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MANGALORE INSTITUTE OF TECHNOLOGY & ENGINEERING

(A Unit of Rajalaxmi Education Trust®, Mangalore)
Autonomous Institute affiliated to VTU, Belagavi, Approved by AICTE, New Delhi
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Model Question Paper

First Semester MBA Degree Examination, 2026-27

Managerial Communication

Time: 3 Hours **Max. Marks: 100**

Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No. 8 is compulsory.
3. M: Marks, L: RBT (Revised Bloom's Taxonomy) level, C: Course outcomes.

			M	L	C
Q1	a.	Outline the guidelines for effective reading.	03	L2	CO1
	b.	During a team meeting, a project manager notices that team members frequently misunderstand instructions, become distracted, and hesitate to seek clarification, resulting in errors in project tasks. Apply appropriate listening techniques to overcome listening barriers and improve understanding among team members.	07	L3	CO3
	c.	Demonstrate how the stages of the listening process can be applied to resolve a communication problem between a manager and an employee.	10	L3	CO2
Q2	a.	Outline the purpose of communication in business contexts.	03	L2	CO1
	b.	Ms Rasha is asked to give a brief presentation to European clients and is expected to close the deal for their new product "Zingo" -a air purifier. Make use of the 7C's of communication that play a vital role in convincing the clients.	07	L3	CO2
	c.	Vistara pilots have sought sick leave en masse, a move prompted by a revised salary structure due to poor communication skills displayed by the airline's top management. In its email to pilots, Vistara said that those who do not sign up for the new pay structure would not be allocated a slot on the upgrade sequence list. They would also not be eligible for the one-time bonus promised to pilots and would be deemed as not interested to work and therefore will not be included in the transition to Air India. This crisis leads to the cancellation and delays of flights, with the airline facing outrage from customers, leading to huge losses. Identify the barriers to communication that have led to the crisis. Develop a communication strategy that you would have advised the company to avoid such a crisis.	10	L3	CO2
Q3	a.	Summarise the purpose of a press release in organisational communication.	03	L2	CO1
	b.	A company has ordered office equipment from a supplier. The agreed delivery date has passed, but the equipment has not arrived, affecting the company's daily operations. Construct a formal business letter to the supplier requesting an explanation for the delay and immediate delivery of the equipment.	07	L3	CO5
	c.	A management trainee is preparing a formal business letter to a supplier but is unsure about the essential parts and their correct sequence. Identify the essential parts of a formal business letter and organize them in the correct sequence.	10	L2	CO2
Q4	a.	Outline the importance of cultural sensitivity in international business communication.	03	L2	CO1

	b.	A Japanese company is working with international clients, but misunderstandings arise due to language differences, cultural values, non-verbal cues, and communication styles. Identify the factors affecting cross-cultural communication in this situation.	07	L2	CO4
	c.	An Indian company is negotiating a supply agreement with a foreign business partner. Differences in language proficiency and the use of technical terminology lead to repeated misunderstandings during virtual meetings. Apply appropriate communication strategies to overcome language barriers and improve mutual understanding during the negotiations.	10	L3	CO4
Q5	a.	Outline the role of ethics in communication.	03	L2	CO1
	b.	A Japanese company is working with international clients, but misunderstandings arise due to language differences, cultural values, non-verbal cues, and communication styles. Identify the factors affecting cross-cultural communication in this situation and select appropriate strategies to minimize these misunderstandings.	07	L2	CO4
	c.	A food processing company discovers a potential quality issue in one of its products after receiving complaints from several customers. News of the issue spreads rapidly on social media, and customers begin questioning the safety of other products manufactured by the company. The management must respond quickly to protect customers and maintain public trust. Develop a crisis communication plan incorporating the phases of crisis management and appropriate stakeholder communication.	10	L3	CO5
Q6	a.	Outline the types of Grapevine Chains.	03	L2	CO1
	b.	Illustrate how upward, downward and diagonal communication can be utilised in different organisational situations.	07	L3	CO2
	c.	Apply appropriate non-verbal communication techniques to demonstrate confidence and professionalism during a job interview.	10	L3	CO3
Q7	a.	Summarise the styles of reading.	03	L2	CO1
	b.	Apply appropriate reading strategies to analyse a lengthy business report and explain how the information can be organised for effective managerial decision-making.	07	L3	CO3
	c.	During a team meeting, employees frequently miss important instructions due to background noise, mobile phone distractions, fatigue, and preconceived assumptions about the speaker. Identify the factors affecting listening in the given situation.	10	L2	CO3
Q8		**CASE STUDY (Compulsory)** FreshBite Foods, a packaged food manufacturing company, received several customer complaints about an unusual smell in one of its ready-to-eat products. A customer posted a video on social media expressing concern about the product's quality. Within a few hours, the video was widely shared, and other customers began questioning the company's safety standards. The customer service team initially responded to complaints with standard messages, stating that all products were safe. However, the quality assurance department had not yet completed its investigation. The company's sales team was concerned about losing customers and urged management to avoid making any public statements that might affect sales. During an internal meeting, the production head dismissed the complaints as exaggerated, while the customer service manager expressed concern about the growing number of dissatisfied customers. The CEO noticed that employees were			

		reluctant to share information openly because they feared being blamed for the incident. Meanwhile, retailers began asking whether the product should be removed from their shelves. The company had to respond quickly while ensuring that its communication remained accurate, transparent, ethical, and sensitive to customer concerns. **Questions:**			
		a) Identify the key crisis communication issues faced by FreshBite Foods and select appropriate initial responses to address the concerns of customers and retailers.	10	L3	CO5
		b) Make use of suitable conversation techniques to respond to dissatisfied customers while maintaining ethical communication.	10	L3	CO4
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