

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

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

Maximum Marks: 25
Time: 3:00 pm – 5:00 pm

Duration: 2 Hours
Date: 22nd November, 2019

Instructions:

1. Question No.1 is compulsory. Q1 carries 15 marks.
2. Attempt any two questions from Question Nos. 2 to 5. Each Question carries 05 marks.

Q. No.1		Marks
	<p><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.</i></p> <p><i>Answer the critical thinking questions at the end of the case.</i></p>	
	<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.</p>	

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	<p>He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD 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) 2. What solutions might Barry consider in addressing each of these challenges / barriers? 3. In what way can Barry use effective communication as a motivator for employees to follow safe food handling practices? 	<p>5</p> <p>5</p> <p>5</p>
<p>Q.No.2</p>	<p>A travelling man once spent a sleepless night in a hotel room, tormented by the sight of cockroaches walking over the ceiling walls, and floor. Upon returning home, he indignantly protested the condition in a letter to the hotel management. Some days later, to his delight, he received a masterfully written response. It complimented him for reporting the condition, and it assured him that the matter would be corrected that such a thing would never happen again. The man was satisfied, and his confidence in the hotel was restored. His satisfaction vanished, however, when he discovered an interoffice memo that had been accidentally inserted into the envelope. The memo said, "Send this nut the cockroach letter."</p> <p>How do you think the complaint has been handled? Discuss the implications of the discovery of the interoffice memo.</p>	<p>5</p>
<p>Q.No.3</p>	<p>Improve the following draft:</p> <p>Dear Managers,</p> <p>The clients of the ED team have been complaining of poor customer service. They have mentioned in a recent survey that one of the reasons for their discontinuation of services with our company is poor services from the managers. I was shell shocked when I came to know of this and I fail to understand what made them say this.</p> <p>I had a personal look at the data and it is quite shocking. The frequency of meetings with your clients is not even once every half year and the level of engagement is also poor. We need to look at several other factors including our people who are currently in touch with the customers. The clients have mentioned that their communicating abilities are far from acceptable standards. Let us meet sometime to discuss this big challenge ahead of us.</p> <p>Regards, Anil</p>	<p>5</p>

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Q.No.4	<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>	5
Q. No. 5	<p>Write short notes on any one:</p> <ul style="list-style-type: none">(a) ‘Concreteness’ as an important attribute of effective communication.(b) Empathy in Communication(c) Salutation and complimentary close in business letters(d) Organisational barriers to communication	5