

**MASTER OF BUSINESS ADMINISTRATION
(AVIATION BUSINESS MANAGEMENT)
(MBAAVBM)**

00964

**Term-End Examination
December, 2010**

MAV-002 : MANAGERIAL COMMUNICATION

Time : 3 hours

Maximum Marks : 100

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- Note :** (i) *There are two sections A and B.*
(ii) *Attempt any THREE questions from section-A. All questions carry 20 marks each.*
(iii) *Section-B is compulsory and carries 40 marks.*
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SECTION - A

1. What is communication and explain the benefits of effective communication ? Elucidate the process of managerial communication, using Berlo's S-M-C-R model of communication. **20**
2. Distinguish between vertical, lateral and diagonal communication and explain its importance in an organisation with examples. **20**

3. Explain the various steps in designing business letters. Elucidate the requirements of a good tender and Quotation with illustration. 20
4. What are the effects of Information Technology in communication ? Discuss the merits and demerits with organisational examples. Does cultural difference has anything to do with this ? Elucidate. 20
5. Write short notes on *any three* of the following : 20
- (a) structure of memos and circulars.
 - (b) e - commerce.
 - (c) Grape vine - different types.
 - (d) Special reports.
 - (e) Semantic barrier.

SECTION - B

6. Analyse the following case and attempt the questions : 40

Good Will Corp. Ltd.

The President of Good Will Corp. Ltd, Mr. Mukherjee, wanted to facilitate upward communication, and believed that an open door policy was a good option. He announced that his own door was open to all employees and encouraged his senior managers to do the same. He felt that this would give him a way to get early warning signals that would not be filtered or redirected through the formal chain of command. Mukherjee found that many employees who used the open door policy had been with the company for years and were comfortable talking to the President. Sometimes messages came through about inadequate policies and procedures. Mukherjee would raise these issues and explain any changes at the next meeting of the senior Managers. The most difficult complaints to handle were those from people who were not getting along with their bosses.

One employee, Anand complained that his manager had over committed on behalf of the department and put every one under tremendous pressure. Anand argued that long hours and low morale were major problems. However, he would not allow Mukherjee to either bring the manager into the discussion or seek out other employees to confirm the complaint. Although Mukherjee suspected that Anand might be right, he could not let the matter lie and said "Have you considered leaving the company" ? This made Anand realize that a meeting with his boss was unavoidable.

Before the three party meeting, Mukherjee contacted Anand's manager and explained what was going on. He insisted that the manager come to the meeting willing to listen and without hostility to Anand. During the meeting Manager listened attentively and displayed no ill will. He learned the problem from Anand's perspective and realised that he was over his head in his new job. He had been promoted into the job from a technical position just a few months earlier and had no management or planning experience. He welcomed Mukherjee's offer to help him do a better job of planning by sharing views with other colleagues.

Questions :

- (a) What techniques increased Mukherjee's communication effective ? Why and how ?
 - (b) Do you think that an open door policy was the right way to improve upward communication ? What other techniques would you suggest ?
 - (c) Do you think that organisational barriers would distort the objectives of the organisation ? How ? Explain.
 - (d) What problems would be created by an open door policy ? How can such problems be contained ? Elaborate your answers.
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