
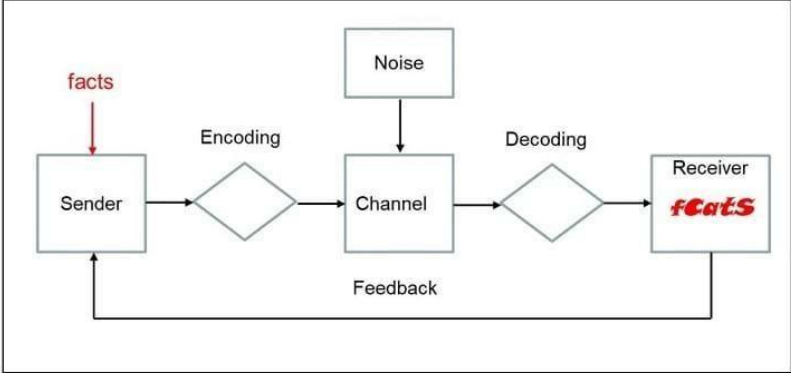


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Internal Assessment Test - I																	
Sub:	Managerial Communication						Code:	20MBA16									
Date:	18-03-2022	Duration:	90 mins	Max Marks:	50	Sem:	I	Branch:	MBA								
								Marks	OBE								
									CO	RBT							
Part A - Answer Any Two Full Questions (2* 20 = 40 marks)																	
1 (a)	Define Managerial Communication.						[03]	CO1	L1								
Ans.	<p>Managerial communication is a function which helps managers communicate with each other as well as with employees within the organization. Communication helps in the transfer of information from one party also called the sender to the other party called the receiver. Managerial Communication helps in the smooth flow of information among managers working towards a common goal. The message has to be clear and well understood in effective communication. The team members should know what their manager or team leader intends to communicate. Effective managerial communication enables the information to flow in its desired form among managers, team leaders and their respective teams.</p>																
(b)	Explain the communication process and different elements involved.						[07]	CO1	L2								
Ans.	<p>Communication is a dynamic process that begins with the conceptualizing of ideas by the sender who then transmits the message through a channel to the receiver, who in turn gives the feedback in the form of some message or signal within the given time frame. Thus, there are Seven major elements of communication process in the model:</p> <div style="text-align: center;">  </div> <p>SHANNON-WEAVER MODEL</p> <ol style="list-style-type: none"> 1. Sender: The sender or the communicator is the person who initiates the conversation and has conceptualized the idea that he intends to convey it to others. 2. Encoding: The sender begins with the encoding process wherein he uses certain words or non-verbal methods such as symbols, signs, body gestures, etc. to translate the information into a message. The sender's knowledge, skills, perception, background, competencies, etc. has a great impact on the success of the message. 3. Message: Once the encoding is finished, the sender gets the message that he 																

	<p>intends to convey. The message can be written, oral, symbolic or non-verbal such as body gestures, silence, sighs, sounds, etc. or any other signal that triggers the response of a receiver.</p> <p>4. Communication Channel: The Sender chooses the medium through which he wants to convey his message to the recipient. It must be selected carefully in order to make the message effective and correctly interpreted by the recipient. The choice of medium depends on the interpersonal relationships between the sender and the receiver and also on the urgency of the message being sent. Oral, virtual, written, sound, gesture, etc. are some of the commonly used communication mediums.</p>			
(c) Ans.	<p>Draw a flow chart of communication flow in Business Organizations and explain it.</p> <p><u>Flow of Communication: Communication structure in organization</u> In an organization, communication flows in 2 main directions for an formal communication :-</p> <ol style="list-style-type: none"> a. Vertical b. Horizontal <p>Vertical communication represents flow of information from one level to the other in the organizational hierarchy. It can be downward and upward.</p> <p>In upward vertical communication, information flows from lower-levels to higher levels. It relates to reports about subordinates' work, achievements and progress, work-related problems, suggestions to improve the style of working. Communication that flows to a higher level in an organization is called upward communication. It provides feedback on how well the organization is functioning. The subordinates use upward communication to convey their problems and performances to their superiors.</p> <p>The subordinates also use upward communication to tell how well they have understood the downward communication. It can also be used by the employees to share their views and ideas and to participate in the decision-making process.</p> <p>Upward communication leads to a more committed and loyal workforce in an organization because the employees are given a chance to raise and speak dissatisfaction issues to the higher levels. The managers get to know about the employees feelings towards their jobs, peers, supervisor and organization in general. Managers can thus accordingly take actions for improving things.</p> <p>In downward vertical communication, information flows from top to middle-level managers, lower-level managers, supervisors and workers. The information is related to goals, policies, directions, instructions. Communication that flows from a higher level in an organization to a lower level is a downward communication. In other words, communication from superiors to subordinates in a chain of command is a downward communication. This communication flow is</p>	[10]	CO4	L3

