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| **Semester: II-April 2025**  **Maximum Marks: 50 Examination: End Sem Exam Date: 19 April 2025**  **Duration: 2.5hrs** | | |
| **Program code: 18**  **Program- MBA for WE** | **Class:** FY | **Semester: II (1st ATKT)**  **Batch 1 (2023-24)** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center: General Management** | |
| **Course Code: 117P18C204** | **Name of the Course: Business Writing and Communication** | |
| **Instructions:**   1. **Question No 1 is compulsory.** 2. **Attempt any three questions from the remaining questions.** | | |

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| **Question No.** |  | **Max.**  **Marks** |
| **1** | **Read the following case and answer the questions given at the end of the case.**  Healthcare Corp is a mid-sized healthcare solutions provider specializing in medical equipment and services. The company has been operating successfully for over 15 years, and its customer base includes hospitals, clinics, and outpatient care centers. In recent years, Healthcare Corp has grown significantly, expanding its reach across the country. However, with growth comes complexity, and the company's communication practices have started to show signs of strain.  One of the most critical moments for the company occurred when a batch of medical equipment – specifically ventilators – was found to be malfunctioning in one of the major hospitals that Healthcare Corp serves. The malfunction caused a delay in the hospital’s ability to treat several critical patients during a peak time for respiratory distress, resulting in both operational and reputational damage.  The incident triggered an immediate internal crisis management response. Healthcare Corp’s senior leadership team swiftly issued a public apology, taking responsibility for the issue and assuring customers that the company would take every necessary step to rectify the problem. However, the company’s communication strategy quickly faced challenges, as there were multiple stakeholders involved, including hospital administrators, customers, employees, regulatory authorities, and the media.  The Communication Breakdown: While the senior management issued a public apology, they failed to communicate clearly and quickly with their internal teams. As the crisis unfolded, employees were left in the dark about the situation and the steps being taken to resolve the issue. This lack of internal communication led to frustration among employees, particularly those in customer service and sales, who were inundated with questions from clients but lacked clear, consistent messages to relay.  Moreover, the company’s customer service team faced difficulties handling customer complaints effectively. Due to poor communication between departments, they were unable to provide accurate timelines for when replacement ventilators would arrive, which left many hospital administrators feeling unprepared and angry.  Externally, the public apology lacked sufficient detail about the specific actions the company was taking to prevent future issues. The media picked up on this lack of transparency, leading to negative coverage of Healthcare Corp in several major outlets. The hospital involved also issued a statement, publicly questioning the company’s reliability and calling for a change in suppliers.  In the aftermath of the crisis, the company’s leadership realized that their communication approach had been fragmented, both internally and externally. The company recognized that they needed to revise their communication strategy to manage such situations more effectively in the future.  The Challenge: Healthcare Corp’s leadership team tasked their communications department with creating a revised crisis communication plan that would address the following:   1. How to ensure employees are kept informed and are equipped with the right information to address customer concerns. 2. How to improve transparency and clarity in external communications with customers, the media, and other stakeholders. 3. How to improve internal communication and coordination during a crisis to ensure that all departments are aligned in their messaging.   **Questions**:   1. **What are the key reasons behind the communication breakdown at Healthcare Corp during the ventilator crisis, and how could these have been avoided?** 2. **How would you have handled the internal communication during this crisis? What steps should have been taken to ensure employees had the right information at the right time?** 3. **What role does transparency play in crisis communication, and how could Healthcare Corp have communicated more effectively with its external stakeholders to rebuild trust?** | **6**  **7**  **7** |
| **2** | You are the Head of Customer Service at a large software company. A critical bug has caused the disruption of services of several of your major clients. You need to draft an email to your clients explaining the situation, offering a solution, and ensuring them that the issue will be resolved as quickly as possible.  Write an email to the clients that conveys the issue, reassures them, and offers a clear timeline for resolution. | **10** |
| **3** | **Read each situation given below, decide whether a ‘Proxemic’ or ‘Territorial’ violation has occurred, and then describe two realistic tactics you would use in response to each situation:**   1. You are at a club, sitting alone, waiting for your client to join you for an important negotiation. A stranger sits down beside you and starts a conversation. 2. You are a business executive. You enter your office after lunch and find your administrative assistant sitting in your chair, feet up on the desk, talking on the phone. 3. You are taking tennis lessons, and it’s your turn on the court. A group of people gather to watch your lesson. 4. You are interviewing for a part-time job. As the interview nears a close, the interviewer moves from behind the desk towards you and touches you on the shoulder. 5. You want to wear your favourite sweater but can’t find it. You discover it wadded up in the bottom of the laundry hamper, consisting of food stains, and you realize your roommate wore it without your permission. | **10** |
| **4** | 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 queries and suggestions were not understood by the seniors.  Identify any two problems in the above situation and suggest solutions. | **10** |
| **5** | **Write short notes on any two**   * Psychological Noise as a Barrier to Communication * Importance of Downward Communication? * Barriers to Cross Cultural Communication | **10** |