



CII Institute of Logistics

PGDSCM & Certificate Programs
Semester-end Examination – June 2009

BUSINESS COMMUNICATIONS

Time : Three Hours

Marks : 100

Part A

Answer all questions (20 x 1 = 20 Marks)

1. Feed back is an important component if good communication
(True / False)
2. Which of the following are channels of mind and media
 - a. Comprehension
 - b. thinking
 - c. expression
 - d. All the above
 - e. None of the above
3. The informal communication network called the "grapevine"
_____.
 - a. Carries information along the organization's formal chain of command
 - b. Deals exclusively with personal matters.
 - c. Carries information along the organization's unofficial lines of activity and power
 - d. Rarely contains information that is accurate
4. Which one of the following is not a good practice in communications
 - a. Exposure
 - b. Expression
 - c. Empanelling
 - d. Experience
5. Which of the following is not an analytical report?
 - a. Problem-solving reports
 - b. Proposals
 - c. Monitor/control reports
 - d. Justification reports
6. Team communication necessitates the study of the audience while framing the message. (True / False)
7. Which of the one is not a category of non-verbal communication?
 - a. Facial expressions
 - b. Touch behaviour
 - c. Gestures & postures
 - d. email
8. Match the following
 - a. Concord - i. she will come back after an hour
 - b. Dangling Modifier - ii. expression of time and place
 - c. Shift in tenses - iii. Having delivered the goods the lorry was paid off
 - d. Prepositions - iv. Accompanied by
9. Endings such as -ion, -tion, -ing, -ment, -ant, -ance, -ency change verbs into nouns and adjectives called camouflaged verbs
(True / False)
10. Which of the following parts short reports will not have?
 - a. format
 - b. problem statement
 - c. body
 - d. ending
11. Tone and word are unimportant in delivering bad news message. What really matters is clearly delivering the information.
(True / False)
12. When do you defer a message?
 - a. When the purpose is not realistic
 - b. When timing is not right
 - c. When you are not the right person to deliver the message
 - d. 1 & 2 only
13. All of the above Silence is not a communication tool. (True / False)
14. All the following are elements in the listening process except
 - a. Interpreting
 - b. Remembering
 - c. Focusing
 - d. Evaluating
15.has the power to stop the message before it gets to primary audience.
 - a. Gatekeeper

- b. Secondary audience
- c. Watch dog
- d. None of the above

16. Grapevine being an informal communication channel, it is not an important source of information for management

(True / False)

17. Communication process starts from _____

- a. Receiver
- b. Channel
- c. Source
- d. Encoding

18. Match the following

- | | |
|--------------------------------|------------------|
| a. Intrapersonal communication | - a. gestures |
| b. Interpersonal communication | - b. club |
| c. Group communication | - c. interview |
| d. Mass communication | - d. soliloquies |
| e. Non-verbal communication | - e. radio |

19. Agenda should indicate the time, place, sponsor of each item and if the item is an information or decision or discussion point. [True / False]

20. When your audience is either receptive or open-minded, use the direct approach for your business report.

(True / False)

Part B

Answer any four

(4 x 10 = 40 marks)

1 Explain the paradoxes of communication and suggest how to break those paradoxes.

2 Write short notes on

- i. communication outside the organization
- ii. Informal communication

3 Guide the new executive joining your wing on Netiquette rules that he / she has to follow

4 Compare and contrast verbal and non-verbal communications

5. Write short notes on

- a. Message organization
- b. Reports versus proposals

Part C

Case Study

Answer all the four

(4 x 10 = 40 marks)

Case 1 :

“ I don’t want to hear any excuses. Just get those planes in the air”, Jim Tuchman was screaming at this gate manager. As head of American Airlines’ operations at the Mexico City airport, Tuchman has been consistently frustrated by the attitude displayed by his native employees. Transferred from Dallas to Mexico City only three months ago, Tuchman was having difficulty adjusting to the Mexican style of work. “Am I critical of these people? You bet I am! They don’t listen when I talk. Thy think things are just fine and fight every change I suggest. And they have no appreciation for the importance of keeping on schedule.”

If Tuchman is critical of his Mexico City staff, it’s mutual. They universally dislike him. Here’s a few anonymous comments made about their boss: “He’s totally insensitive to our needs.” “He thinks if he yells and screams, that things will improve. We don’t see it that way.” “I’ve been working here for four years. Before he came here, this was as good place to work. Not anymore, I’m constantly in fear of being chewed out. I feel stress all the time, even at home. My husband has started commenting on it a lot.”

Tuchman was brought in specifically to tighten up the Mexico City operation. High on his list of goals is improving American’s on-time record in Mexico City, increasing productivity, and improving customer service. When Tuchman was asked if he though he had any problems with his staff, he replied, “Yep. We just can’t seem to communicate. “

Questions:

1. Does Jim Tuchman have communication problem? Explain.
2. What suggestions, if any, would you make to Jim to help him improve his managerial effectiveness?

Case 2 :

Most of the courier and cargo companies, when they send their total consignments (load in their language) to a particular station, they do it with advance intimation by way of sending E-mail (pre-alert message in their language). ABC Logistics was no exception to this procedure. Whenever they sent their load by evening flight to Mumbai, they sent pre-alert to Mumbai giving details of the load like flight number, total number of bags, total weight of the bags etc. Night-duty Airport Executive at Mumbai Airport use to retrieve the load and use to confirm the receipt of the load to the Bangalore office.

The arrangement worked fine for months and even years. Airport Executive continued to get the pre-alert message and after retrieval of the load, he continued to confirm the receipt of the load.

On one fine night, Satish who was on night-duty at Mumbai airport observed that neither any pre-alert has been received from Bangalore . Nor Bangalore office had sent any load to them. He tried calling Bangalore office. But it was well past midnight and there was no response from Bangalore office. Security guard on duty told to the Airport Executive that nobody is available in the Bangalore office and staff on duty had left already. Satish knew that generally Ravi works in the night time. He tried calling on Ravi 's mobile number but it was switched off.

Satish had no other option except calling Asst Manager Operations of Bangalore , Charles. Charles tried contacting Ravi but he observed same what Satish had observed, that Ravi 's mobile was off.

This was unique situation. He was concerned about what had happened. Charles tried calling other operations staffs to find out whether anybody knew home of Ravi . But none of them knew where Ravi 's house was. Charles was disappointed. Though he had disturbed couple of staffs in the dead of the night, there was no much headway. Charles was on the horns of dilemma. Should I defer the matter for early morning or settle right away? After deliberating for couple of minutes, he chose latter.

As a last resort, Charles called Hari, HR Executive. Charles explained situation to him and told him to go to office and find out address of Ravi from the personal documents of Ravi . By the time it was 01:30 hours and Hari was aghast^[1] to find out that he was told to go to office at dead of the night.

Willy-nilly, Hari went to his office, pulled out personal documents of Ravi and noted his address. Later he confirmed the address to Charles.

Charles had no option but to commute 15 KM in order to go to house of Ravi . He reached Ravi 's home at 02:15 hours.

For Ravi , it was a strange experience to find out that his manager was knocking his door at well past midnight. When questioned why he did not send the pre-alert, he just told that "very simple, today there was excess booking by other logistic companies and there was no space, so cargo officials of all the airlines refused to accept our load". "And since no load was connected, I did not send pre-alert as well. However, I have done booking for morning flight and load will be connected through morning flight."

Charles was damn infuriated by his answer. But his fate had stored a little more frustration for him as while returning home from Ravi 's home, night duty patrol cops caught for him driving his two-wheeler without driving license.

Questions:

3. Find out at least two communication issues involved in this case
4. What solution can you provide here
