



The Institute of Chartered Accountants of Pakistan

## Business Communication and Behavioural Studies

Intermediate Examination  
Autumn 2011  
Module C

6 September 2011  
100 marks – 3 hours  
Additional reading time – 15 minutes

### Instructions to candidates:

- (i) *All the Questions from Section - A are compulsory.*  
(ii) *Attempt any FOUR out of the SIX Questions from Section – B.*

### Section - A

Q.1 During the past 2-3 decades, organisational structures of leading companies throughout the world have undergone far-reaching changes. These changes are attributable to unprecedented growth in communication and information technology, introduction of entirely new range of products and services, changes in competitive environment and increasing globalisation.

State **four** important changes which distinguish the organisational structures of present-day companies from the companies operating 2-3 decades ago. (06 marks)

Q.2 (a) Discuss the distinctive characteristics of a highly Decentralised Organisational Structure. (04 marks)

(b) Explain briefly what is meant by Perception. List any **four** Internal Factors which would influence the Perception of an individual towards a particular object. (05 marks)

Q.3 (a) What is Job Stress? State the apparent Behavioural Symptoms of existence of Job Stress. (03 marks)

(b) State **four** factors which can cause Job Stress. (04 marks)

Q.4 (a) What type of problems may create impediments in the Upward Flow of Communication in a large organisation? (04 marks)

(b) Re-phrase the following sentences to remove their negative connotations so that they may elicit more favourable responses from the recipients. (05 marks)

- (i) The problem with the Spinning Department is its inability to control the high rate of energy wastage.
- (ii) In the event of your failure to make payment of your overdue account within 7 days, we would have no other alternative but to tell our legal advisors to initiate legal proceedings against you.
- (iii) It is not possible for us to repair and replace the damaged parts of your generator in one day. We would require 2 days to complete the job.
- (iv) Your salesman told a lie and misled me to purchase from your shop, a dress made of mixed silk and polyester fabric instead of 100 percent silk cloth as claimed by him.
- (v) If you fail to return the completed Advertisement Contract Form along with a cheque for Rs 250,000 by September 30, 2011, your reserved space in the next issue of our magazine 'Fashion Trends' will be cancelled and would be sold to another customer.

- Q.5 (a) What are the key characteristics of Charismatic Leaders? (03 marks)  
 (b) What is meant by Group Dynamics? (03 marks)  
 (c) List any **four** factors which create more effective Group Cohesiveness. (03 marks)

- Q.6 You are the Head of Stitching Department of Mod Garments Limited. Work on an important export order for Men's Suits amounting to Rs 25 million is in process. While coming to work, 30 workers i.e. 20 percent of your total workforce have been seriously injured in a recent bus accident.

You are required to prepare an Inter-office Memo to the Head of the Human Resources Department requesting for recruitment of 25 temporary workers on an urgent basis. You may assume any details that may be considered necessary.

- Note:** ▪ Assume that your name is Sohail Ahmed  
 ▪ The name of the Head of the Human Resources Department is Mr Zaheer Khan. (10 marks)

- Q.7 Zenith Fan Company Limited (ZFCL) are manufacturers of different types of ceiling, pedestal and exhaust fans. ZFCL's products are recognised as being of superior quality and command premium prices in a highly competitive business environment. A batch of Ceiling Fans of 'Cool Air' model was launched by ZFCL for the first time in the market through a selected group of four main distributors. The distributors have received numerous complaints from their customers stating that these fans have defective copper coils and are therefore unable to perform satisfactorily in the summer months.

You are the Director of Electronic Fans, who are the most important distributors of ZFCL. Write a letter to Director Marketing, ZFCL advising him of the problem and requesting for free replacement of the defective fans returned by the customers. (*Imagine that you are Muhammad Ahsan*) (10 marks)

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### Section – B

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- Q.8 (a) Identify **five** characteristics of Formal Communication patterns which are observed in a large-size business organisation. (05 marks)  
 (b) What is meant by the term Universals of Interpersonal Communication? List **eight** Universals of Interpersonal Communication. (05 marks)

- Q.9 (a) Employee Motivation involves complex issues requiring insight in theories of rewards and compensation, human psychology and understanding of sensitivities of individual employees.

List **ten** Non-Monetary Factors which would help to create greater Employee Motivation in individuals towards extra efforts for superior performance. (05 marks)

**Note: List only. Explanations are not required.**

- (b) Explain briefly what is a Chronological Curriculum Vitae. State the situations in which an applicant would prefer to use it. (05 marks)

- Q.10 (a) You have been assigned the task of preparation of a Comprehensive Report on the status and performance of an important corporate business enterprise. Give **ten** Headings of important Topics which would be included in your Report. *(05 marks)*
- (b) The prime purpose of Visual Presentation Aids such as pictures, drawings, charts, etc is to communicate with greater clarity and to increase the level of understanding among the audience. What considerations should be kept in perspective to achieve optimum benefits of Visual Presentation Aids? *(05 marks)*
- Q.11 (a) Even the most brilliant and innovative ideas require support of Effective Communication Skills to achieve positive results. List **six** types of Communication Skills which in your opinion are essential for a business leader to achieve success and 'to make one's mark' in today's competitive business environment. *(06 marks)*
- (b) Explain briefly what is meant by Emphatic Listening? *(04 marks)*
- Q.12 Explain what do you understand by Negotiations? Briefly explain the various stages of the negotiation process. *(10 marks)*
- Q.13 (a) Identify and explain briefly the sequence of steps which should be followed in the preparation of a Persuasive Business Message to attract, create and sustain the reader's interest in the message and elicit a favourable response for taking action on the basis of the writer's proposal/request. *(07 marks)*
- (b) Identify any **three** real-life situations in which Persuasiveness of the Message can play a vital role in achieving a positive response. *(03 marks)*

**(THE END)**