



September 8, 2009

**BUSINESS COMMUNICATION & BEHAVIOURAL STUDIES**

Module C

(MARKS 100)

(3 hours)

Q.1 Winsome Appliances Limited (WAL) is manufacturer of various types of electrical household appliances such as refrigerators, microwave ovens, vacuum cleaners, washing machines and grinders. The Company's products which once enjoyed good reputation in the market have gradually witnessed considerable decline in sales and alarming reduction in its market share. It has been observed that the company is facing serious Human Relations problems, both in the management cadres and at the workers levels resulting in its poor performance.

List five qualitative and five quantifiable factors which would provide insight into the nature of the problems faced by WAL and enable an independent consultant to formulate workable HR strategies.

(10)

Q.2 Charismatic Leaders by the force of their personality appeals and confidence are capable of having profound and extraordinary influence on their followers. Often, they are the role models and most admired visionaries and command deep respect and adulation amongst their followers. However, responsible and organization-oriented charismatic leaders are mindful of the pitfalls of their charismatic styles of leadership.

In your opinion, what steps should a charismatic leader of a highly successful business organization take to minimize the adverse effects of charismatic style of leadership?

(06)

Q.3 (a) Explain what is a Matrix Structure.

(04)

(b) As an informal communication network, Grapevine exists in all big organizations and transmits information through unofficial channels. Give **five** characteristics which are commonly observed in all Grapevine networks.

(05)

Q.4 Reliable Computers Limited has recently imported 1200 computers from Taiwan. The consignment packed in 12 pallets was shipped through Eastern Freight Airways. On examination of the packages, the Consignee has found that 200 computers have been damaged due to mishandling by the loading staff. The computers have been damaged beyond repairs and have to be considered as a total loss.

As Manager Imports, you are required to draft a Claim Letter to Eastern Freight Airways describing the problem and making a strong case for compensation. The Claim Letter should contain all pertinent information necessary to make a well-substantiated claim for compensation. Assume that your name is Khalil Ahmed.

(12)

Q.5 (a) Briefly explain the term Organizational Culture and its significance for an organization.

(03)

(b) In your opinion, what characteristics are readily apparent in an organization with firmly entrenched positive cultural traits?

(06)

- Q.6 Match any **five** of the following typical non-verbal communication gestures or movements with their interpretations by the recipient of the message:

Non-verbal Gesture		Message Interpreted by Recipient
(i)	Standing with hands on hips	▪ sincerity, openness/ innocence
(ii)	Brisk, erect walk	▪ defensive attitude
(iii)	Open palms	▪ degrading attitude
(iv)	Arms crossed on chest	▪ confidence
(v)	Head tilted forward	▪ readiness and aggressive attitude
(vi)	Shaking hand with face turned in a different direction	▪ showing deep interest in the message

**(05)**

- Q.7 (a) Match the Names of the Reports given below with their nearest description:

**Operating Report:**

- (i) Income tax Return (ii) Report on Bank Borrowings  
(iii) Sales Call Report (iv) Monthly Production Report

**Personnel Activity Report:**

- (i) Report of Pension Plan (ii) Report on Staff Loans  
(iii) Monthly Absenteeism Report (iv) Report of Monthly Medical Expenses

**Justification Report:**

- (i) Fortnightly Inventory Report (ii) Proposal of Capital Expenditure  
(iii) Travel Expense Report (iv) Report of Returns sent to SECP

**Final Report:**

- (i) Report of Progress (ii) Report of Results Achieved  
(iii) Report of Sales tax Return (iv) Report of Fresh Recruitment

**(04)**

- (b) State the key advantages and limitations associated with e-mail as a media of interpersonal communications.

**(06)**

- Q.8 (a) What do you understand by minutes of a meeting? **(02)**  
(b) List and explain briefly the important principles for writing of effective minutes. **(06)**

- Q.9 The Children Welfare Trust, a highly reputable and well-managed organization, intends to launch a major campaign for raising funds for establishment of a network of five hundred primary and middle-level schools in the northern areas which have witnessed widespread destruction in the recent conflict.

You are required to prepare a persuasive message to be circulated to the prospective donors seeking their help for this noble cause. The message should incorporate the principles of effective communication for eliciting a favourable and positive response from the donors.

**(11)**

- Q.10 What is meant by the term effective listening skills? Narrate **six** steps that a person should take to develop such skills. **(08)**

- Q.11 Explain the following Axioms of Interpersonal Communication:

- (a) Inevitability of Communication **(03)**  
(b) Communication involves a Process of Adjustment **(03)**

- Q.12 List **three** reasons which give rise to conflicts. Enumerate the situations in which conflicts may be beneficial for an organization. **(06)**

**(THE END)**