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First Semester MBA Degree Examination, Dec.2024/Jan.2025
Managerial Communication

Time: 3 hrs.

Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

|			M	L	C
Q.1	a.	What do you understand by Communication in Crisis.	3	L1	CO1
	b.	Explain the components of communication process in detail.	7	L2	CO1
	c.	Illustrate in detail Communication Structure in Organization.	10	L3	CO1
Q.2	a.	What is Conversional Control?	3	L1	CO1
	b.	Explain in detail Process of Listening.	7	L2	CO3
	c.	Identify and explain the different modes of Oral Communication in an organization.	10	L3	CO3
Q.3	a.	What is the Purpose of Writing.	3	L1	CO2
	b.	Analyze the 3x3 writing process in business communication.	7	L4	CO2
	c.	Discuss in detail different types of Business Letters.	10	L2	CO2
Q.4	a.	What is Proposal?	3	L1	CO4
	b.	Discuss the procedures to be followed during Meetings.	7	L2	CO4
	c.	Explain the components of the Business Report.	10	L2	CO3
Q.5	a.	What is Employment Communication?	3	L1	CO1
	b.	Elaborate on various Technological Advancement on Business Communication.	7	L3	CO4
	c.	What do you understand by case method of learning? Explain various kinds of cases.	10	L2	CO4

			M	L	C
Q.6	a.	What do you mean by Business Etiquette?	3	L1	CO1
	b.	Explain the Negotiation strategies with a diagram.	7	L2	CO3
	c.	Elucidate the various factors affecting presentation and suggest strategies for effective presentation.	10	L3	CO4
Q.7	a.	What do you mean by Group Communication.	3	L1	CO1
	b.	Draft a memo to the Department Heads announcing appointment of a person to the post of personal manager.	7	L4	CO2
	c.	Draft a letter along with the CV requesting the HR manager of M/s. Bhargav Industries Limited, for a suitable position in their organization.	10	L4	CO2
Q.8		**Case Study - Compulsory** M/s. Bhargav TechFlow Inc., a fast-growing software company, was facing challenges in communication between its development and marketing teams. The developers often used technical jargon that the marketing team found difficult to understand, leading to misinterpretations and delays in product launches. To address this issue, the company's CEO, Mr. Bhargav, introduced a structured communication strategy. He implemented weekly cross-functional meetings where team representatives explained their work in simple, clear language. He also encouraged the use of collaborative tools like Slack and Trello to streamline communication and track project progress. Despite these efforts, some employees still struggled to express their ideas effectively. To overcome this, the company organized communication training workshops focusing on active listening, clarity, and conciseness. Employees were trained to use visuals and examples to bridge the gap between technical and non-technical teams. As a result, misunderstandings decreased, project timelines improved, and employees felt more engaged. The marketing team was able to create more accurate promotional materials, and the developers received better feedback from the sales team, enhancing overall product quality. Bhargav's strategic communication approach transformed the workplace culture, proving that effective communication is essential for business success.			
8a		What communication challenges did M/s. Bhargav TechFlow Inc. face? How did they impact the company's operations?	5	L4	CO1
8b		What strategies did Mr. Bhargav implement to improve communication between the development and marketing teams?	5	L4	CO1
8c		How did the communication training workshops help employees, and what specific skills were emphasized during the training?	5	L4	CO1
8d		What were the overall outcomes of improved communication at M/s. Bhargav TechFlow Inc. and how did they contribute to business success?	5	L4	CO1

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1. A - Crisis communication

Crisis communication involves managing and sharing information during emergencies or situations that could harm an organization's reputation or operations.

B. The five steps (also known as components or elements) of the communication process are idea formation, encoding, channel selection, decoding, and feedback.
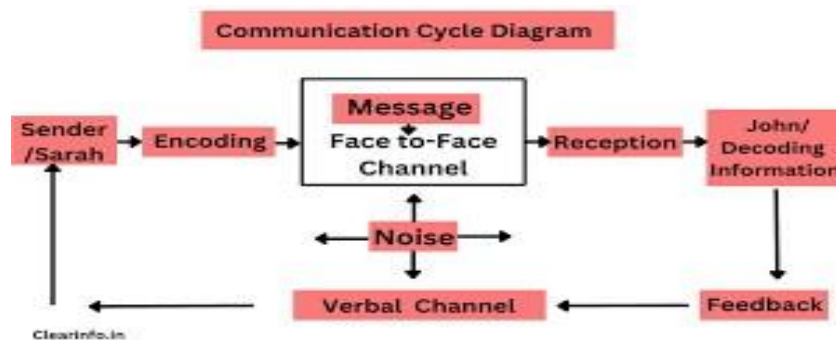

C. Communication structure in the organization

Formal Communication:

This follows a hierarchical chain of command and is usually written or documented, ensuring a structured flow of information. Examples include memos, reports, and official announcements.