	<p>used by the managers to transmit work-related information to the employees at lower levels. Employees require this information for performing their jobs and for meeting the expectations of their managers.</p> <p>Horizontal communication flows amongst people at the same level. It does not follow the official chain of command. When manager of marketing department discusses issues related to production and sale of goods, with the manager of production department, it is said to be horizontal communication. This type of flow is time saving and facilitates coordination of the task, also co-operations among the team members. Lateral communication also helps for resolving conflicts of a department with other department or conflicts within a department.</p> <p>Diagonal communication is combination of vertical and horizontal communication that takes place amongst people of different departments at different levels rather than the same level.</p>			
2 (a) Ans.	<p>What is Oral Communication and its significance?</p> <p>Oral communication implies communication through mouth. It includes individuals conversing with each other, be it direct conversation or telephonic conversation. Oral communication is indispensable for every individual and organization. From the quality of one's voice and the manner of saying things, people deduce a great deal about one's personality in general and feelings at the moment of speaking in particular. Oral communication is generally recommended when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication is significant so as to build a rapport and trust. Therefore one should try to master the skill of speaking well. By improving one's speech one can sell one's positive image upon others. Thus we can define "Oral communication is type of verbal communication in which the information, ideas, messages are being conveyed through the medium of speech".</p>	[03]	CO1	L1
(b) Ans.	<p>Explain the characteristics of Successful Communication.</p> <p>There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:</p> <p>Completeness - The communication must be complete. It should convey all facts required by the audience. Principle of completeness requires the sender to communicate whatever is necessary, provide answers to all possible questions which could be raised and add something additional, if necessary as footnotes, to whatever has been said.</p> <p>Conciseness - Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C's of</p>	[07]	CO1	L2

	<p>communication and without being repetitive. Conciseness is a necessity for effective communication.</p> <p>Consideration - Consideration implies “stepping into the shoes of others”, i.e, to share our thoughts without reservation in an unbiased manner. Effective communication must take the audience into consideration, i.e, the audience’s view points, background, mind-set, education level, etc. Make an attempt to envisage your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify your words in message to suit the audience’s needs while making your message honest, sincere, and guileless.</p> <p>Clarity - Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. For the communication to be correct and exact as intended, our thoughts should be clear and well-organized.</p> <p>Concreteness - Concrete communication implies being particular, specific, definite and clear in describing events and things rather than fuzzy and general. Communicator must avoid using vague words. Concreteness strengthens the confidence.</p> <p>Courtesy - Courtesy in message implies the message should show the sender’s expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courtesy implies taking into consideration both viewpoints as well as feelings of the receiver of the message.</p> <p>Correctness - Correctness in communication implies that there are no grammatical errors in communication. Communicator should make sure he shouldn't go wrong with his tenses, use of parts of speech which could give different meaning or no meaning at all.</p>			
<p>(c) Ans.</p>	<p>Illustrate different communication barriers identified in your working environment.</p> <p>Communication is complete and perfect when the receiver understands the message in the same sense and spirit as the communicator intends to convey. Here, idea and information reached to and responded by receiver remain unaltered and undistorted. But practically it has been noticed that such perfect and complete communication does not take place because of certain obstacles or other factors known as communication barriers. These barriers make the communication incomplete.</p> <p>These barriers may be categorized into the following:</p> <ul style="list-style-type: none"> (A) Semantic barriers (B) Physical barriers (C) Organizational barriers (D) Psychological barriers (E) Cultural barriers <p>(A) SEMANTIC BARRIERS</p> <p>Semantic barriers are concerned with problems and obstructions in the process of encoding and decoding the message into words or other</p>	<p>[10]</p>	<p>CO4</p>	<p>L3</p>

