



The Institute of Chartered Accountants of Pakistan

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## Business Communication and Behavioural Studies

Intermediate Examination  
Autumn 2012  
Module C

4 September 2012  
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 Identify and explain briefly **four** distinct functions performed by **an effective system of internal communication network** in a large business entity which has a well-defined organisational structure. (08 marks)

- Q.2 (a) What are the salient features of **Direct** and **Indirect** Approaches in conveying of Bad News Messages? Identify **three** situations in which it is appropriate to use the Direct Approach. (06 marks)
- (b) The Seven C's of Communication facilitate and promote better understanding of business messages. You are required to match correctly each of the following Seven C's of Communication with its most appropriate desired impact on business messages. Match **one** desired impact with each of the Selected Seven C's of Communication.

Selected Seven C's of Communication			
(i)	Courtesy	(iii)	Correctness
(ii)	Clarity	(iv)	Conciseness

  

Desired Impact			
(i)	Saves Time	(v)	Improves Relationships
(ii)	Introduces Stability	(vi)	Builds Confidence
(iii)	Reinforces Confidence	(vii)	Builds Trust
(iv)	Makes Comprehension Easier		

(02 marks)

- Q.3 (a) What do you understand by the term Functional/Constructive Conflict? (03 marks)
- (b) Explain briefly how Functional/Constructive Conflict can contribute to improve the performance in an organization. (05 marks)

- Q.4 (a) The following Types of Business Reports are prepared and used widely in business organisations:
- (i) Project Progress Report
  - (ii) Performance Appraisal Report
  - (iii) Feasibility Report
  - (iv) Sales and Marketing Report
  - (v) Annual Report of Chairman

### Required:

You are required to state the essential information contained in each of the above Types of Business Reports. (08 marks)

- (b) List the steps in the planning of a written business message. (02 marks)

**Q.5** Shahid works as a Shift In-charge for Sultan Textile Mills Limited. He has long-standing grievances against the Manager of his Department. One afternoon, he entered the office of the Factory Manager and gave vent to his emotions and made the following disclosures:

- (i) My problem is that I am responsible for the performance of my section. Yet I have so little authority to get the best results. I am only as effective as my Manager (Mr Rashid) allows me to be. Unfortunately, Mr Rashid likes to do everything himself.
- (ii) Mr Rashid recruits temporary workers without consulting me and I have to bear the brunt of unskilled and unwilling workers. I come to know these workers only when they report to me for work. I do not have access to their personal files nor do I have any idea of their wage packages. Mr. Rashid tells me this information is confidential.
- (iii) Mr Rashid encourages my subordinates to report to him directly and hears their complaints without my knowledge.
- (iv) As many as 75 workers report to me directly as there is no position of Assistant Shift In-charge. Obviously, it is very difficult for me to supervise so many workers and also to attend to my duties as Shift In-charge.

State the organisational principles which are not being adhered to in each of the above instances. Give brief reasons for your answers. **(08 marks)**

**Q.6** The Good Hope Children Welfare Organisation, a reputable and well-managed NGO, intends to implement two hospital projects for the 'Street Children' in Lahore and Karachi. It is estimated that approximately 200,000 Street Children in both these cities are affected with various diseases, including life-threatening diseases. Urgent measures are required to address to this grave problem before the situation deteriorates further.

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

Address of NGO is:

*The Good Hope Children Welfare Organisation  
250 Orangi Township  
Workers Avenue  
Karachi 45678*

Assume you are the Honorary Chairman of The Good Hope Children Welfare Organisation and your name is Fazal Mahmood. **(10 marks)**

**Q.7** (a) What is meant by the term "Noise" in communication? **(02 marks)**

(b) Explain briefly the concepts of Physical, Psychological and Semantic Noises. **(06 marks)**

### Section – B

**Q.8** (a) Various studies in Organisational Behaviour have shown that the Expectancy Theory of Motivation has considerable validity and is widely applied by managers to achieve high levels of performance from employees. Explain the salient features of the Expectancy Theory of Motivation. **(06 marks)**

(b) Important Business Decisions which have far-reaching consequences are invariably made in a group environment with the participation of the senior management team.

Explain briefly the advantages of taking important business decisions in group settings. **(04 marks)**

- Q.9 (a) Briefly explain **three** major differences between non-verbal and verbal communication. (03 marks)
- (b) Identify the types of situations in which the following Channels of Communication would be most effective from the standpoint of achievement of their objectives.

- |  |                                |                 |
|--|--------------------------------|-----------------|
| (i) Email Message                        | (ii) Face-to-face Conversation | (iii) Fax       |
| (iv) Letter                              | (v) Memo                       | (vi) Phone Call |
| (vii) Video conference or teleconference |                                |                 |

(07 marks)

- Q.10 Consolidated Steel Mills Limited (CSML) is in the business of manufacturing and selling steel products such as round and flat bars, girders and wires used for construction purposes.

Zenith Property Developers are currently executing several high-rise building projects in Lahore and Islamabad and are major buyers of these products. CSML is keen to establish business relations with Zenith as it would give a substantial boost to their business.

As Director Marketing of CSML, you are required to write a Letter to CEO of Zenith Property Developers Limited offering to supply steel products for their projects.

**Note:**

- (i) You may highlight at least three competitive strengths which give CSML a business edge over its competitors. Assume necessary details to enhance the effectiveness of the selling points in your letter.
- (ii) Assume that your name is Abdul Hafeez

The address of your company is:

***Consolidated Steel Mills Limited***  
***E - 43 Main Avenue***  
***SITE***  
***Karachi 34500***

The letter should be addressed to:

***Chief Executive Officer***  
***Zenith Property Developers Limited***  
***K-48 Block -5***  
***Gulberg***  
***Lahore***

(10 marks)

- Q.11 (a) Business Leaders exercise a variety of powers which enable them to influence the performance and motivation levels of their subordinates. Successful Business Leaders understand the effectiveness of the different sources of powers and exercise these powers discreetly in specific situations to achieve their objectives.

Explain briefly the following types of Powers which Business Leaders possess and exercise over their subordinates to achieve optimal results:

- (i) Legitimate Power  
 (ii) Reward Power  
 (iii) Coercive Power  
 (iv) Expert Power

(06 marks)

- (b) Briefly explain the following concepts:

- (i) Organisational Culture  
 (ii) Job Satisfaction

(04 marks)

- Q.12 (a) Explain the following Axioms of Interpersonal Communication:
- (i) Irreversibility of Communication
  - (ii) Inevitability of Communication
  - (iii) Content and Relationship Dimensions of Communication *(7.5 marks)*
- (b) State briefly what is meant by the term Paralanguage. *(2.5 marks)*
- Q.13 (a) Assume that you are the Head of Finance Department of Tasty Foods Industries Limited. Saulat Khan, an Assistant Manager in your department had resigned from your company three months ago. He is now being considered for the position of Manager in Fine Juices Limited and has requested you to write a Letter of Recommendation to his prospective employer.
- List **four** important points that should be included in your Letter of Recommendation. *(04 marks)*
- (b) What is meant by the term Negotiations? *(02 marks)*
- (c) What roles are performed by a Mediator and an Arbitrator in the Negotiation process? *(04 marks)*

**(THE END)**