Informal Communication:

This includes the "grapevine," where employees share information through unofficial channels, which can be faster but may lack accuracy.
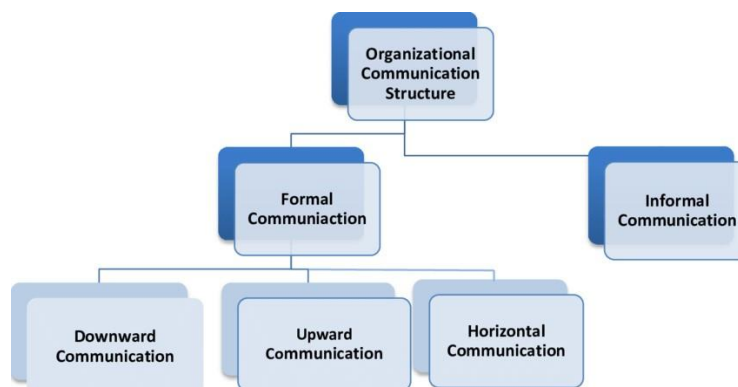
2. A

Conversational control, or conversation management, is the ability to consciously direct and guide a conversation towards a desired outcome. It involves skills like listening, asking questions, and using various communication techniques to steer the discussion and achieve mutual understanding or shared solutions.

B **Stages of Listening in communication**

 C. Types of oral communication

Intrapersonal communication is self-talk or a conversation you hold with yourself under certain circumstances – for example, when you need to make an important decision or learn something about yourself. You may wonder whether intrapersonal communication is just another way of describing the thinking process. In a way, that would be correct.

Interpersonal communication is communication between several people. This form of communication may range from the impersonal to the very personal. Impersonal communication is when you talk with a person you do not really care about – there is often coldness or indifference in your attitude when you engage in this kind of communication.

Small group communication takes place in a group, usually comprising five to 10 people. This form of communication serves relationship needs (like companionship, family bonding and affection or support) as well as task-based needs, for example, deciding on disciplinary action or resolving conflict in the workplace.

Public communication, also known as public speaking, involves communication between a speaker and an audience. This audience may range from just a few people to thousands or even millions of people. The aim of the speaker is usually to inform or to persuade the audience to act, buy, or think in a certain way. A teacher may address an assembly of students on codes of behavior or school rules.

Mass communication is communication that is sent out from a source to many receivers all over the world. It takes place through media like films, radio, videos and

television. Modern avenues of mass communication like the Internet and blogs can be very powerful indeed as information is disseminated instantly.

Corporate communication is communication that takes place among members of an organization, within that organization. Interacting in teams, conferencing with co-workers, talking with a supervisor or manager, giving employees explanations and directions, interviewing and making presentations are some examples of corporate communication

3.A The primary purposes of writing are to communicate, share information, express oneself, and persuade or entertain others. B Perpetual Process

B. The 3x3 writing process breaks down the writing process into three core stages: Prewriting, Writing, and Revising, each with three key subdivisions. This structure helps writers organize their work and produce clear, effective communications
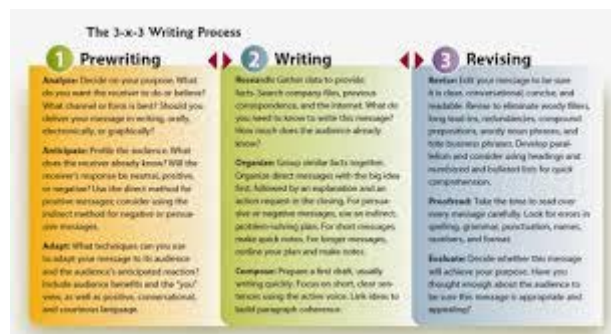
C. Order letter. These letters indicate the sale of a product and include the details of what has been purchased. ...
- Complaint letter. ...
- Inquiry letter. ...
- Recommendation letter. ...
- Cover letter. ...
- Request letter. ...
- Welcome letter. ...
- Acceptance letter.

4 . A. In the context of communication, a proposal is a formal document or presentation that suggests a course of action, solution, or plan to address a problem or opportunity.

Meeting procedures outline the processes for conducting meetings effectively, ensuring fairness, efficiency, and proper record-keeping. These procedures cover

everything from preparing an agenda to taking minutes and managing discussions. The goal is to facilitate productive and transparent decision-making

C . Front Matter:

Title Page: Includes the report title, author(s), date, and possibly a logo.