impressions i.e, in understanding the message by receiver with the same meaning the sender communicates. The use of different languages, different interpretations of different words and symbols, poor vocabulary and poor grammatical knowledge are some of the semantic barriers.

1. Different Languages: Organizations should have a common language for communication, as there are members in the firm with different languages. Thus the members of the firm are supposed to be on the same platform using the common language for common language for communication.

2. Different Context for Words and Symbols: Words and symbols used have several meanings depending upon the context in which they are used. For example-

Ashoka is a great Ruler, here ruler refers to Emperor or King. On the other hand, 'Pass me the ruler so that I can draw line' where ruler refers to scale.

Unless the context of words and symbols used is known, the receiver may misinterpret them because of his preconceived ideas.

3. Poor Vocabulary: Vocabulary refers to total number of words we know in a language. Poor vocabulary hinders the communication to convey written or verbal message in right sense. The communicator should know the clear and precise meaning of the words and their appropriate replacement, if needed. If the inappropriate and inadequate words are used, they will fail to clear the idea to be communicated.

(B) PHYSICAL BARRIERS

Some of the Physical barriers are as follows:

1. Noise: Any disturbance or interference that reduces the clarity and effectiveness of communication is called noise. Noise distracts the persons communicating and acts as barrier to communication. Loud noise of speaker playing outside or noise due to machines, affects listening process of persons communicating (Physical noise). Mental trouble and turmoil affect the receiver's listening and understanding the message. Similarly inattentiveness and indifference of the listener make communication ineffective (Psychological noise). Bad handwriting and incorrect typing irritates the reader not to speak of understanding the contents (written noise). The late arrival of employee results in distraction of superior's attention (visual noise).

2. Improper time: Improper timing of communication also hinders the process of communication. For example, an order at closing hour to execute an urgent work, may cause resentment in the employee who has to catch train for going back to his home. Message requiring action in distant future may be forgotten. A phone call at midnight, interrupting sleep, further irritates the receiver, if message is not urgent.

3. Distance: The distance between sender and receiver acts as a barrier in the communication process as the sender has to speak loudly to convey the message, which tends to change the tone, pitch and rhythm

of message conveying.

4. Inadequate or overloaded information: Inadequate information falls short to convey the message and overloaded information distracts the reader's attention and dilute the theme of message. It is imperative that information should be adequate, neither less than desired nor more than wanted.

(C) ORGANIZATIONAL BARRIERS

1. Organizational Rules Regulations: Organizational Rules and regulations, prescribing the different sub-matter along formal communication may restrict the flow of messages and act as hindrance in communication process. Sometimes it happens that important messages manipulated. Observance of fundamental rules and regulations relating to communication can delay of message and discouragement to employees in conveying their innovative ideas.

2. Non conducting of Staff Meetings: To overcome this barrier, certain organizations conduct staff meetings know the grievances and suggestions of employees. In organizations where such meeting and conferences are missing free flow of communication is interrupted and the communication gap between person being ruled and the ruling widens.

3. Wrong choice of channel: There are many mediums and channels of communication available, like face-to-face, oral communication, telephone, Email and audio visual. Each channel is not ideal and perfect in every situation. If persuasion is to be made by sales manager, face to face communication is more suitable than talking on phone. Written communication is required in case of formal relations but communicating with illiterate people, this channel fails. Illiterate people are to be communicated orally and with support of pictures

4. Hierarchical Relationship: Hierarchical, formal boss- subordinate relationship in organization structure also restricts the free flow of communication especially in upward direction. The greater the difference in hierarchical position, the greater is the communication gap between employees and executives. The employees are expected to contact their immediate bosses. In such types of cases it has been noticed that upward communication is intentionally distorted and designed either with exaggeration understatements, sometimes with false and fabricated stories, to suit the purpose of middle level bosses. This leads to distrust and disappointment among employer disruption of the congenial communication environment

(D) PSYCHOLOGICAL BARRIERS

Psychological barriers arise from motives, emotions, social values, perceptions, etc. These create a psychological distance, cause misunderstanding among people at work and hinder the communication process.

