

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN

Intermediate Examinations Autumn 2008



September 2, 2008

BUSINESS COMMUNICATION AND BEHAVIOURAL STUDIES

(MARKS 100)

Module C

(3 hours)

- Q.1 Explain what do you understand by a Business Meeting and give **three** reasons for convening such meetings. List the essential steps that have to be kept in focus for convening a successful business meeting? (08)
- Q.2 (a) What do you understand by the term Organizational Culture? (03)
- (b) List and briefly explain the **four** different decision-making styles of leadership. (06)
- Q.3 Briefly explain any **four** of the following concepts:
- Information Overload
 - Horizontal Communication
 - Filtering of Information
 - Selective Perception
 - Semantic Noise
- (10)
- Q.4 Since its inception in 1980, The Citizens Housing Finance Corporation (CHFC) has been managed by executives from varied professional backgrounds and experiences. Most members of the senior management team had put in long years of service in their previous assignments and were on the verge of retirement when they were hired by CHFC. Due to the nature of the composition of its management team and the frequent changes of personnel at the senior management levels, CHFC has not been able to develop a performance-oriented organizational culture and has, over the period, adopted a highly bureaucratic style of management. This often causes friction in the internal working within the organization and gives rise to frequent complaints from regulators, customers and other stakeholders.
- Identify and describe **four** common weaknesses/shortcomings which, in your opinion, would be readily apparent in the working of CHFC as it pursues a highly bureaucratic style of management. (06)
- Q.5 Fancy Apparel Company Limited is presently in the business of manufacture of garments for the middle-class segment of the market. The Company has ambitious plans to enter in the high-fashion ladies garment business. To achieve effective coordination, the management is of the opinion that various departments should be assigned specific goals of performance for the next two years in order to meet stringent delivery schedules. This is particularly important because a large number of new employees will be recruited who would work in a team environment with the existing work force. State what advantages would be achieved by implementing a formal goal setting system in the company? (09)
- Q.6 List the essential components of the Communication Process. (03)

- Q.7 Selection of appropriate medium of communication is of vital importance for the successful transmission of information from the sender to the target audience.
- (a) Identify the circumstances in which written, oral and electronic media would be the most appropriate means of communication for delivery of information to the target audience. (06)
 - (b) Explain what is meant by good communication skills. (02)
 - (c) Good communication skills are of crucial importance for senior management positions and a busy executive in a major corporation must possess different types of communication skills for the conduct of his day-to-day responsibilities.
- Identify and give **five** different situations and the different types of communication skills a senior executive has to utilize in each case. (05)
- Q.8 According to empirical studies conducted in widely diversified business organizations, 20 per cent of the employees perceived their jobs as most stressful, while 60 per cent of the employees considered their jobs as moderately stressful.
- State what do you understand by Job Stress? Identify and explain briefly how environmental, organizational and personal factors can cause high levels of stress among employees. (08)
- Q.9
- (a) Poor listening is often a major cause of oral miscommunication. A considerable number of persons are “inefficient listeners.” Narrate the steps that would substantially improve a person’s listening capabilities and contribute towards developing good listening skills. (05)
 - (b) What rules of etiquette should be followed in sending e-mail messages? (05)
- Q.10 Human Resource Managers who are closely involved in the recruitment of personnel at management levels are of the opinion that a carefully-prepared resume which meets the specific requirements of the post advertised in the media stands a significantly better chance of receiving a positive response for an interview vis-a-vis a resume which follows “a shot-gun approach” and is designed to be forwarded to a wide range of prospective employers.
- (a) List five attributes which would make a resume distinctive and stand apart from the “run-of-the-mill” resumes and attract the interest of a Human Resources Manager to meet and assess the prospective applicant’s suitability for the position.
 - (b) What are the distinctive characteristics of a chronological-format resume and a functional-format resume?
 - (c) Briefly enumerate the situations in which each of these types of resume is more suitable from an applicant’s standpoint for drawing a favourable response from the recruiters. (12)
- Q.11 The recent surge in prices of fresh milk has created considerable resentment among the public who feel that the dairy farmers are charging exorbitant prices and making excessive profits at the cost of the consumers.
- In your capacity as the Chairman of the Pakistan Dairy Farmers Association write a persuasive Letter to the Editor to be published in the dailies “Dawn” and “The Nation” explaining the viewpoint of the dairy farmers and the factors responsible for the increase in the cost of production of milk which has forced the dairy farmers to increase their prices. You may assume any data that you may choose to make the case of the Pakistan Dairy Farmers Association convincing and persuasive. Assume that the name of the Chairman is Abdul Rahim Khan. (12)