Table of Contents: A list of sections and page numbers, helpful for navigating longer reports.

Executive Summary: A concise overview of the report's purpose, key findings, and recommendations.

Body:

Introduction: Provides context, outlines the problem or issue, and states the report's purpose.

Methodology: Explains how the research or data collection was conducted.

Findings/Results: Presents the data or information gathered.

Analysis/Discussion: Interprets the findings, drawing connections and identifying trends.

Conclusions: Summarizes the main points and answers the questions posed in the introduction.

Recommendations: Offers practical suggestions based on the analysis and findings.

Back Matter:

References: A list of all sources cited in the report.

Appendices: Contains supporting materials, such as detailed data, surveys, or graphs.

A. Employment communication encompasses all forms of communication related to an employee's relationship with their employer, including information sharing, feedback, and the overall dynamics of the workplace. It's essential for a positive work environment, employee engagement, and productivity. Workplace values are beliefs or principles that shape how people behave and make decisions in the workplace. They are often core to an organization's culture and can influence everything from

employee engagement to customer service. Some common workplace values include integrity, accountability, teamwork, and respect, among others.

B. Technological advancements have revolutionized communication, offering instant global connectivity and diverse platforms for interaction. This has led to faster and more efficient communication, breaking down geographical barriers and fostering collaboration. Key advancements include mobile communication, social media, and AI-powered tools.

C. The case study method, a popular teaching approach in business communication, involves analyzing real-world business scenarios to learn about communication strategies and practices. Students engage in discussions and problem-solving, applying theoretical concepts to practical situations. This method fosters critical thinking, decision-making, and communication skills by simulating real-life business challenges.

Example

Sustainable Business Practices A Case Study on Company C

6.A. Business etiquette encompasses the manners and behaviors considered appropriate in professional settings. It covers communication, dress, punctuality, and respect for others, fostering a positive and productive work environment.

B. Successful negotiation strategy involves preparation, understanding different approaches, and employing tactics to achieve desired outcomes. Key elements include clear communication, active listening, building rapport, and knowing when to compromise or walk away. Different negotiation styles, like competitive, collaborative, or accommodating, each offer unique approaches to reaching agreements.

C. Key aspects of presentations in communication:

Content: The information, ideas, and message you want to convey to the audience.

Organization: Structuring the content logically and sequentially to ensure clarity and engagement.

Delivery: How you present the information, including your body language, voice, and use of visual aids.

Audience: Understanding your audience and tailoring your presentation accordingly.

Purpose: Determining the reason for your presentation (e.g., informing, persuading, inspiring).

Performing, and Adjourning. This model is a valuable tool for understanding team dynamics and guiding teams through their developmental phases.

7. A . Group communication involves interaction and message exchange between three or more individuals, aiming to achieve a common goal. It's crucial for fostering collaboration, mutual influence, and effective decision-making within teams and organizations.

B . In business communication, a memo (short for memorandum) is a concise, formal internal document used to convey important information or instructions within an organization. Memos are typically used for announcing events, changes in policy, or conveying instructions, and are often preferred for internal communication due to their ease of use and ability to reach many recipients quickly.
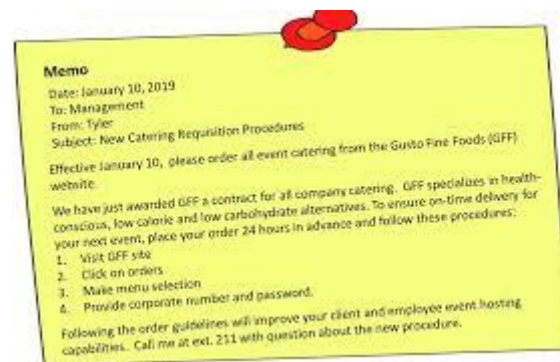
7 C. In business communication, a CV (Curriculum Vitae) is a detailed document that summarizes an individual's professional history, education, and accomplishments, often used for academic positions or when a comprehensive overview is needed.

Part - B - Case Study

8. a Communication Challenges

Challenges in communication can arise from various sources, including misunderstandings, language barriers, cultural differences, and emotional or psychological factors. Effective communication requires clear expression, active listening, and the ability to adapt to different communication styles

b . active listening, clear and concise communication, considering the audience, and using appropriate tools and channels.

