


CMR INSTITUTE OF TECHNOLOGY		USN <table border="1" style="display: inline-table; vertical-align: middle;"><tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr></table>														 CELEBRATING 25 YEARS CMR INSTITUTE OF TECHNOLOGY, BENGALURU ACCREDITED WITH A+ GRADE BY NAAC	
Internal Assessment Test - I																	
Sub:	Business Communication						Code:	22MBA16									
Date:	24.03.2023	Duration:	90 mins	Max Marks:	50	Sem:	I	Branch:	MBA								
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Part A - Answer Any Two Full Questions (2* 20 = 40 marks)																	
1 (a) Ans.	Define business communication. The word communication is derived from the Latin communis, which means “common”. It refers to a natural activity of all humans, which is to convey opinions, feelings, information, and ideas to others through words (written or spoken), body language, or signs. Business communication is exchanging information between employees and those outside the organization. Employees and management interact with one another through effective communication to accomplish organizational goals.						[03]	CO1	L1								
(b) Ans.	Explain seven Cs of effective communication. There are 7 C’s of effective communication which are applicable to both written as well as oral communication. These are as follows: <ul style="list-style-type: none"> • 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. • Conciseness - Conciseness means wordiness, i.e, communicating what you want to convey in least possible words without forgoing the other C’s of communication and without being repetitive. Conciseness is a necessity for effective communication. • 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. • Clarity - Clarity implies emphasizing on a specific message or 						[07]	CO1	L2								

	<p>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> <ul style="list-style-type: none"> • 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. • 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. • 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. 			
(c) Ans.	<p>Outline the structure of communication within organization.</p> <p>In an organization, communication flows in 2 main directions for an formal communication: - Vertical communication represents flow of information from one level to the other in the organizational hierarchy. It can be downward and upward. 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. 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. 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</p>	[10]	CO1	L3

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 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.

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.

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.

Structure of Formal Communication:

Each organization may have its own form of communication, but most of the organization follow the Line and Staff communication. Line and Staff Communication, is a system of communication in large organizations comprising of line managers and staff managers. Line managers are responsible for the main activities of the company, such as manufacturing , and sales, while staff managers control the support and service areas such as accounting, distribution, and personnel. A network of relationship between members in the line management and staff management is created by means of an effective internal communications system. This is further divided by two categories - Formal lines of communication and informal lines of communication.

Line communication is the line of authority, which sets down the path of communication, from boss to subordinates and vice versa. All official communication, orders and instructions, move from seniors to subordinates. Similarly all follow-up action, compliance, and execution information and reports, move upward from subordinate to boss. All organizations insist on respecting the practice of following the normal chain

	<p>of authority from one position to next position.</p> <p>Functional communication is the communication that occurs when departments inform work and related organizational matters to each other.</p>			
2 (a) Ans.	<p>What do you understand by conversation control?</p> <p>The art of conversation consists in our ability to listen with concentration and reply well. Conversation control involves skills of listening and talking in positive and meaningful way at an appropriate time.</p> <p>Conversation control does not mean that you can control someone's conversation. What it does mean is that with practice you can control your own conversation, and in time be able influence others, and encourage them to respond in a positive and relevant way. It includes -</p> <ul style="list-style-type: none"> • Techniques of changing the direction of conversation smoothly. • The ability to allow a discussion to develop along key issues in an uninterrupted way towards the desired end. <p>Conversation control helps us carry on and conclude our conversation (dialogue/discussion) effectively on a note of satisfaction as a result of mutual understanding and agreement. In business, the following situations require application of conversation control skills-</p> <ul style="list-style-type: none"> • How to negotiate • How to interview • How to sell or buy • How to participate in a meeting • How to disagree without being rude • How to protest without offending • How to compliment/praise • How to respond to personal criticism <p>Essential skills for conversation control:</p> <p>a) Ability to notice cues and clues Conversation consists of words as well as non-verbal signs, Signals, cues, and clues. Cues and clues together with signs and signals point out what is important and what is not. Persons skilled in the art of conversation quickly recognise the cues and clues and know what is of importance to the speaker/listener that could be the direction and basis for furthering the conversation or discussion.</p> <p>A cue is a keyword or phrase a person uses when he/she wants</p>	[03]	CO1	L1

to indicate that something is important to him/her. Similarly, a clue is a word or a set of words that someone else gives to us.

