



Internal Assessment Test – II-Solution

Sub:	Managerial Communication	Code:	18MBA16
Date:	04/12/2019	Duration:	90 mins
		Max Marks:	50
		Sem:	I
		Branch:	MBA (A & B)

		OBE	
		Marks	
		CO	RBT
Part A -Answer Any Two Full Questions (20*02=40 Marks)			
1(a)	Define “Oral Communication”.	[03]	
	<p>Answer</p> <p>Oral communication is the most used form of communication done with words. Verbal communication is nothing but words that come out of our mouth to convey a message or idea via sound. The various modes of verbal communication are face-to-face discussions, presentations, intercom, messages delivered on phones, telephonic conversations, radio, transistor, skypeing or video chatting, speeches, interviews, etc.</p>	CO3	L1
(b)	Discuss the advantages & disadvantages of Oral communication.	[07]	
	<p>Answer</p> <p>Advantages of Oral Communication</p> <ul style="list-style-type: none"> • There is high level of understanding and transparency in oral communication as it is interpersonal. • There is no element of rigidity in oral communication. There is flexibility for allowing changes in the decisions previously taken. • The feedback is spontaneous in case of oral communication. Thus, decisions can be made quickly without any delay. • Oral communication is not only time saving, but it also saves upon money and efforts. • Oral communication is best in case of problem resolution. The conflicts, disputes and many issues/differences can be put to an end by talking them over. 	CO3	L2

- Oral communication is an essential for teamwork and group energy.
- Oral communication promotes a receptive and encouraging morale among organizational employees.
- Oral communication can be best used to transfer private and confidential information/matter.

Disadvantages/Limitations of Oral Communication

- Relying only on oral communication may not be sufficient as business communication is formal and very organized.
- Oral communication is less authentic than written communication as they are informal and not as organized as written communication.
- Oral communication is time-saving as far as daily interactions are concerned, but in case of meetings, long speeches consume lot of time and are unproductive at times.
- Oral communications are not easy to maintain and thus they are unsteady.
- There may be misunderstandings as the information is not complete and may lack essentials.
- It requires attentiveness and great receptivity on part of the receivers/audience.
- Oral communication (such as speeches) is not frequently used as legal records except in investigation work.

(c) Briefly discuss the principles of successful oral communication

[10]

CO3

L2

Answer

Principles Of Successful Oral Communication

- Well-Planned
Before presenting something, there should be proper planning regarding the audience, topics to be delivered, timing and other factors: So, a person must be well-prepared to deliver his speech.
- Clear pronunciation
To make oral messages meaningful to receivers, words should be clearly and correctly pronounced. There should not be any lack of clarity, otherwise, the communication would be a confusing one.
- Brevity
Effective oral communication desires that a message should be brief. If

the sender took a long time for talking, his message may not get the attention of the receiver.

- **Precision**
Precision is needed to make oral communication effective. There should not be any confusing words rather message to be delivered should be specific so that there is no misunderstanding.
- **Natural voice**
Any sort of unnatural voice may distort the message. Natural voice can do a lot to make oral communication effective.
- **Logical sequence**
Ideas should be organized in a sequential way to make the message communicative and attractive. Unorganized ideas do not provide clear sense while a logical sequence of ideas gives clear sense
- **Suitable words**
Words have different meanings to different people in different situations in oral communication, a speaker should use the common, simple and familiar words so that receiver can react to the message without any problem.
- **Courteous**
Courtesy costs nothing but can earn many things. So, a speaker should be courteous while addressing listeners. It helps create a good impression in the mind of listeners regarding the speaker.
- **Attractive presentation**
It is another principle to make oral communication effective. A speaker should deliver his speech in a very nice and sweet language so that receiver is attracted to take part in the communication.
- **Avoiding Emotions**
Speaker must control his emotions to make oral communication effective. Too much emotion will take the speaker away from the main subject.
- **Emphasis**
The speaker must be knowledgeable regarding the portion of the speech where he should give emphasis. Giving emphasis on respective points will help draw the attention of the audience.
- **Controlling Gesticulation**
Speaker at many occasions, consciously or unconsciously, gesticulates for expressing his ideas or thoughts. This is a habit and should be avoided. Otherwise, application of such habit may lead to % disinterest of the audience.

