

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

Program: MHRDM (Batch 2018-21), Semester-I
Subject: Managerial Communication
(End Term Examination)

Maximum Marks: 25

Duration: 1.5 Hours


Date: 23rd November, 2018

Instructions:

1. Question No.1 is compulsory. Q1 carries 15 marks.
2. Attempt any one question from Question Nos. 2 to 4. Each Question carries 10 marks.

Q. No.1	<i>One common complaint employees voice about supervisors is inconsistent messages – meaning one supervisor tells them one thing and another tells them something different. Imagine you are the supervisor/manager for each of the employees described below. As you read their case, give consideration to how you might help communicate with the employee to remedy the conflict. Answer the critical thinking questions at the end of the case.</i>	Marks
	<p>Barry is a 27-year old who is a food service manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.</p> <p>Barry is ServSafe® certified and tries his best to keep up with food safety issues in the kitchen but he admits it's not easy. Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and hand washing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.</p> <p>One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.</p> <p>Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD</p>	

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	<p>HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1. What are the communication challenges / barriers Barry faces? (Write at least three challenges) 5 2. What solutions might Barry consider in addressing each of these challenges / barriers? 5 3. In what way can Barry use effective communication as a motivator for employees to follow safe food handling practices? 5 	
Q.No.2	Answer any TWO	
a.	<p>Given below is the picture of Mr. Raghunath, who works as a General Manager in a IT firm, during a meeting with his immediate superior. Interpret with proper justification any two non-verbal observations about Mr. Raghunath's posture based on the image.</p> 	5
b.	<p>The management of a textile mill in Ahmedabad was surprised that though it insisted on a high level of education among its supervisors and junior officers (many of them were "foreign returned") production was falling and there were many labour problems, while a rival mill which had employed local men as its supervisors and officers was doing very well. An expert in management was consulted and he reported that the chief cause of poor production and labour problems was that the Gujarati speaking workers were in awe of the English speaking officers and were very reluctant to approach them with their problems or difficulties. Also instructions given in English and broken Gujarati were not understood by the workers, and their</p>	5

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	queries and suggestions were not understood by the seniors. Identify any two problems in the above situation and suggest solutions	
C.	You are conducting an interview to select Trainee Client Service Executive for Ogilvy and Mather. Identify and explain any two non-verbal signs in a candidate's body language that would indicate that the candidate is confident.	5
Q.No.3	Answer any ONE	
a.	Improve the following draft: The consultant we discussed at last week's status meeting is available to meet next Tuesday. This guy has helped a number of customer service organizations, and he'll be available to give us some advice and figure out what our needs are. Let's not waste this opportunity to learn more about IM applications in customer service. I'd like everyone to prepare some intelligent questions ahead of time. We'll forward them to Mr. Johnson so that he can think about them before the meeting. I was rather disappointed last time we brought in an expert like this; I have to beg these people to talk to us, and most of you just sat and stared during the Q&A session.	10
b.	As a proprietor of a company manufacturing registers, notebooks and diaries, write a letter to the Secretary, Ministry of Human Resource Development, Government of India to make printing paper available to you at concessional rates for producing school registers and notebooks	10
Q. No. 4	Answer any TWO	
a.	Briefly explain the significance of 'Subject Line' and 'Copy Notation' in a business letter.	5
b.	Explain briefly with an example the concept of 'Conciseness' as an important attribute of effective communication.	5
c.	What is 'Executive Summary'? Which important details are included in the 'Executive Summary' that help the Executive to take decisions based on this short one-page summary?	5

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