C. Communication skills workshops are designed to improve an individual's ability to effectively express themselves and engage with others, encompassing both verbal and nonverbal communication skills. These workshops often cover areas like public speaking, active listening, conflict resolution, and workplace communication

D. Effective communication offers numerous advantages, including enhanced team dynamics, improved productivity, reduced conflict, and stronger relationships. It also fosters trust, builds stronger connections, and promotes better problem-solving and decision-making.

B. Types of Org.Culture

Four Main Types of Organizational Culture:

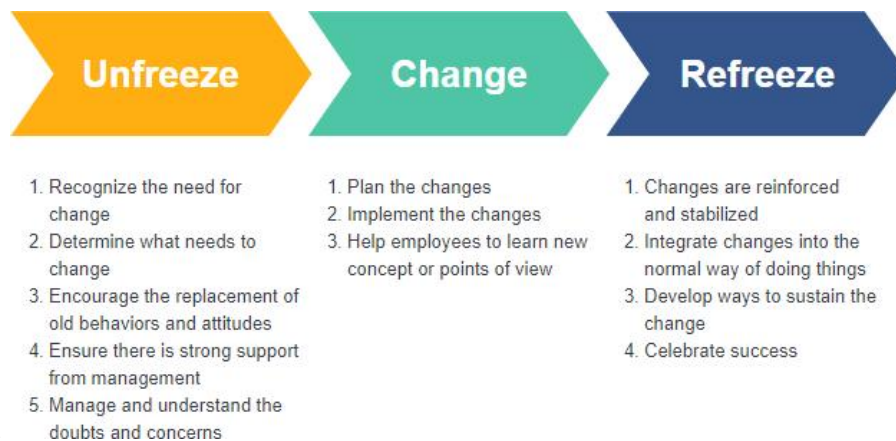Clan Culture: Focuses on collaboration, teamwork, and a family-like environment.

Adhocracy Culture: Encourages innovation, risk-taking, and a dynamic, entrepreneurial spirit.

Market Culture: Emphasizes competition, results, and a focus on achieving market success.

Hierarchy Culture: Prioritizes control, structure, and established processes.

3. A Different organizational culture approaches include Clan, Adhocracy, Market, and Hierarchy cultures, each characterized by distinct values and priorities.

Kurt Lewin's Change Management Model, a foundational framework in change management, proposes that organizational change occurs through three distinct stages: unfreezing, changing, and refreezing. This model helps organizations understand and manage the process of transitioning from a current state to a desired future state.

Unfreeze
1. Recognize the need for change
2. Determine what needs to change
3. Encourage the replacement of old behaviors and attitudes
4. Ensure there is strong support from management
5. Manage and understand the doubts and concerns

Change
1. Plan the changes
2. Implement the changes
3. Help employees to learn new concept or points of view

Refreeze
1. Changes are reinforced and stabilized
2. Integrate changes into the normal way of doing things
3. Develop ways to sustain the change
4. Celebrate success

B.

C . A common conflict management process model involves several stages, from identifying the conflict to implementing and reviewing a solution. It often includes stages like conflict identification, analysis, solution generation, selection, implementation, and review.

Thomas-Kilmann Conflict Model

Source: Kenneth Thomas and Ralph Kilmann, 1974. BiteSize Learning
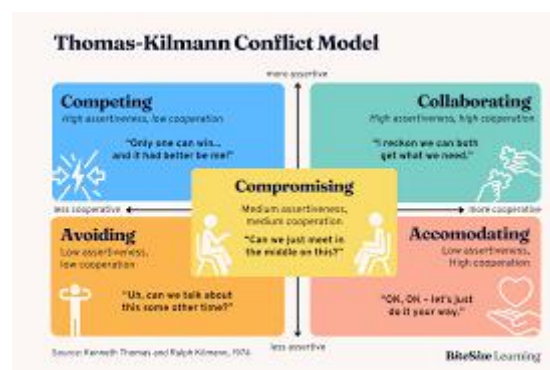
Part - B Case Study

1 A Internal Factors:

Leadership Style:

The approach of leaders, whether they are autocratic, participative, or laissez-faire, significantly impacts the organizational culture.

Policies and Procedures:

The rules, regulations, and guidelines within an organization influence how employees behave and interact.

Treatment of Staff:

How employees are treated, including recognition, rewards, and opportunities for growth, shapes their perceptions and behaviors.

Vision, Mission, and Values:

These core principles guide the organization's direction and behavior, and are often communicated through various channels.

1.B   To over this problem they should follow mainlly the four main types of organizational culture, as defined by the Competing Values Framework (CVF), are clan, adhocracy, hierarchy, and market. These types differ in their focus on internal versus external orientations and flexibility versus stability.