

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

Program: MMM (Batch2018-21), Semester-I
Subject: Managerial Communication
End-Term Examination

23/11/2018
25

Duration: 1.5 Hours

Maximum Marks:

Note:

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

QUESTION 1: Case Study

(Marks 15)

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 month's 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 you suggest? **(Marks 08)**
- 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 07)**

QUESTION 2

(Marks 10)

- a) Think of and identify at least ten situations in which telephonic conversations can be used in business organizations. Explain the effectiveness of the given situations. **(Marks 05)**
- b) How do you interpret the following non-verbal cues being sent by others? Do they always mean the same to you? What role does the context play in your interpretation?
 - i) Yawning
 - ii) Keeping silent after a question or remark
 - iii) Drooping shoulders during a conversation or discussion
 - iv) Looking away here and there during a meeting or conversation
 - v) Raised eyebrows**(Marks 05)**

QUESTION 3

(Marks 10)

- a) Write a note on communication as 'an integral part of the process of change

Or

- b) Write a detailed note on the factors responsible for the growing importance of communication in business.

QUESTION 4: Write short notes on any two of the following

(Marks 10)

- a. Role of feedback in business communication
- b. Barriers to Communication
- c. Role of non-verbal communication in the form of corporate body language
- d. Inter-cultural Communication