Thus, cues are what we give to others about our views of things and clues are what others give us about their views of things. Generally, people give most important clues unconsciously, through what is called "leakage", the body talk that involves a whole lot of non-verbal signals, comprising expressions, gestures, and posture.

b) Interpreting signs and signals Conversation is composed of verbal and visual indicators. Verbal indicators involve cues given and clues received. Visual indicators consist of signs given and signals received. All these non-verbal acts reflect the state of our mind. People trust the non-verbal message more than the signals. The non-verbal message flows through signs and signals. Signs consist of visual indicators such as frown, smile, eye movements, and so on that we give to others. Signals are behavioural indicators others give us.

c) Parallel conversation We engage in conversation to explore something, may be to find out facts, or know the issues, or seek out solutions. This aim can be fulfilled when we take interest in what is initially stated by one of the persons. And the other person or persons seek further information on what is originally stated by asking questions and exploring the meaning of the messages indicated by clues and non-verbal signals. But if we do not do so, and just counter the original statement with another statement just parallel to it, we shall not take the conversation to a meeting point. The two parallel statements cannot meet and, therefore, cannot be linked together to resolve the issue or the problem. In such a situation of a series of parallel statements, we have no dialogue. What we have are statements shot at each other. There is no attempt to get to the meaning behind the words used by the other person.

d) Sequential Conversation When we converse in a skilfully controlled way, we make statements that are in sequence to what is said by the other person. There is a logical link between the statements made by the speaker and listener. The listener receives carefully what is being said and waits for his proper chance to join in to say clearly and forcefully what he has to say. But he carries forward the conversation in connected and sequential form. In this way, within a short time ideas and thoughts are developed in a structured pattern.

Sequential conversation between two persons is always fruitful. But this kind of sequential conversation is possible only when the other person attaches some value to what is said by the speaker. The listener can then reflect on what is said

	<p>and would like to know more about the important idea in the speaker's initial statement or contribute to further exploration of the issue.</p> <p>e) Reflection and Empathy In oral communication, the most important skill is to impress upon the other person that you are genuinely interested in him/her and his/her statements. Reflecting on someone's statement needs to be done most carefully. You must first understand the underlying feeling exactly and accurately. Then speak in such a manner that the other person feels that you have indeed seen the issue from his/her point of view; this needs very skilful dramatization of the initial statement. It involves the use of body language to support what words say. Your body language should show your real interest in him/her. Make eye contact, lean forward, and speak as a person with genuine feeling of concern for the other person.</p> <p>f) Sense of time as a skill: In oral communication, the speaker should always keep in mind the time taken to communicate. The time limits announced in formal oral activities should be strictly observed. To be able to observe it, plan your time judiciously to reach a properly evolved end. The audience should not feel rushed through any part of your conversation or presentation. Your pace of conversation or presentation should not exceed 110-120 words per minute. You should not speak fast to reach the part that deals with solution. In our discussions, we always tend to skip or rush through the exposition of the problem. Listeners begin to gradually lose interest and concentration.</p> <p>g) Summarizing as an integral skill: In oral communication, especially conversation, it is necessary to convey to the other person that you understand his/her point. You may agree or disagree, but the first requirement of skilful communication is that the other person has the assurance that you have understood the facts as presented. Before you express your opinion or give your response to others opinion, you should be able to recognize, analyze, and evaluate what the other person has said. These steps will help you in comprehending facts in terms of their significance and importance for the other person. This understanding, in other words, is a critical summarizing of all the ideas expressed by another person.</p>			
<p>(b) Ans.</p>	<p>Explain the purpose of business communication.</p> <p><u>Purpose of Communication:</u> Broadly speaking, in business we communicate to -</p> <ul style="list-style-type: none"> • Inform 	<p>[07]</p>	<p>CO1</p>	<p>L2</p>

