

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF PAKISTAN

Intermediate Examinations Spring 2008



March 4, 2008

BUSINESS COMMUNICATION AND BEHAVIOURAL STUDIES

(MARKS 100)

Module C

(3 hours)

Q.1 Behbood Hospital Services (BHS), located in a populated city area, is a large-size hospital with facilities of general, semi-private and private wards, besides a busy out-patient department. BHS is a fully-equipped hospital with several operating theatres, a modern laboratory and other ancillary equipments. BHS has on its payroll renowned specialists/consultants, besides supporting staff consisting of junior doctors, qualified nurses, trainee nurses, lab technicians, receptionists and other staff. The Hospital enjoys a good reputation because of the competence, caring attitude and dedication of its human resources who function as a coordinated and motivated team. Both the specialists and the supporting staff are well aware of the fact that their close team effort and co-operation are critical for rendering efficient health-care services to the patients.

However, in the past 12 months, BHS has experienced an unusual phenomenon as some of the most competent specialists/consultants have submitted their resignations because they have received lucrative offers from the middle-eastern countries. In order to retain and recruit more qualified specialists, BHS management has decided to increase, across the board, basic salaries of the specialists/consultants by 25 per cent. The support staff which can be recruited with comparative ease would receive an increase of 10 per cent in line with the current rate of inflation.

Identify and explain the anticipated impact of the differences in the pay raises on the motivation and performance of the support staff. Also state how could this affect the working of the Hospital and the quality of professional care of the patients. (09)

Q.2 What do you understand by a Group? How are formal and informal groups formed? Identify and discuss briefly what are the distinct qualitative indicators of Group Behaviour in situations where there is an:

- Effective Work Group
- Ineffective Work Group

(09)

Q.3 Invariably all communicators make concerted efforts to ensure that their messages are received and interpreted correctly, fully and in the intended spirit by their target recipients. However, it is acknowledged that often there are wide differences between the inherent message conveyed by the communicator and the message received by the recipient.

Explain five factors which in your opinion contribute towards improved receptivity of the message by the recipient of communication. (10)

Q.4 Safe and Swift Transport Company Limited (SSTCL) is an affiliate of a worldwide group engaged in the business of door-to-door transportation of goods. The Company has a fleet of 300 trucks in Pakistan with offices in all the important cities and towns. The Company has highly skilled and competent truck drivers, loaders and other support staff on its payroll. SSTCL takes pride in the quality of its prompt, safe and efficient services for which it charges premium freight rates as compared to other goods transport companies. Consequently, its clientele includes foreign embassies, top-tier national and multinational companies, besides high net-worth individuals who value the quality of reliable services offered by SSTCL.

Mr Robert Smith, a senior consular in a foreign embassy in Islamabad has lodged a complaint that his valuable 60 inch Plasma TV which was booked from Karachi to Islamabad under Freight Bill No 4896 dated January 28, 2008 has been damaged and is a total loss. The carton containing the television had the following distinctive markings:

“Fragile – Handle with Care.”

Mr Smith has lodged a claim of Rs 100,000 for the loss of his TV. Mr Smith, through his Consulate, provides substantial lucrative business to SSTCL on a regular basis.

In your capacity as Director of Operations of SSTCL, Islamabad, write a polite letter to the customer, offering apologies for the mishap and undertaking to pay compensation for the loss immediately. Also state that you will make full investigation in the matter and assure the customer of your continued safe and efficient services in future. (12)

Q.5 (a) It is a well acknowledged fact that all forms of **External and Internal Written Business Communications** have an inherently formal and impersonal style which do not necessarily reflect the personal characteristics/traits of the individuals responsible for the communication. Give **six** reasons why this type of style is strictly adopted in large and complex business organizations. (09)

(b) The following inappropriate statements have been observed in written business communications:

- (i) All payments must be made in time.
- (ii) You have failed to supply the Product Code and we can not fill the order until you provide the proper details of the required code
- (iii) May I have an appointment for a job interview? You may telephone me on 745986 between Monday and Friday.

Re-write each of the above statements to meet the requirements of Effective Business Communication. Also indicate the violation of the specific principles of seven Cs in each of the above cases. (06)

Q.6 As a Senior Associate of a firm of professional Management Consultants, you have been assigned to lead a team who would undertake a comprehensive study of the unsatisfactory performance of an integrated textile mill with spinning, weaving and finishing facilities. Identify the Headings of the Parts of your Formal Report to be submitted to the clients. Please note **only** the titles of Headings of the Formal Report are required. (05)

Q.7 What is Leadership? In your opinion what are leadership skills and why are they of such critical importance for the success of global operations in the present business environment? (08)

- Q.8 Describe the types of situations in which indirect approaches of communication are adopted in framing of business messages. What are the steps that are generally followed in writing of indirect communications in business? (10)
- Q.9 Briefly explain the following concepts: (10)
- Perception
 - Job Satisfaction
 - Total Quality Management
 - Organizational Culture
- Q.10 As a Professional Trainer, you have just completed a 3 hour Training Session on the subject of International Trade Financing for a group of twenty Management Trainees of Phoenix Bank Limited. You are keen to measure the success of the presentation and would like to know the extent to which the trainees have absorbed and benefited from the lecture. Identify **four** different methods by which you can obtain **feedback** from the trainees. (06)
- Q.11 TV panel interviews conducted with prominent personalities in various fields show that these individuals often lack good communication skills. Identify **four** of the most common traits which are indicative of their unsatisfactory communication skills. (06)

(THE END)