<p>2(a) Define “Empathy”.</p> <p>Answer</p> <p>Empathy</p> <p>Simply stated, empathy is defined as the ability to identify and understand another’s situation, feelings, and motives. As a naturally empathetic person I never really paused to consider this personality trait as a professional asset. However, as I began to reflect on the fabric of my current business relationships, I realized that my natural, empathetic communication style has been a major factor in the majority of my most successful, meaningful, and profitable business relationships</p>	[03]	CO4	L2
<p>(b) “Reflection and Empathy: Two Sides of effective oral Communication” discuss in detail.</p> <p>Answer</p> <p>Reflecting is the process of paraphrasing and restating both the feelings and words of the speaker. The purposes of reflecting are:</p> <ul style="list-style-type: none"> • To allow the speaker to ‘hear’ their own thoughts and to focus on what they say and feel. • To show the speaker that you are trying to perceive the world as they see it and that you are doing your best to understand their messages. • To encourage them to continue talking. <p>Two Main Techniques of Reflecting:</p> <p>Mirroring</p> <ul style="list-style-type: none"> • Mirroring is a simple form of reflecting and involves repeating almost exactly what the speaker says. • Mirroring should be short and simple. It is usually enough to just repeat key words or the last few words spoken. This shows you are trying to understand the speakers terms of reference and acts as a prompt for him or her to continue. Be aware not to over mirror as this can become irritating and therefore a distraction from the message. <p>Paraphrasing</p> <ul style="list-style-type: none"> • Paraphrasing involves using other words to reflect what the speaker has said. Paraphrasing shows not only that you are listening, but that you are attempting to understand what the speaker is saying. <p>It is often the case that people ‘hear what they expect to hear’ due to assumptions, stereotyping or prejudices. When paraphrasing, it is of utmost importance that you do not introduce your own ideas or question the speakers</p>	[07]	CO4	L2

thoughts, feelings or actions. Your responses should be non-directive and non-judgemental

Empathy

- Simply stated, empathy is defined as the ability to identify and understand another's situation, feelings, and motives. As a naturally empathetic person I never really paused to consider this personality trait as a professional asset. However, as I began to reflect on the fabric of my current business relationships, I realized that my natural, empathetic communication style has been a major factor in the majority of my most successful, meaningful, and profitable business relationships.

Here are a few suggestions that may contribute to a more empathetic approach...

- Develop Your Self-Awareness
- Smile and Greet Others With Genuine Enthusiasm
- Lead the Way
- Remember Other's Names
- Listen, and Show Sincere Interest
- Advocate for Other's Needs
- Find Common Ground
- Withhold Judgment
- Provide Encouragement
- Share Professional Resources

(c) Briefly discuss the 3X3 process of writing.

[10]

CO2

L2

Answer

1. Planning.

Analyse. Purpose. Layout & profile of audience.

Investigate. Gathering of information – various means & methods.

Adapt. Right channel & medium.

2. Writing.

Organise. Define main idea, limit the scope group the points & choose direct approach or indirect approach.

Compose. Control style & choose words and create effective sentences.

3. Completing.

Revise. Evaluate content and review readability. Edit and rewrite.

Produce. Effect design elements & delivery.

Proofread. Review for errors in layout, spellings & mechanics.

3(a) Differentiate between listening & hearing.

[03]

CO3

L2

Answer

Listening is the ability to accurately receive and interpret messages in the communication process. Listening is key to all effective communication. Without the ability to listen effectively, messages are easily misunderstood. As a result, communication breaks down and the sender of the message can easily become frustrated.

Listening is Not the Same as Hearing

- Hearing refers to the sounds that enter your ears. It is a physical process that, provided you do not have any hearing problems, happens automatically.
- **Listening, however, requires more than that: it requires focus and concentrated effort, both mental and sometimes physical as well.**
- Listening means paying attention not only to the story, but how it is told, the use of language and voice, and how the other person uses his or her body. In other words, it means being aware of both verbal and non-verbal messages. Your ability to listen effectively depends on the degree to which you perceive and understand these messages.
- Listening is not a passive process. In fact, the listener can, and should, be at least as engaged in the process as the speaker. The phrase '*active listening*' is used to describe this process of being fully involved.

