that would be filtered or redirected through the formal chain of command. Mr Mukherji found that many employees who used the open-door policy had been with the company for years and were comfortable talking to the president. Sometimes messages came through about inadequate policies and procedures. Mr Mukherji would raise these issues and explain any changes at the next senior managers' meeting. The most difficult complaints to handle were those from people who were not getting along with their bosses.</p> <p>One employee, Anand, complained bitterly that his manager had over committed on behalf of the department and put everyone under tremendous pressure. Anand argued that long hours and low morale were major problems. However, he would not allow Mr Mukherji to either bring the manager into the discussion or seek out other employees to confirm the complaint. Although Mr Mukherji suspected that Anand might be right, he could not let the matter lie and said, 'Have you considered leaving the company?' This made Anand realize that a meeting with his immediate boss was unavoidable.</p> <p>Before the three-party meeting, Mr Mukherji contacted Anand's manager and explained what was going on. He insisted that the manager come to the meeting willing to listen and without hostility towards Anand. Anand's manager listened attentively and displayed no ill will. He learned the problem from Anand's perspective and realized he was over his head in his new job. After the meeting, the manager said he was relieved. He had been promoted into the job from a technical position just a few months earlier and had no management or planning experience. He welcomed Mr Mukherji's offer to help him do a better job of planning.</p> <p>Questions:</p> <ol style="list-style-type: none">1. What techniques increased Mr Mukherji's communication effectiveness?	5

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Q. No. 5	<p>Recently your company moved its offices to a location in an attempt to attract more desirable clients and to make it easier for employees to reach. However, both the availability and cost has led to smaller, more compact workspaces. Although you love the new location, the closeness has led to an unexpected nuisance – distracting noise. The company recognized the importance of creating efficient work areas, so all old monitors were replaced with smaller, more compact flat panel displays. These flat panels are much quieter than the old monitors, but now you can hear the clicking of the keyboards everywhere. So you researched quieter keyboards and discovered some fairly low-cost options – membrane keyboards.</p> <p>Membrane keyboards are quieter than mechanical ones because when the user presses a key on a membrane keyboard, it hits a rubbery material. Although these keyboards usually have a softer, spongier feel than the mechanical ones, some manufacturers use small plungers and springs to increase the tactile response some typists prefer. Companies manufacturing these keyboards offer these at a lower price for improving productivity.</p> <p>You realize that your company has spent a lot in this move, so it’s likely management won’t be pleased with your request for spending even more. Therefore, you recognize you’ll have to write a persuasive message in your attempt to get new keyboards as soon as possible.</p> <p>Write this message to your boss.</p>	10
Q. No. 6	<p>Identify the mistakes in the following draft. Rewrite the draft.</p> <p>From: Customer Services Team To: Khushi Date: 9th August, 2019 Dear Khushi,</p> <p>We received your complaint dated 2nd August, 2019 about the problem you are facing with your laptop after we serviced the same on 15 July, 2019.</p> <p>However during the service we did a thorough check and our qualified technicians could not find any defects in the laptop. The issue you raised about the speakers not working properly has also been checked. As per our quality guidelines, the speakers are working fine.</p> <p>You have mentioned about the replacement of the laptop case, which had come torn when you received the consignment. That however is not possible as it is not covered in the warranty. You will need to directly speak with the company as we do not handle any questions pertaining to any accessories.</p> <p>Thank you for using our services. Regards, Customer Services Team</p>	10
Q. No. 7	<p>Attempt any one:</p> <ul style="list-style-type: none">(a) ‘Conciseness’ as an important attribute of effective communication.(b) Empathy in Communication(c) Psychological barriers to communication	10