

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

**Program: MMM (Batch 2019-22), Semester-I**  
**Subject: Managerial Communication**

**Date : 22/11/2019**

**Maximum Marks: 25**

**Duration: 2.5 Hours**

**Instructions:**

- 1. Section-I is compulsory.**
- 2. Attempt any one question from Section-II. Each Question carries 10 marks.**

**SECTION I**

**QUESTION 1: Case Study**

**(Marks 10)**

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.

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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 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? According to you, what made the CEO make the comment? How did Deepak's style matter to him, anyway? Explain. **(Marks 06)**
2. If you are a good performer in the company you work for, does your non-verbal communication matter? Discuss. **(Marks 04)**

**QUESTION 2:**

**(Marks 05)**

**Discuss the following situations with appropriate justifications for your answer.**

- a. During a debate, a section of the opposite team's supportive audience keeps staring at the main speaker of a particular team without even blinking. What kind of non-verbal communication is taking place in this situation? What is the purpose for this kind of communication? What do you think the speaker should do in such a case while presenting his speech?
- b. There is a team meeting taking place in a very small room with 20 people. The seats are arranged very close to each other. There is no electricity and the windows are closed as it is an air conditioned office. What will be the effectiveness of communication in this scenario and why? State your reasons with respect to barriers to communication and non-verbal cues.
- c. A cover letter has many grammatical mistakes in it. The level of language is also not formal.

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What is the effectiveness of the letter? Which barrier is involved herein?

- d. Rakesh suffers from the problem of poor retention and is unable to recall important statistics at the review meeting. How will this affect the quality of his communication? State what barriers will this lead to and what may be his non-verbal signals.
- e. If someone requests you with a catapult posture (hands and elbows behind head) which is used to show intimidation, how will you interpret the request? Explain.

**SECTION II**

**QUESTION 3:**

**(Marks 10)**

**Look at the following situations and decide on the most appropriate way of communicating the message using the channels listed below and state why it is most appropriate. In some cases, more than one method of communication may be appropriate.**

- a. Memorandum
- b. Letter
- c. Bulletin Board
- d. Email
- e. Phone
- f. Face-to-face
- g. SMS / Whatsapp
- h. Facebook or any other Social media
- i. Fax

1. The personnel manager wants to inform every staff that there have been changes to the company's benefits package.
2. There is a new company policy. No one is allowed to listen to music while on duty.
3. Some staff members have been leaving dirty dishes in the lunchroom. The administrative assistant wants to remind everyone to clean their dining areas after having eaten lunch.
4. The accounts receivable clerk has not received payment from a customer. The invoice is now 90 days overdue.
5. An employee would like to request for a three-month leave of absence to take care of a family member who is very ill.

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**QUESTION 4: Attempt the following:**

**(Marks 10)**

Your colleague Vivek comes one morning to work and walks through the door. Without saying a word, he walks straight to his cubicle, sits on the chair, and turns on his computer. He sits on his chair and leans back, then stares straight ahead, and sighs. You notice that he sits there in silence for the next few minutes. In this time, he never spoke a word.

**Is he communicating? What meanings would you take from these actions? What are the possible interpretations for how he is feeling? What types of nonverbal communication was your colleague using?**

**QUESTION 5: Write short notes on any Two of the following:**

**(Marks 10)**

1. Importance of understanding cultural diversity in business communication
2. The communication process and the importance of the communication components
3. Role of feedback in workplace communication
4. Effective use of Grapevine Communication in Management