(b) Define written communication & discuss its advantages & disadvantages.

[07]

CO2

L1

Answer

Written Communication. Definition: The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words

is called as written communication.

Advantages of Written Communication

- Written communication helps in laying down apparent principles, policies and rules for running of an organization.
- It is a permanent means of communication. Thus, it is useful where record maintenance is required.
- It assists in proper delegation of responsibilities. While in case of oral communication, it is impossible to fix and delegate responsibilities on the grounds of speech as it can be taken back by the speaker or he may refuse to acknowledge.
- Written communication is more precise and explicit.
- Effective written communication develops and enhances an organization's image.
- It provides ready records and references.
- Legal defenses can depend upon written communication as it provides valid records.

Disadvantages of Written Communication

- Written communication does not save upon the costs. It costs huge in terms of stationery and the manpower employed in writing/typing and delivering letters.
- If the receivers of the written message are separated by distance and if they need to clear their doubts, the response is not spontaneous.
- Written communication is time-consuming as the feedback is not immediate. The encoding and sending of message takes time.
- Effective written communication requires great skills and competencies in language and vocabulary use. Poor writing skills and quality have a negative impact on organization's reputation.

Too much paper work and e-mails burden is involved

(c) Briefly discuss the "Principles of Effective Listening".

[10]

CO3

L2

Answer

Principles of Effective Listening

1. Stop Talking
2. Prepare Yourself to Listen

3. Put the Speaker at Ease
4. Remove Distractions: Focus on what is being said.
5. Empathise: Try to understand the other person's point of view.
6. Be patient: A pause, even a long pause, does not necessarily mean that the speaker has finished.
7. Avoid Personal Prejudice: Try to be impartial.
8. Listen to the Tone: Volume and tone both add to what someone is saying.
9. Listen for Ideas – Not Just Words: You need to get the whole picture
10. Wait and Watch for Non-Verbal Communication

Part B - Compulsory (10 marks)

[10]

CO4

L4

4

Compulsory : Case Study

Len worked in a research department for a year as a researcher and he was laid off due to recession. He decided to meet the CEO to accommodate him. However the secretary, Kim did not permit Len by saying that CEO was busy. He got better employment elsewhere and joined. Being an Researcher he wrote an article for an International Journal. Len wanted to share the successful publication with his former CEO and went to meet him to gift the book as a complimentary copy. The secretary did not appreciate his visit and still claimed the CEO was busy. Hence Len handed over the complimentary copy to her and departed the office. He sent an email to his Ex- CEO about his coming and he could not meet as the Latter was busy with his schedule. After 5 hours the secretary telephoned Len and said firmly, "CEO told to return the book to you. You come and take the books back". Len replied, Its a complimentary copy. She was impatient. So Len responded politely, Right now, I am far away when I come to that area, I would take back the book". The very next day, Len received email from his Ex-CEO congratulations Len for the publication and thanked for coming all the way gift the book. Len felt excited that his Ex-CEO was pleased with publication.

a) What were the communication challenges in the above case study?

[5]

b) Was secretary a good listener? Justify your answer.

[5]

Course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1:	The students will be aware of their communication skills and know their							

	potential to become successful managers.							
CO2:	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	2c ,3b						
CO3:	The students will be introduced to the managerial communication practices in business those are in vogue	1a,b ,c 3a,c						
CO4:	Students will get trained in the art of business communication with emphasis on analysing business situations	2a,b						
CO5:	Students will get exposure in drafting business proposals to meet the challenges of competitive environment.							

Cognitive level	KEYWORDS
L1	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate interpret, discuss
L3	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5	grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6	design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

***PO1–Theoretical Knowledge; PO2–Effective Communication Skills; PO3–Leadership Qualities;
PO4 –Sustained Research Orientation; PO5 –Self-Sustaining Entrepreneurship***

CCI

HOD