

**AJAY KUMAR GARG ENGINEERING COLLEGE, GHAZIABAD**  
**Department of AS&H**  
Pre-University Test

Course: MCA

Session: 2023-24

Subject: Principles of Management &amp; Communication

Max Marks: 100

Semester: I

Section: MCA-1 &amp; MCA-2

Sub. Code: KCA103

Time: 3 hrs.

**OBE Remarks:**

| Q.No.                    | 1  |    |    |    |    |    |    |    |    |                          | 2  |    |    |    |    | 3  | 4  | 5  | 6  | 7  |
|--------------------------|----|----|----|----|----|----|----|----|----|--------------------------|----|----|----|----|----|----|----|----|----|----|
|                          | a  | b  | c  | d  | e  | f  | g  | h  | i  | j                        | a  | b  | c  | d  | e  |    |    |    |    |    |
| CO No.                   | 1  | 1  | 2  | 2  | 3  | 3  | 4  | 4  | 5  | 5                        | 1  | 2  | 3  | 4  | 5  | 1  | 2  | 3  | 4  | 5  |
| Bloom's Level            | L1 | L5 | L4 | L1 | L1 | L4 | L1 | L1 | L2 | L3                       | L4 | L5 | L5 | L4 | L4 | L4 | L5 | L5 | L4 | L5 |
| <b>Weightage CO4: 24</b> |    |    |    |    |    |    |    |    |    | <b>Weightage CO5: 24</b> |    |    |    |    |    |    |    |    |    |    |

**Note:** Answer all the sections.**Section-A****Q1. Attempt all the parts.**

(10 X 2 =20)

- a) Define Principles of Management.
- b) Specify the functions of management.
- c) How can you say that planning is goal oriented?
- d) What do you mean by policies?
- e) What are financial motivators?
- f) Discuss Need for Achievement.
- g) Define Effective communication.
- h) Define a Gossip Chain.
- i) Explain the concept of glossary.
- j) What is the difference between a seminar and a workshop?

**Section-B****Q2. Attempt Any three. Q2(d) & Q2(e) are Compulsory.**

(3X 10=30)

- a) Explain briefly about the various functions of Management.
- b) Discuss the Maslow's Hierarchy Need theory of Motivation.
- c) Discuss the essential qualities of a leader.
- d) Distinguish between Formal and Informal Communication Channels.
- e) Explain the impact and importance of technology in technical communication.

**Section-C****Attempt all the parts.**

(5 X 10 = 50)

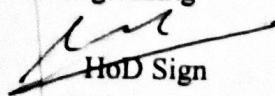
**Q3. Attempt anyone.**

- a) Discuss the roles of different levels of management in organization.
- b) Discuss the conclusions of Hawthorne Experiments performed by Elton Mayo.

**Q4. Attempt anyone.**

- a) Define Delegation. Discuss the importance of Delegation as a function of management.
- b) What do you mean by Organising? Discuss the steps involved in process of organising


  
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**Q5. Attempt anyone.**

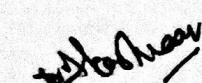
- a) What do you mean by Leadership? Discuss importance of leadership in management.
- b) Discuss the various techniques of controlling function of management in organization.

**Q6. Attempt anyone.**

- a) What is Grapevine communication? Discuss the merits and demerits of Grapevine communication.
- b) What do you mean by Barriers to communication? Discuss the Psychological barrier to communication.

**Q7. Attempt anyone.**

- a) Draft a business letter to XYZ Company regarding the renewal of the Annual Maintenance Contract for furniture of your company.
- b) What do you mean by the term "Interview"? Explain the steps while conducting an Interview.

  
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# AJAY KUMAR GARG ENGINEERING COLLEGE, GUR.

## DEPARTMENT OF AS & H

### PRE-UNIVERSITY TEST

### MODEL SOLUTION

✓ COURSE:- MCA

✓ SESSION:- 2023-24

✓ SUBJECT: PRINCIPLES OF MANAGEMENT  
AND COMMUNICATION

✓ SEM:- I<sup>ST</sup>.