	<ul style="list-style-type: none"> • Persuade <p>Often, these two goals are in the minds of the communicator. However, he may sometimes seek only to inform, and he may also seek to persuade alone. Or the communicator may both inform and persuade, as all sales letters, advertisements announcements do.</p> <p>Communication to inform is directed by the desire to expose, develop, and explain the subject. It focuses on the subject of the communication. In this we tend to exchange our ideas with the people or to teach the subject oriented concepts to the people.</p> <p>For example, consider the short expository piece of writing - " Farming provides most of the food we eat. Our chief food crops are cereals that include maize, rice and wheat. We also grow barley and gram."</p> <p>Clearly, in the above passages the focus is on the subject- "our food" and the intention of writing is to inform the reader.</p> <p>Communication to persuade is where the communicator may seek primarily to persuade the reader. In such a form of communication the focus is on the receiver and not the message or subject of it.</p> <p>Essentially, all communication is a deliberate and intentional act of persuasion. A persuasive communicator wants the reader to understand the message and to be influenced, as intended by him.</p> <p>For example consider the "home loan" ad by HSBC- "Now your dream home is just a step away from being a reality. Simply get an HSBC home loan and choose from a wide range of highly flexible repayment options, based on your convenience".</p> <p>Advertisement is reader-centric where the purpose is not just to inform you about the HSBC home loan scheme but also to persuade that HSBC offers the most flexible and convenient home loan schemes.</p>			
(c) Ans.	<p>Demonstrate the Shannon-Weaver model of communication process.</p> <p>1. Cyclic Concept- Shannon and Weaver Model: Shannon was an American mathematician whereas Weaver was a scientist. Shannon Weaver model of communication was created in 1948 when Claude Elwood Shannon wrote an article "A Mathematical Theory of Communication" in <i>Bell System Technical Journal</i> with Warren Weaver.</p>	[10]	CO1	L3

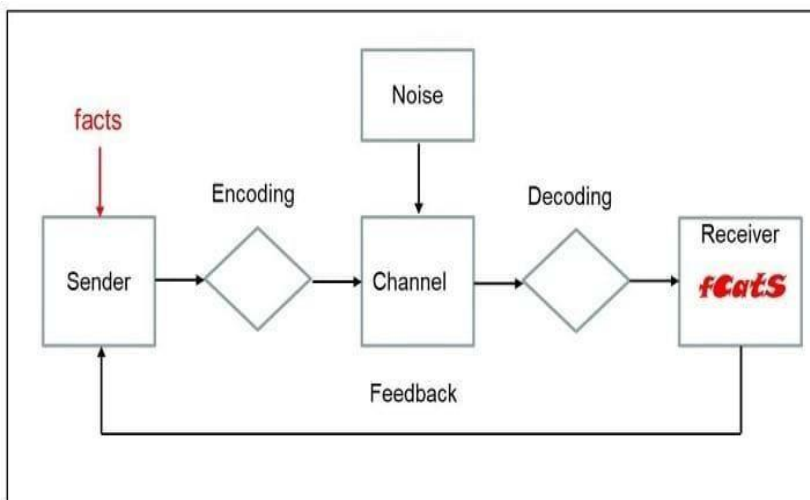
As Shannon was an engineer, this model was first made to improve technical communication, mainly for telephonic communication. It was made to maximize telephone capacity with minimum noise.

Later, Weaver applied it for all kind of communications to develop effective communication and the model became famous as Shannon Weaver model.

Shannon-Weaver model:

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:



SHANNON-WEAVER MODEL

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 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.

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.
5. **Receiver:** The receiver is the person for whom the message is intended or targeted. He tries to comprehend it in the best possible manner such that the communication objective is attained. The degree to which the receiver decodes the message depends on his knowledge of the subject matter, experience, trust and relationship with the sender.
6. **Decoding:** Here, the receiver interprets the sender's message and tries to understand it in the best possible manner. An effective communication occurs only if the receiver understands the message in exactly the same way as it was intended by the sender.
7. **Feedback:** The Feedback is the final step of the process that ensures the receiver has received the message and interpreted it correctly as it was intended by the sender. It increases the effectiveness of the communication as it permits the sender to know the efficacy of his message. The response of the receiver can be verbal or non-verbal.
8. **Noise** –Noise is the physical disturbances like environment, people, etc. which does not let the message get to the receiver as what is sent.

Explanation of the model:

The sender encodes the message and sends it to the receiver through a channel like telephone and telegraph. The sender converts the message into codes understandable to the machine. The message is sent in codes through a medium.

