



*"Investing in Africa's Future"*

**FACULTY OF MANAGEMENT AND ADMINISTRATION**

**MUTARE INTAKE 7**

**HCS 102 : COMMUNICATION SKILLS 11**

**END OF FIRST SEMESTER FINAL EXAMINATIONS**

**NOVEMBER/DECEMBER 2016**

**LECTURER: J. MUZAMHINDO**

**DURATION: 3 HOURS**

**INSTRUCTIONS**

Answer any **THREE (3)** questions in all

All questions carry equal marks

Credit will be given for good English expression, clear organization, originality of ideas and relevant and appropriate examples.

DO NOT repeat material

Write legibly.



### Question 1

What do you understand by the term 'business communication'? Discuss the characteristics needed in establishing your credibility as a Business Communicator. Support your answer with appropriate and relevant examples.

### Question 2

Discuss the 7C's of communication and explain in detail their importance to business communication.

### Question 3

Describe the communication climate where you work. Identify the confirming and disconfirming behaviours that contribute to this climate.

### Question 4

A CEO with a leading company says "*One of the most important communication obligations I have is the release of information to employees in advance of its public release. It keeps them "in tune" with what's going on in the business*". Using the above as a starting point, explain the following terms and indicate their importance in business communication:

- (i) Downward information flow
- (ii) Upward communication
- (iii) Horizontal information flow

### Question 5

Discuss the characteristics of the following approaches to Business Communication. Support your answer with appropriate examples:

- (a) The Scientific Approach
- (b) The Human Relations Approach
- (c) The Systems Approach
- (d) The Cultural Approach

### Question 6

Discuss the major considerations when writing a business message.



### Question 7

Define what is meant by communication networks within a business or any organization you are familiar with; then briefly discuss the following paying attention to the characteristics of each:

- (a) Chain or Line
- (b) Wheel or Star
- (c) Y-Pattern
- (d) All-Channel
- (e) Circle

### Question 8

Select any five from the following list. Write analytical notes on the selected reports used in business communication, bringing out clearly the purpose of each type of the report.

- (a) Situational reports
- (b) Investigative reports
- (c) Troubleshooting reports
- (d) Compliance reports
- (e) Yardstick Reports
- (f) Feasibility Reports

### Question 9

Study each of the following critical business incidents. Discuss how you think the different cultures will interact and react:

- (a) A US banker working with a subsidiary in Asia begins a general meeting of the professional staff by praising one manager for outstanding work on a report.
- (b) After carefully presenting the benefits of the company's product, a sales representative from the United States presses on an Indonesian buyer for a sales decision and eventually asks directly whether the buyer wishes to place an order.
- (c) A Human Resources Manager becomes irate when an Asian woman does not maintain direct eye contact during a performance appraisal interview or at any other time.
- (d) As negotiations with Malaysian business executives become quite lengthy, a group of Zimbabwean businesspersons becomes less formal, repeatedly crossing their legs in such a way that the soles of their shoes are visible.



- (e) A female executive is being considered for transfer to a Middle Eastern country to negotiate the location of a new plant.

#### Question 10

Compare and contrast the Indirect plan or approach to the Direct plan in communicating business messages, showing with appropriate examples when either of the approaches can be used by a business entity or an organization.

#### Question 11

Suppose you have decided to change jobs and have discreetly landed an interview with your boss's larger competitor. You do well very well in the interview and you are offered the job on the spot. The new job is a step up from your present job, the pay will be doubled. You agree and accept to start the following month - before you leave, your "new boss" asks that when you begin your new job, you bring along profiles of your present company's ten largest customers.

- (i) Do you comply with the request?
- (ii) How do you decide between what is ethical and what is not?
- (iii) Briefly explain how legal and ethical constraints act as strategic forces that influence the process of business communication

#### Question 12

Discuss the goals in communicating bad or negative news in a business environment

#### Question 13

Imagine you are a Senior Commodity Manager who spends \$5million a year on top-quality customer service on providing company executives at clubs dotted around the Manicaland province. You need glasses, china, silverware, napkins for use at these establishments. You also manage two warehouses and oversee maintenance and repairs at these club houses as well as food preparation and serving equipment. You cannot choose your suppliers solely on the basis of the price or quality but you need partners who can also manufacture and distribute reliably on schedule. Many would like part of that business but few can meet your strict criteria.

- (i) How would you respond to requests from well meaning companies who offer good products but cannot meet all of your requirements?
- (ii) How would you handle a supplier whose quality or customer service had slipped below acceptable levels?



- (iii) What steps could you take to deliver these bad news messages in a professional manner that does not offend the recipients while still getting your point across?

#### Question 14

Write a specific purpose and thesis statement for each of the following situations:

- (a) A farewell speech honoring a not-too popular manager at his retirement dinner
- (b) An appeal to the boss for a new person in your department
- (c) A proposal to a supplier who is helping you update your equipment.
- (d) A banker's speech to an economics class on "The Changing Banking Industry".
- (e) A request to your landlord for an extension of the date when your rent is due.

#### Question 15

Recall your behavior in three recent conflicts. These conflicts need not have been "fights"; they can consist of any situation in which you and another party were faced with apparently incompatible goals.

- (a) Describe your conflict style in each situation
- (b) What were the consequences of this style
- (c) How might you have changed your style to produce more constructive results?

End of Paper