✓ SUB.CODE:- KCA103

✓ SECTION:- MCA 1&2

✓ TIME:- 3 HRS.

## SECTION - A

Qa) Define Principles of Management.

Ans:- Principles of management are broad and general guidelines for managerial decision making and behaviour (i.e. they guide the practice of management).

Qb) Specify the functions of management.

Ans:- The following are the major functions of management:-  
(a) PLANNING, (b) ORGANISING, (c) LEADING, (d) CONTROLLING  
(e) STAFFING.

Qc) How can you say that planning is goal oriented?

Ans:- Planning is a goal-oriented work because its purpose of planning is to achieve organizational objectives quickly and economically. These objectives are purposeful, as they provide basic guidelines for planning activities by identifying the actions which lead to desired results.

Qd. What do you mean by policies?

Ans:- Policy is a deliberate system of guidelines to guide decisions and achieve rational outcomes. These are generally adopted by a governance body within an organization. It is a statement of intent and is implemented as a procedure or protocol. Policies can assist in both subjective and objective decision making.

Qe What are financial motivators?

Ans:- Financial motivators are those motivators which involves motivating employees with money and things associated with money. The main methods of financial motivation used in business are remuneration, bonuses, commission, promotion and fringe benefits.

Qf. Discuss Need for Achievement.

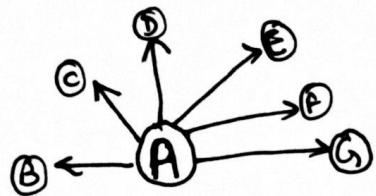
Ans:- The need for achievement is an acquired drive rooted in the reinforcement of particular behavioral tendencies. The concept of need for achievement is most prominently linked to the theory of motivation developed by David McClelland and colleagues.

Qg. Define Effective communication.

Ans:- Effective communication means transfer of messages, ideas, and information in a manner that both sender and receiver understand it in the same sense. It is transfer of information along with transfer of understanding.

Q(i) Define a Gossip Chain.

Ans:- A Gossip Chain is a type of Grapevine communication chain, in which one person passes information to everyone else in the organisation. He is not selective about passing the information. This information is not related to work but is of interest to all. It appears like this:- (One person (A), spreads information to the rest):



Q(ii). Explain the concept of glossary.

Ans:- A glossary is a collection of words pertaining to a specific topic. It is a list of all terms used in a thesis or dissertation, that may not immediately be obvious to your reader.

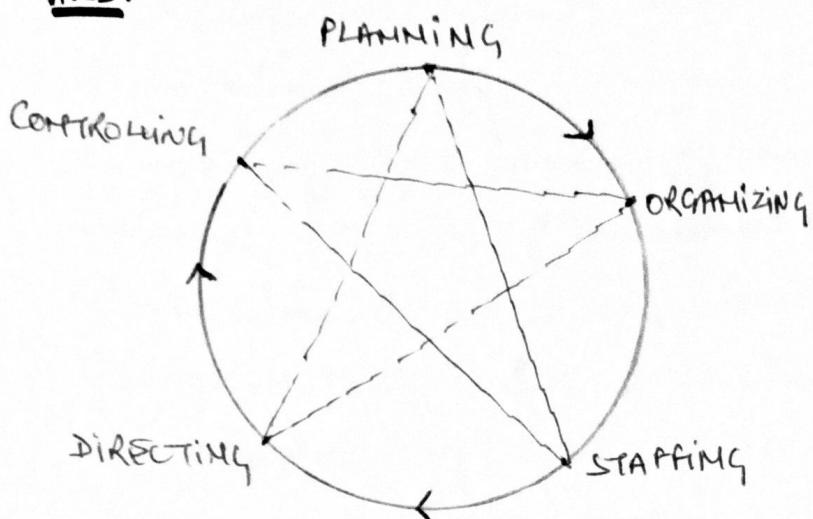
Q(iii). What is the difference between a seminar and a workshop?

Ans:- Seminars are typically presentation-driven and require tools that facilitate this delivery of information. Workshops, on the other hand, prioritize active learning and interaction, requiring materials that encourage participation and hands-on learning.