1. Selective Perceptions: Our sensory receptors have their own

limitations. As a result we perceive not the whole spectrum, but a few selective symbols based upon our needs, motives, experience, background, etc. As already explained we do not see the reality, as it is; but interpret what we see and call it reality.

Because of our selective perceptions, we cannot communicate the whole. And because of different perceptions, neutral words conveying certain positive message convey the opposite meaning as they reach the receiver. It results into misunderstandings and misinterpretations and makes communication ineffective.

1. **Premature Evaluation:** It is human tendency that we try to evaluate quickly. We do not listen or read the whole, but try to infer from certain part of the message. The moment we try to evaluate, we stop further message visible to our sensory receptors. As a result, effective

2. communication does not take place because of premature evaluation. This barrier can be overcome by emphatic listening or suspending judgement for the time being.

3. **Attitude of Superiors:** The general attitude of the superiors about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal, filter the information. They intentionally do so to twist the situation to their favour.

4. **Attitude of Subordinates:** The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication. Under such situations, organizational communication becomes ineffective.

5. **Poor listening:** Poor listening is one of the psychological barriers in the effective communication. Most of the people just hear, do not listen attentively, if they listen, they listen selectively taking the 'desired part' and ignoring the 'undesired part' of the message. They do not listen to what the other is saying, but what they want to listen. This poor listening retards the communication flow and prevents understanding of the real meaning.

6. **Egotism:** Egotism is diametrically opposed to transmission of understanding-the most vital aspect of communication. The self-centred persons think that their own ideas are important and others are wrong. Such people are very bad listeners. They keep their minds closed and isolated from the people with whom they work.

7. **Emotions:** Positive emotions such as love, affection and compassion smoothen the flow of communication whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Excited, nervous, frightened and perplexed individuals cannot think rationally and consequently transmit their negativity to others. They cannot receive the message as it is. Therefore, effective communication requires a soothed heart and a silent mind.

	<p>(E) Cultural barriers</p> <p>1. Cultural norms and values: Each culture hold its own values, meaning and norms different from another. This is because of truth, belief and judgement through which they have acquired knowledge about society and culture.</p> <p>2. Stereotypes: It is the negative image or the preconceived notions on the particular community and identity. For example, role and respect for women also varies from culture to culture. Even the positive stereotypes are also considered as cultural barrier as they tend to give information far from reality in positive way.</p> <p>3. Values and beliefs: The differences in values and beliefs in culture also create a barrier in communication. The reason behind these are influenced by religion, political environment. values tell us about people's behavior. Every country has numerous religions practiced by its people. So the differences in their values and beliefs are also barriers of communications.</p>			
3 (a) Ans.	<p>Describe Socio-Psychological barriers in communication.</p> <p>Psychological barriers arise from motives, emotions, social values, perceptions, etc. These create a psychological distance, cause misunderstanding among people at work and hinder the communication process.</p> <p>1. Selective Perceptions: Our sensory receptors have their own limitations. As a result we perceive not the whole spectrum, but a few selective symbols based upon our needs, motives, experience, background, etc. As already explained we do not see the reality, as it is; but interpret what we see and call it reality. Because of our selective perceptions, we cannot communicate the whole. And because of different perceptions, neutral words conveying certain positive message convey the opposite meaning as they reach the receiver. It results into misunderstandings and misinterpretations and makes communication ineffective.</p> <p>2. Premature Evaluation: It is human tendency that we try to evaluate quickly. We do not listen or read the whole, but try to infer from certain part of the message. The moment we try to evaluate, we stop further message visible to our sensory receptors. As a result, effective communication does not take place because of premature evaluation. This barrier can be overcome by emphatic listening or suspending judgement for the time being.</p> <p>3. Attitude of Superiors: The general attitude of the superiors about communication, affects the flow of communication. If the superiors are afraid of delegating authority and lack confidence in themselves as well as in their subordinates, they will obviously try to conceal, filter the information. They intentionally do so to twist the situation to their favour.</p>	[03]	CO1	L1