The receiver has to decode the message before understanding it and interpreting it. The receptor machine can also act as a decoder in some cases. The channel can have noise and the receiver might not have the capacity to decode which might

	<p>cause problems in communication process.</p> <p>Here, for instance, brain might be the sender, mouth might be the encoder which encodes to a particular language, air might be the channel, another person's ear might be the receptor and his brain might be the decoder and receiver.</p>			
2 (a) Ans	<p>Describe Noise in communication?</p> <p>Noise is the physical disturbances like environment, people, etc. which does not let the message get to the receiver as what is sent. 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).</p>	[03]	CO1	L1
(b) Ans.	<p>Analyze the role of reflection and empathy in oral communication with suitable examples.</p> <p>In oral communication, the most important skill is to impress upon the other person that you are genuinely interested in him/her and his/her statements. Reflecting on someone's statement needs to be done most carefully. You must first understand the underlying feeling exactly and accurately. Then speak in such a manner that the other person feels that you have indeed seen the issue from his/her point of view; this needs very skilful dramatization of the initial statement. It involves the use of body language to support what words say. Your body language should show your real interest in him/her. Make eye contact, lean forward, and speak as a person with genuine feeling of concern for the other person.</p>	[07]	CO1	L2
(c) Ans.	<p>Illustrate the classification of communication.</p> <p>Communication can be classified on various basis and as follows:</p> <ol style="list-style-type: none"> 1. On the basis of way-of communication, communication is classified into One-way and Two-way Communication. A one-way communication is where there is no facility and/or expectation of a reply or feedback. An advertisement or notice on a board is an example. Its advantages are that is simple, quick and cheap. However, it allows no clarification or opportunity 	[10]	CO1	L3

to correct inaccuracies and this may cause frustration in the receiver.

Two-way communication is when one person is the sender and they transmit a message to another person, who is the receiver. When the receiver gets the message, they send back a response, acknowledging the message was received. Two-way communication is essential in the business world. Messages are transmitted between employers, employees, customers, and other stakeholders, and feedback is required to be certain that the message was received and understood.

2. **On the basis of media or channel**, communication is classified into **Verbal** and **Non-verbal Communication**. Communication happens through verbally, orally, vocally or through written words i.e, with the help of media which express or convey the message to other is called **verbal communication**. Baby crying (vocal) is verbal communication which express the hungry or pain through vocally is one of the example for verbal communication. This is further divided into **Oral** and **Written** communication.

Any communication without word of mouth, spoken words, conversation and written languages i.e, without the help of media are called **Non-Verbal Communication**. It happens through signs, symbols, colours, gestures, body language or any facial expressions are known as non verbal communication. Traffic signals are one of the best examples for non verbal communication.

3. **On the basis of environment**, communication is classified into **Internal** and **External Communication**. **Internal communication** is the transmission of information within an organization. Internal communication is a lifeline of a business. It occurs between an employer and an employee. Internal communication is sharing of the information, knowledge, ideas, and beliefs between the members of the company.

External communication is the transmission of information between two organizations. It also occurs between a business and another person in the exterior to the company. An organization invests a lot of time and money to improve their image through external communication.

4. **On the basis of personal**, communication is classified into **Intrapersonal** and **Interpersonal Communication**. As the term, 'intra' means 'within', so the communication that takes place within a person is called **intrapersonal communication**. On the other hand, the term 'inter' means 'between', so when the communication occurs between two or

	<p>more persons, it is said to be interpersonal communication. The major difference between intrapersonal and interpersonal communication is that the former is invisible, as it goes in our mind, the latter is visible as it takes place between several parties.</p> <p>5. On the basis of relationship, communication is classified into Formal and Informal Communication. Formal communication follows the scalar chain of command which means communication takes place between the parties with respect to their position in the organization.</p> <p>It also refers to the official communication which follows the formal channel. Formal channels are the paths of communication that are institutionally determined, that is, they are established by the organization.</p> <p>Formal communication can be oral or written. Oral communication can take the form of interviews, meetings, presentations, and so on. Written communication can take the form of notes, memos, letters, reports, and so on.</p> <p>Formal communication takes place in vertical and horizontal direction.</p> <p>Vertical communication represents flow of information from one level to the other in the organizational hierarchy. It can be downward and upward. In Downward vertical communication, information flows from top to middle-level managers, lower-level managers, supervisors and workers and upward vertical communication, information flows from lower- levels to higher levels.</p> <p>Horizontal communication flows amongst people at the same level. It does not follow the official chain of command.</p>			
	Part B - Compulsory (01*10=10 marks)			
4	Assume you are working as an operator at a call center in India and are receiving irate /anger calls from Americans and Western European clients/customers. How would you handle such calls? Imagine a situation and state what your response would be.	[10]	CO1	L4
Ans.	Students are expected to solve the case by relating the situation with barriers of communication.			