## SECTION - B

Q2(a). Explain briefly about the various functions of Management.

Ans.



"POSDCORB"

|    |   |                             |
|----|---|-----------------------------|
| P  | → | PLANNING                    |
| O  | → | ORGANIZING                  |
| S  | → | STAFFING                    |
| D  | → | DIRECTING                   |
| CO | → | Co-ORDINATION [CONTROLLING] |
| R  | → | REPORTING                   |
| B  | → | BUDGETING                   |

Management has been described as a social process involving responsibilities for economical and effective planning and regulation of operation of an enterprise in the fulfilment of given purposes. It is a dynamic process consisting of various elements and activities. Each function blends into the other and each affects the performance of others. These functions are discussed briefly as under:-

(1) PLANNING :- It is the basic function of management. It is a systematic thinking about ways and means for accomplishment of pre-determined goals. Planning is necessary to ensure proper utilization of human and non-human resources. It is all pervasive, it is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastage, etc.

(B) ORGANIZING :- It is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organisational goals. To organize a business involves determining and providing human and non-human resources to the organizational structure. It involves identification of activities, classification of grouping of activities, Assignment of duties, Delegation of authority and creation of responsibility and Coordinating authority and responsibility relationships.

(C) STAFFING :- It is the function of manning the organisation structure and keeping it manned. Staffing has main purpose of putting right man on right job. Staffing involves: manpower planning, Recruitment, selection and placement, Training and development, Remuneration, performance Appraisal and promotions & Transfer.

(D) DIRECTING :- Directing is that part of managerial function which activates the organizational methods to work efficiently for achievement of organizational purposes. Direction is that inter-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating subordinates for the achievement of organizational goals. It consists of various elements, such as supervision, motivation, leadership and communication.

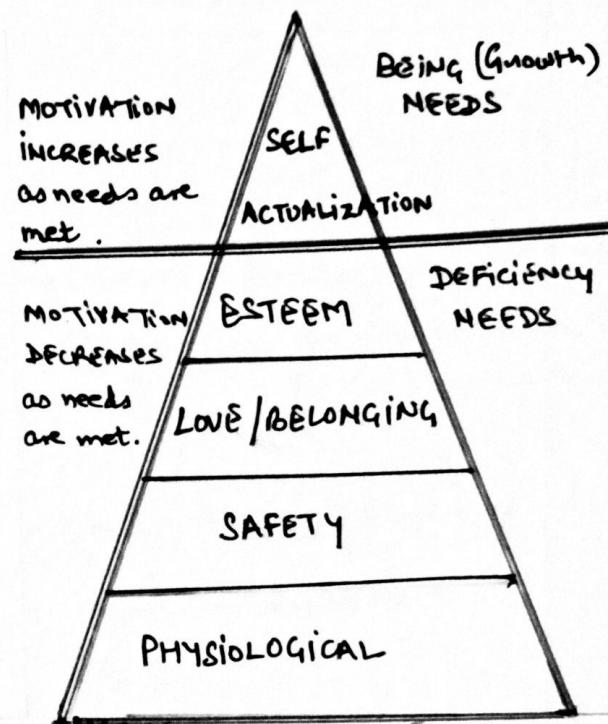
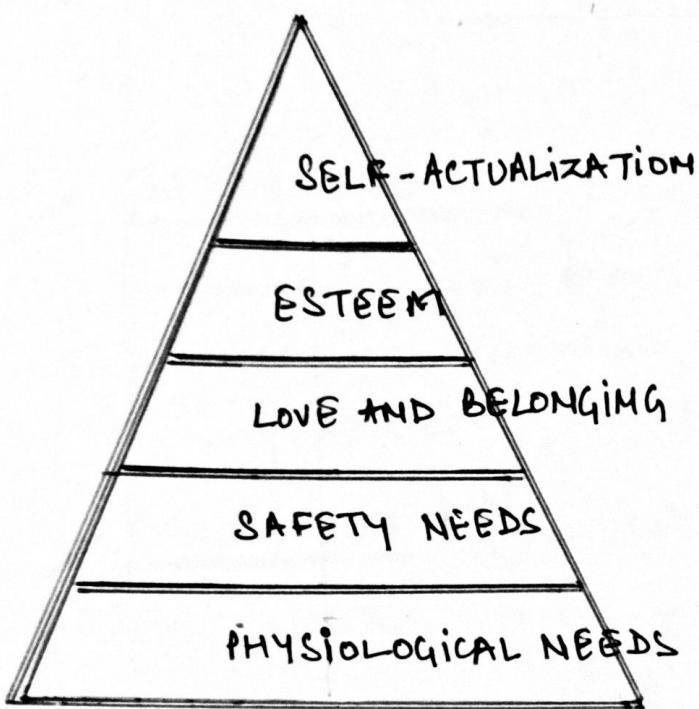
(E). CONTROLLING [CO-ORDINATION] :- It implies measurement of accomplishment against the standards and correction of deviation if any to ensure achievement of organizational goals. The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur. Controlling has the following steps:- establishment of standard performance, measurement of actual performance, comparison of actual performance with the standards and finding out deviation if any, corrective action.

