

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

**Program: MFM (Batch 2017-20), Semester-I**  
**Subject: Managerial Communication**  
**(End Term Exam)**

**Maximum Marks: 50**

**Duration: 3 Hours**

**24/11/2017**

**Instructions:**

- 1. Question No.1 is compulsory.**
- 2. Attempt any three questions from Question Nos. 2 to 6. Each Question carries 10 marks.**

**QUESTION 1: Case Study**

**(Marks 20)**

Deepak has recently joined the corporate sales team of a large telecom service provider that was a new entrant in the Indian telecom market.

Deepak had earlier worked in a small advertising company, where the work culture was rather informal. When he was hired, the telecom company was looking for strong performers who could give it good business year on year. The company was open to recruiting people from different industries.

Although the interview panel was impressed with Deepak's attitude towards work during his recruitment, the panel had expressed concern over the manner in which he carried himself. However, the panel members were hopeful that Deepak would adapt to the new work culture soon.

Deepak began handling a profile similar to his job in his previous company, but the client profiles were much smaller there as compared to those in his present firm. Moreover, he was not exactly accustomed to working in a rigid formal work environment.

The first mistake that Deepak made was coming late for his meetings. At his previous organization, it was 'no big deal' to join meetings a few minutes late. His inability to adjust to a formal work atmosphere reflected in his dress sense, particularly when he had to meet important corporate clients. Although he was very aggressive as a sales executive, simple habits such as slouching during meetings and breaking into his native tongue, despite the fact that many in his team did not understand that language, got him negative attention from his colleagues and superiors.

His problems with his clients were similar. As a result, he lost many important deals, and his manager began losing confidence in Deepak's ability to handle large clients.

Deepak had no clue about the body language required to handle corporate clients. He sounded monotonous in his presentations. Additionally, he was quite loud on the telephone, and disturbed

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everyone around him. Besides, his phone never failed to ring during meetings.

He maintained a big pony tail, and a golden bracelet adorned his wrist. Although his colleagues were getting accustomed to his persona, his attire atrociously stood out in business meetings. His trousers sagged from his waistline. On Fridays, he would wear half-sleeved shirts, which exposed a big tattoo on his arm. His shoes were brushed at best but not polished. He thought he looked macho and confident, because of his attire, but unfortunately it conveyed the opposite qualities. His seniors cautioned him several times about his dress sense, but he ignored it.

Deepak particularly enjoyed chatting with his colleagues during lunch hours. He always cracked jokes that were offensive and not meant to be shared in public. His female colleagues complained to the Head of HR and soon he was issued a warning letter.

One day, he was meeting the chief executive officer (CEO) of a mid-sized firm that was hoping to stike a lucrative deal with the telecom company. In the evening, the CEO called Deepak's manager and said, "I met your sales executive. I thought your company was young and dynamic, but after meeting Mr. Deepak, I realized I was wrong."

**Questions:**

1. If you had a subordinate who behaves the way Deepak does, what and how would you communicate to him? **(Marks 07)**
2. According to you, what made the CEO make the comment? How did Deepak's style matter to him, anyway? Explain. **(Marks 06)**
3. If you are a good performer in the company you work for, does your non-verbal communication matter? Discuss. **(Marks 07)**

**QUESTION 2:**

**(Marks 10)**

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 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.

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Especially comment on how people and cultures place different emphasis on the use of space as a way to communicate nonverbally.

**QUESTION 3:**

**(Marks 10)**

“Grapevine cannot be completely eliminated from organizations.” Discuss. Elaborate how managers could use grapevine efficiently.

**QUESTION 4:**

**(Marks 10)**

The President of Cresta Corporation Ltd. Mr. Karan Saxena wanted to facilitate upward communication. He believed that 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 that this would give him a way to get early warning signals that would not be filtered or redirected through the formal chain of command. Saxena 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 regarding inadequate policies and procedures. Saxena 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.

One employee, Ramesh, complained bitterly that his manager had over committed on behalf of the department and put everyone under tremendous pressure. Ramesh argued that long hours and low morale were major problems. However, he would not allow Saxena to either bring the manager into the discussion or seek out other employees to confirm the complaint. Although Saxena suspected that Ramesh might be right, he could not let the matter rest and said, “Have you considered leaving the company?” This made Ramesh realize that a meeting with his immediate boss was unavoidable.

Before the three-party meeting, Saxena contacted Ramesh’s manager and explained what was going on. He insisted that the manager come to the meeting willing to listen without hostility towards Ramesh. During the meeting, Ramesh’s manager listened attentively and displayed no ill will. He learned the problem from Ramesh’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 Saxena’s offer to help him do a better job of planning.

- 1) What techniques increased Saxena’s communication effectiveness? Do you think that an open-door policy was the right way to improve upward communication? What other techniques would

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you suggest? **(Marks 05)**

- 2) What problems do you think an open-door policy creates? Do you think many employees are reluctant to use it? Give reasons for your answer. **(Marks 05)**

**QUESTION 5:**

**(Marks 10)**

How can a manager become an efficient communicator? How can he ensure to minimize communication barriers and strengthen working relationships with his team members in an organization? Discuss.

**QUESTION 6:**

**(Marks 10)**

Based in Cleveland, Ohio, Jim is has been managing a software development team in Pune for the past two years. He has been working closely with Aruna, the Indian team leader, to develop a new networking program. While Jim has over 25 years of experience in software development, Aruna knows the program inside and out.

While reviewing his work from the previous week, Jim discovers that he made a mistake in the programming code. He notices that Aruna corrected his error, but wonders why Aruna did not bring it to his attention so that he could avoid delays and keep from making the same mistake in the future.

**Questions:**

1. Should Aruna have informed Jim of his mistake? Why or why not? **(Marks 05)**
2. If Jim wants to be notified of his mistakes in the future, what should he do? Elaborate **(Marks 05)**

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