	<p>4. Attitude of Subordinates: The negative attitude of subordinates also affects the communication flow. Their inferiority complexes, unwillingness to share information and fear of action are the obvious barrier to communication. Under such situations, organizational communication becomes ineffective.</p> <p>5. Poor listening: Poor listening is one of the psychological barriers in the effective communication. Most of the people just hear, do not listen attentively, if They listen, they listen selectively taking the 'desired part' and ignoring the 'undesired part' of the message. They do not listen to what the other is saying, but what they want to listen. This poor listening retards the communication flow and prevents understanding of the real meaning.</p> <p>6. Egotism: Egotism is diametrically opposed to transmission of understanding-the most vital aspect of communication. The self-centred persons think that their own ideas are important and others are wrong. Such people are very bad listeners. They keep their minds closed and isolated from the people with whom they work.</p> <p>7. Emotions: Positive emotions such as love, affection and compassion smoothen the flow of communication whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Excited, nervous, frightened and perplexed individuals cannot think rationally and consequently transmit their negativity to others. They cannot receive the message as it is. Therefore, effective communication requires a soothed heart and a silent mind.</p>			
(b) Ans.	Discuss different media choices in Managerial Communication.	[07]	CO1	L2
(c) Ans.	<p>Apply the principles of oral communication in making successful business transactions. Oral communication has an advantage of having greater impact upon the audience. Effective oral communication involves engaging the audience's attention, conveying the idea or message in logical manner or use of reliable evidence to support the topic presentation.</p> <p>Effectiveness depends on the preparation for presentation and delivering the speech in front of the audience.</p> <p>A. Preparation of the speech</p> <p>Know your Audience: In an oral communication, information conveyed by the communicator should be understood by the listener as same. Thus, communicator should know the audience, their mind set and viewpoints so he can prepare to convey the information to their level of understanding.</p> <p>Know your Topic: A presenter should have the complete and vast knowledge of the topic, for which he has to be informative and well learned regarding the topic. Thus he can convey the topic better to the listeners in depth and help them to understand better.</p>	[10]	CO4	L3

Know the Objective: A person going to address the large audience should have specific goals in mind, as these people sacrifice their time and tend to get out of this. Thus the presenter should be able to figure out the list of the specific objectives to be achieved.

Make an eye contact: In an oral communication, presenter must make an eye contact with the listeners so that they listen to the communication with concentration, attention and interest.

Style of delivery: Knowing the topic isn't enough, communicator should convey the same to the listeners in well structured or organised manner. This involves the clear pronunciation, precision or specific to the point, logical sequence, using the natural voice with suitable words.

Body language: Being a speaker, you can easily send messages through your body posture as well as gesture. You can also display emotions through body language. Body language acts as an effective tool for setting proper interest as well as sincerity amongst your audience.

Be an Active listener: To become good speaker, first you should be active listener to what your audience wants to say. By being a speaker you send out various kinds of verbal and non- verbal signals, just like your audience. By learning how to read as well as how to interpret these signals makes you a successful communicator.

Anticipate Queries: Keep yourself in audience's shoes and be prepared to answer all the questions or queries put by them. If you are well prepared it will make it easier for you to handle all the unanticipated questions.

Use Visual Aids: Complicated matters can be resolved and made easier with the help of visual aids. Attractive presentations that are visible to the last row of the audience so it makes the communication effective to all listeners. Thus, visual aids help to communicate better.

Stay within allocated time: An effective presenter should always learn to manage time. One has to frame or organize his presentation so as to he should not use extra time and not rush through the topics. He should also make sure he leave some time to resolve the quesries and clarify their points.