(F). REPORTING :- Reporting as a function of management, measures and monitors specific performance metrics and KPIs (Key Performance Indicators), for establishing and achieving benchmarks in the due course of organisational performances.

(G). BUDGETING :- Budgeting as a primary function of management helps to ensure an organization has enough resources to meet its goals. By planning financials in advance, you can determine which teams and initiatives require more resources and areas where you can cut back.

Q2. Discuss the Maslow's Hierarchy Need theory of motivation.

ANS:-



The most well-known theory of motivation is Maslow's need hierarchy theory. Maslow's theory is based on the human needs. He classified all human needs into a hierarchical manner from the lower to the higher order. He believed, that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy has been shown in the above drawn figures are also discussed as under within individual headings:-

1. PHYSIOLOGICAL NEEDS :- These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

2. SAFETY NEEDS :- Safety needs include physical, environmental and emotional safety and protection. for eg:- Job security, financial security, protection from animals, family security, health security, etc.

3. SOCIAL NEEDS :- Social needs include the need for love, affection, care, belongingness and friendship.

4. ESTEEM NEEDS :- These needs are two types: internal esteem needs (self-respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).

5. SELF-ACTUALIZATION NEEDS :- This includes the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self-actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

Q2(c). Discuss the essential Qualities of a leader.

ANS:- Some of the qualities of effective leaders are :-

1. INTELLIGENCE :- Leaders should have higher level of intelligence than average people. Intelligence is generally expressed as mental ability to think scientifically and analyze accurately the problems arising before a person.
2. MATURITY :- A leader should have high emotional stability and cool temperament. He needs high degree of tolerance. He should also welcome ideas of other people and have a sense of social maturity.
3. VISION AND FORESIGHT :- Vision and foresight, that is, being able to articulate future is the quality of good leader. A leader should be able to state concretely, what success will look like and how their organisation will get there.
4. OPEN MIND :- A leader should absorb and adopt new ideas according to the situation. He should be prepared to accommodate others' viewpoints and alter his decision, if necessary.
5. SELF-CONFIDENCE :- A good leader should have confidence whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost their morale.

6. HUMAN RELATIONS ATTITUDE :- A successful leader always tries to develop social understanding with other people. He is constantly busy achieving voluntary cooperation of the followers.

7. TRUSTWORTHY AND HONEST :- A leader must be trustworthy and honest. No one will follow a dishonest or unfair leader with enthusiasm. Actions speak much louder than words.

8. FOCUS AND FOLLOW-THROUGH :- A leader should be able to focus and follow through. This involves setting priorities and doing what he says he will. Knowing what to do and then doing it (or delegating it to someone who will make it happen) is a critical leadership trait.

9. EMPOWER :- An effective leader must be able to empower others. He should teach people how to accomplish a task - and not do it for them (even if he can do it faster or better). Leader should tell people what he expects from them, give them the tools they need to succeed, and then get out of their way. He should learn to listen; nothing is more empowering than being heard.

