



ENGINEERING & MANAGEMENT EXAMINATIONS, JUNE - 2009
ENGLISH LANGUAGE & COMMUNICATION
SEMESTER - 2

Time : 3 Hours]

[Full Marks : 70

GROUP - A

(Comprehension Type Questions)

1. Read the passage and answer the questions that follow :

This is a style of management commonly referred to as MBWA. It is variously lengthened to management by wandering about or management by walking around. MBWA usually involves the following :

Managers consistently reserving time to walk through their departments and/or to be available for impromptu discussions ; (MBWA frequently goes together with an open-door management policy); Individuals forming networks of acquaintances throughout their organizations; Lots of opportunities for chatting over coffee or lunch, or in the corridors. Managers getting away from their desks and starting to talk to individual employees.

The idea is that they should learn about problems and concerns at first hand. At the same time they should teach employees new methods to manage particular problems. The communication goes both ways.

One of the main benefits of MBWA was recognized by W.Edwards Deming, who once wrote :

'If you wait for people to come to you, you'll only get small problems. You must go and find them. The big problems are where people don't realize they have one in the first place.'



The difficulty with MBWA is that (certainly at first) employees suspect it is an excuse for managers to spy and interfere unnecessarily. This suspicion usually falls away if the walkabouts occur regularly, and if everyone can see their benefits.

MBWA has been found to be particularly helpful when an organization is under exceptional stress ; for instance, after a significant corporate reorganization has been announced or when a takeover is about to take place. It is no good practicing MBWA for the first time on such occasions, however. It has to have become a regular practice before the stress arises.

By the turn of the century it did not seem extraordinary that managers should manage by walking about. The technologies of mobile communications made it so much easier for them to both walk about and stay in touch at the same time. But in the 1950s many white-collar managers turned their offices into fortresses from which they rarely emerged. Edicts were sent out to the blue-collar workforce whom they rarely met face-to-face. The outside world filtered through a secretary who, traditionally, sat like a guard dog in front of their (usually closed) office doors. Even in the 1980s such practices were not uncommon, as demonstrated in the film Nine to Five.

MBWA was popularized by becoming an important part of The HP Way, the open style of management pioneered by Bill Hewlett and Dave Packard, the two founders of the eponymous computer company. Many of the practices of the HP Way..became widely copied by corporations throughout the United States in the late 1980s and early 1990s.

The idea received a further boost when Tom Peters and Robert Waterman wrote that top managers in their excellent..companies belived in management by walking about. In his second book, A Passion for Excellence., Peters said that he saw managing by wandering about..as the basis of leadership and excellence. Peters called MBWA the technology of the obvious.. As leaders and managers wander about, he said that at least three things should be going on :

- They should be listening to what people are saying.
- They should be using the opportunity to transmit the company's value face to face..
- They should be prepared and able to give people on-the-spot help.

Questions

- a) What hazards might be involved for employees in the management by walking around ? 1
- b) When should managers particularly avoid to practice MBWA and why ? 1
- c) How does management by walking about differ from the management in the past ? 2
- d) Identify the words in the passage which mean :
 - i) without preparation or planning
 - ii) an official order or statement given by someone in authority
 - iii) people who do physical work in industry
 - iv) to stop people that you do not want from a large number of people using a special system. 2
- e) In your own words, provide the gist of the text in not more than 100 words. 4

GROUP - B**(Short Answer Type Questions)**Answer any *three* of the following. $3 \times 5 = 15$

2. You are the personal manager of a leading industrial group. You need a lady receptionist capable of handling the large EPABX. Computer literate graduates, fluency in English, pleasing personality preferable. Write out an advertisement for publication in a newspaper.
3. Secretary of Environment Preservation Society saw the following table on the increase in the number of vehicles in major Indian cities. Using the ideas from it and your own ideas, write a report to the Secretary :

City (in descending order of population)	Passenger				Freight	
	Private		Intermediate		Public Buses	Trucks
	Two wheels	Cars & Jeeps	Taxis	Three Wheelers		
Mumbai	12.7	6.9	—	—	5.6	2.9
Kolkata	18.2	6.2	9.2	32.7	19.4	— 5.4
Delhi	18.7	19.4	3.6	18.2	8.5	14.7
Chennai	42.5	31.3	36.8	— 1.3	7.5	17.7

4. As a boss to your subordinates, write a memo mentioning the date, time and venue of a meeting.
5. As a health officer under Government of WB, prepare a public notice to make the people of your locality aware of the consequences of Bird flu.

**GROUP - C****(Long Answer Type Questions)**Answer any *three* of the following.

3 × 15 = 45

6. You purchased a Frost-free LG refrigerator of 265 litres from Sales Emporium, Kolkata. After a month of purchase, the freezing section of the refrigerator has failed to function. Write a letter to the Sales Manager of the company complaining about it and requesting for the piece to be replaced, since there is a two year warranty. 15
7. Define the Communication process and explain it with schematic representation. Also discuss the role of Feedback in the communication process. 15
8. Compare and contrast General-purpose Communication and Technical Communication. What is 'grapevine' ? Is it always harmful ? If not, why ? How can a good manager effectively use grapevine ? 15
9. Write a letter to the Chairman of Municipal Corporation complaining him about the pollution created by the two-stroke autos in your locality. 15
10. i) Your younger brother Avishek Gupta, aged 15 has been missing for a week. Draft a suitable advertisement for the 'Missing Persons' column of a newspaper in about 50 words. (Invent the required details). 5
- ii) Assume that you are the Managing Director of a company dealing with electronic equipment. Inform all your employees through an e-mail about the new community hall which the company is going to inaugurate next week. Highlight the important features of both the hall and the inauguration. 10