Empathy: Empathy refers to put yourself in others shoes and understand the situation. Thus your body language should show your real interest in him/her. Make eye contact, lean forward or stand straight, and speak as a person with genuine feeling of concern for the other person.

Avoiding emotions: Positive emotions such as love, affection and compassion smoothen the flow of communication whereas negative emotions such as hatred, anger, anxiety obstruct the communication process. Excited, nervous, frightened and perplexed individuals cannot present better. Thus one should control his emotions

	<p>B. Delivery of Speech</p> <p>1. Naturalness of speech: First and the foremost thing one should remember is naturalness of voice. Everyone's voice is unique and in the effort of speaking well, one should not distort it, which would portray different personality and emotional range. Effort should be made by one to explore the natural potential of one's voice and freeing it from tension.</p> <p>2. Controlling Gesticulations: Being a speaker, you can easily send messages through your body posture as well as gesture. You can also display emotions through body language. Body language acts as an effective tool for setting proper interest as well as sincerity amongst your audience.</p> <p>3. Control your breathing: If one wants to improve his power of speech, he needs well controlled breathing. Thus, it is very much important for one to control his breathe in a natural way by not taking too deep or too shallow breathing which brings stress under control and restores calm in mind.</p> <p>4. Significance of pause and rhythm: One should learn to have pauses in his speech so has to maintain the rhythm in the speech. So the speaker should not speak neither too quickly nor too slowly. One must pause so he gets time to observe listeners and need to maintain the same pace to have the proper rhythm.</p> <p>5. Pitch and Tone: Pitch of voice depends on stretching or relaxing the vocal cords and tone is determined by resonating spaces in the body. A presenter must maintain the pitch and tone in his presentation so has to put his message in rhythm and intonation.</p>			
	<p>Part B - Compulsory (01*10=10 marks)</p>			
4	<p style="text-align: center;">Case Study – DON'T CARE!</p> <p>Some senior American and Israeli managers were on a conference call. The topic of the call was transitioning from an on-premise product to a cloud-native product. In the middle of the discussion, one Israeli manager said that the R&D staff in Israel 'don't care' about some of the changes. An American manager, although usually polite, couldn't restrain himself when he heard that statement. "What's that supposed to mean, they DON'T CARE??" he thundered.</p> <p>This is a great example of a wrong expression giving the wrong impression. The Israeli manager's intention got lost in translation since English is his second language. What he meant by 'don't care' was that it wouldn't make a big difference, didn't matter, didn't bother them – the correct English phrase would be 'don't mind.' (The two terms seem so close to the Israeli ear and mind... practically identical... almost a synonym.)</p>			
(a) Ans.	<p>Outline different Communication issues in the case.</p> <p>The students are expected to analyse the case and provide the answer related to principles of effective communication.</p>	[10]	CO4	L4

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Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5
CO1:	The students will be aware of their communication skills and know their potential to become successful managers	1a, 1b, 2a, 2b, 3a, 3b				
CO2:	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.					
CO3:	Students will get exposure in drafting business proposals to meet the challenges of competitive environment.					
CO4:	The students will be introduced to the managerial communication practices in business those are in vogue.		1c, 2c, 3c,			
CO5:	Students will get trained in the art of Interpersonal communication and technological advancement and social media usage in communications, with emphasis on analyzing business situations.		4a			

Cognitive level	KEYWORDS
L1 - Remember	list, define, tell, describe, recite, recall, identify, show, label, tabulate, quote, name, who, when, where, etc.
L2 - Understand	describe, explain, paraphrase, restate, associate, contrast, summarize, differentiate, interpret, discuss
L3 - Apply	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, experiment, show, examine, modify
L4 - Analyze	classify, outline, break down, categorize, analyze, diagram, illustrate, infer, select
L5 - Evaluate	asses, decide, choose, rank, grade, test, measure, defend, recommend, convince, select, judge, support, conclude, argue, justify, compare, summarize, evaluate
L6 - Create	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

CI

CCI

HOD