10. RISKS :- Leaders must be willing to take risks. If they do the way they've always been doing, they will always get what they had before. Leaders should also reward risk-taking in others.

Q2 (d). Distinguish between FORMAL AND INFORMAL COMMUNICATION CHANNELS.

ANS:- The followings are the differences between formal & informal communication channels:-

| FORMAL COMMUNICATION CHANNELS                                           | INFORMAL COMMUNICATION CHANNELS                                                          |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 1 It follows the official chain of command or organisational hierarchy. | It cuts across the formal chain of command and does not follow organisational hierarchy. |
| 2 It is task-oriented.                                                  | It is people-oriented.                                                                   |
| 3 It is related to position of a person in the organisation.            | It is related to person rather than position.                                            |
| 4 It flows in vertical, horizontal and diagonal directions.             | It flows in every direction.                                                             |
| 5 It is a slow means of communication.                                  | It is a fast means of communication.                                                     |
| 6 The information is likely to be exact and accurate.                   | Information distortions are likely to take place.                                        |
| 7 It is an impersonal form of communication.                            | It is a personal form of communication.                                                  |
| 8 It aims at achieving organisational goals.                            | It aims at achieving personal goals.                                                     |
| 9 It is rigid.                                                          | It is flexible.                                                                          |
| 10 It can be oral and written.                                          | It is oral.                                                                              |

Q2(c) Explain the impact and importance of technology in technical communication.

Ans:- Technology has revolutionized communication within organization, offering benefits such as enhanced efficiency, collaboration and remote work capabilities. While, barriers to effective communication exist, managers can overcome them through cultural sensitivity, clear messaging and feedback mechanisms.

The advancement of technology ensures that communication is quicker and that more people remain connected. There has been an evolution in interpersonal skills with the advancement of technology, and users should always be keen on adapting to new ways of communication.

Communication involves exchange of ideas, facts, opinions or emotions by two or more persons. Technology has made communication between one another significantly easier.

The development of technology has remarkably improved our lifestyles and has made its impact felt on each and every aspect of our life. It also has an impact on the communication techniques and the development of communication has resulted in huge progress from the oldest means of communication to the latest as of today.

In today's world, we have immediate access to an incredible array of devices and services that enable us to communicate with almost anyone, anywhere, at any time.

Internet and mobiles are the basic necessities in today's world. Although the usage of technology may have both positive and negative impact in our life, communication at a distance has expanded to include data transport, video conferencing, email, web browsing and various forms of distributed collaboration, enabled by transmission media that have also expanded to include microwave, terrestrial wireless, satellite and broadband fiber transport.

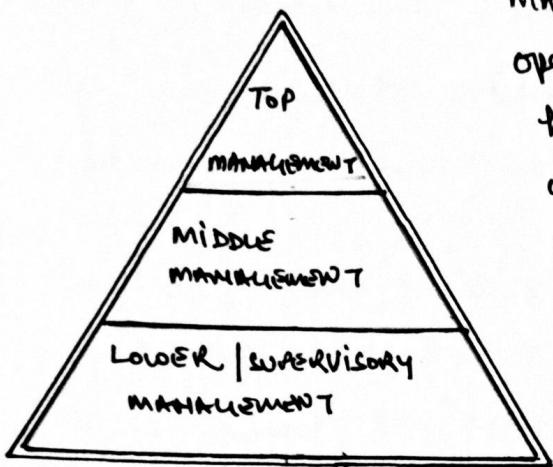
Thus, we can say that technology as a means as well as a medium has tremendously changed the scenario of technical communication in the organizations and the world at large.

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### SECTION - C

Q3 (a). Discuss the roles of different levels of management in organisation.

