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## BCBS Mock for Spring 2014 Attempt (TSA)

Send-up Examination 25 M.C.  
**BUSINESS COMMUNICATION AND BEHAVIOURAL STUDIES**  
Time Allowed: 03 Hours Maximum Marks: 95 Thursday: 06 February, 2014 **IDA**

**SECTION - I - (BUSINESS COMMUNICATION) (MARKS=60)**  
**MS.SAIMA SHAHZAD**

Q.1. Upward Communication is perhaps the most neglected part of the internal communication system. In organization's where upward communication is not encouraged what impact does it have and what steps should managers take to make it better. (06)

Q.2. Feedback is a crucial tool in managing employees within an organization. Explain how feedback proves beneficial both to employees and management. What is the most preferred mode of giving feedback and why is it so? (08)

Q.3. Explain how critical listening and emphatic listening. State any two situations in organization where they are used critically and why? (06)

Q.4. Explain the benefits of writing minutes of the meeting and differentiate between the three kinds of minutes emphasizing when they should be used. (06)

Q.5. What is the importance of writing with consideration? Explain briefly how it can be achieved. (04)

Q.6. "Buffers are essential yet can cause offence." Explain this statement keeping in view the role of buffers in bad news message and describe the different buffers that are written in a bad news message. (08)

Q.7. You have received a request from one of your valued customers who has recently taken loan and after paying the first few installments on time has asked that he be allowed to skip at least three months installments as he is facing a financial crisis. The reason cited by him relates to austerity measures at his organization and the general price hike that has made it all the more difficult to bear the additional payments by the 1<sup>st</sup> of every month. As the loan officer, you are required to write a refusal letter explaining him how imperative it is for him to fulfill his side of the commitment. (10)

Q.8. Oregon departmental store has over the past 10 years built itself a reputation for its high quality products and efficient customer service. Recently a complaint has been received where a customer has written to the President of the departmental store complaining about the store's unfairness. The customer had bought a toaster of a leading brand and it malfunctioned. On assessment it was found to have a slight fault in its circuit, so under warranty replacement was made with the same model and brand. After one month's use, the same customer brought in another replacement request. This time, on examining it was found that the lever was loose and it clearly indicated that force had been applied on it unnecessarily. As it was a clear case of mishandling the request was denied. Now the customer feels he has been dealt unfairly and has written angrily asking for a replacement or a refund. (12)

Assume you are the President of the chain of stores. Explain why the claim cannot be granted. Also focus on building his good will about the store and include any appropriate measure that will help to appease the situation.

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From the desk of Ms Saima Shahzad & Sir M. Ovais Page 1 of 2

SECTION - 2 (BEHAVIOURAL STUDIES) (MARKS=35)

SIR M. OVAIS

Q.9 Shahid works as a Shift In-charge for Sultan Textile Mills Limited. He has long-standing grievances against the Manager of his Department. One afternoon, he entered the office of the Factory Manager and gave vent to his emotions and made the following disclosures: (08)

- (i) My problem is that I am responsible for the performance of my section. Yet I have so little authority to get the best results. I am only as effective as my Manager (Mr Rashid) allows me to be. Unfortunately, Mr Rashid likes to do everything himself.
- (ii) Mr Rashid recruits temporary workers without consulting me and I have to bear the brunt of unskilled and unwilling workers. I come to know these workers only when they report to me for work. I do not have access to their personal files nor do I have any idea of their wage packages. Mr. Rashid tells me this information is confidential.
- (iii) Mr Rashid encourages my subordinates to report to him directly and hears their complaints without my knowledge.
- (iv) As many as 75 workers report to me directly as there is no position of Assistant Shift Incharge. Obviously, it is very difficult for me to supervise so many workers and also to attend to my duties as Shift In-charge.

State the organisational principles which are not being adhered to in each of the above instances. Give brief reasons for your answers.

Q.10 Knowledgeable Human Resource Managers recognise that implementing policies of Job Enrichment result in strong Intrinsic or Internal Motivation among the employees. (06)

Discuss what is meant by Job Enrichment and Intrinsic Motivation.

Q.11. During the past 7-8 years, the crisis of leadership has permeated at all levels in the organisational hierarchy of Sunrise Motors Limited (SML). The company's reputation and credibility has deteriorated considerably over the period and it is presently in the midst of serious leadership, organisational and financial crises. (07)

Briefly describe six main factors which in your opinion may be responsible for the pervasive crisis of leadership in the organisational hierarchy of SML.

Q.12. Intergroup Conflicts are widely prevalent in organisations where the functions are segregated and allocated to different groups. Managers recognise intergroup conflicts as a common feature of group behaviour and must manage and resolve these conflicts to achieve the organisational goals. The approaches to resolving intergroup conflicts may be classified as (i) authoritative/commanding (ii) problem solving/collaborative (iii) avoiding and (iv) compromising. (10)

Briefly explain each of these four approaches of resolving intergroup conflicts and state the situations in which each of these approaches would yield optimal results.

Q.13. Business Leaders exercise a variety of powers which enable them to influence the performance and motivation levels of their subordinates. Successful Business Leaders understand the effectiveness of the different sources of powers and exercise these powers discreetly in specific situations to achieve their objectives.

Explain briefly the following types of Powers which Business Leaders possess and exercise over their subordinates to achieve optimal results: (04)

- (i) Legitimate Power
- (ii) Reward Power
- (iii) Coercive Power
- (iv) Expert Power

**Thanks to our member (Abdul Samad) for sharing.**