Ans:-



MANAGERS perform various managerial and operative functions. The levels create a hierarchy or a scalar chain in the organisation structure. According to levels, managers/management can be classified as follows:-

- (i) TOP MANAGEMENT
- (ii) MIDDLE MANAGEMENT
- (iii) LOWER MANAGEMENT

The roles/functions performed by respective levels are discussed as follows:-

i) TOP MANAGEMENT :- Top management consists of managers who work at the highest level of the organisation hierarchy. Functions performed by the managers.

in this level are as follows:-

- (a). They lay the plans, policies, and procedures for the organisation.
- (b). They co-ordinate activities of various departments of the orgn.
- (c). They integrate the internal activities of the organisation with the external environment.
- (d). They carry out overall management of the organisation by performing the managerial functions of planning, organising, staffing, directing and control.
- (e). They cater (fulfill) to the demands of various groups of stakeholders who interact with the organisation, like Government, Consumers, Creditors, Suppliers, Owners, employees, etc. and try to harmonise their goals with organisational goals.

ii) MIDDLE MANAGEMENT :- This level consists of managers who are the departmental heads. They serve as a link between top level and lower level managers. The following functions are performed by managers of this level:-

- (a). They communicate policy decisions of top managers to lower level managers and guide lower level managers to implement them.
- (b). They lay the goals, plans and policies for their respective departments and ensure their successful accomplishment.
- (c). They direct the activities of lower level and operating employees.
- (d). They balance the demands of their superiors with the capacities and capabilities of their subordinates.
- (e). They watch the activities of lower level managers and report them to top managers.

iii) LOWER MANAGEMENT :- It consists of managers known as first-line managers or supervisors. They may be technical supervisors, production supervisors, financial supervisors or marketing supervisors. An org' has the largest number of managers at this level.

- (a). They supervise the activities of employees, give them orders & instructions and help them in executing those orders.
- (b). They coordinate the work of employees with the organization's financial and non-financial resources.
- (c). They evaluate the performance of employees and send their reports to the higher level managers.
- (d). They plan day-to-day operations of the business and do not deal with the outside world.
- (e). They not only supervise the activities of employees but also train them to perform better to ensure smooth conduct of business operations.

Q3(b). Discuss the conclusions of Hawthorne Experiments performed by Elton Mayo.

Ans. The followings are the major conclusions of Hawthorne Experiments:-

1. There is no direct relationship between worker productivity and physical factors. Their productivity increased because they received attention from the researcher.
2. Worker is not a 'rational man' motivated only by financial incentives but a 'social man' with strong desire for interaction and non-financial incentives.
3. Informal groups are as important as formal groups in influencing the human behaviour. Informal leaders have considerable influence on the group members. Groups overcome the shortcomings of formal relationships.
4. Work is considered as a group activity and not as operations performed by individual workers. Workers work as members of a group. Management deals with workers as a group and not as individuals.
5. Non-financial incentives, are more important than financial incentives in determining the attitude of workers towards their superiors and job-related tasks. Economic rewards and productivity, therefore, do not always go together.
6. Production norms are set by social norms and not by official structures.
7. Human and social factors lead to growth and development of the human resource.

Q4(a). Define Delegation. Discuss the importance of Delegation as a function of management.

Ans:- Delegation means downward transfer of authority from a superior to subordinate. It is required for efficient functioning of the organisation as well as enables the manager to use his time on high priority work. It is also defined as, a process of entrusting responsibility and authority to the subordinates and creating accountability on those who are entrusted with the authority and responsibility.

### -: IMPORTANCE OF DELEGATION :-

(A) Effective Management :- In the process of delegation, managers pass routine work to the subordinates. So, the managers can get the work done effectively and by doing delegating the authorities and responsibilities to and by managers and can get the work done effectively and efficiently from other managers & subordinates.

(B) Employee's Development :- As a result of delegation employees get more opportunities to utilize their talents. It allows them to develop those skills which help them to perform complex task.

(C). Motivation of employees :- In delegation, when the manager is sharing his responsibility and authority with the subordinates it motivates the subordinates as they develop the feeling of trust and ~~belongingness~~ belongingness which is shown to them by their superiors. Some employees can be motivated by such kind of non-financial incentives.

(D) Facilitates Organizational Growth :- Delegation leads to division of work and specialization which is very important for organisational growth.

(E) Better Coordination :- In delegation, systematically, responsibility and authority is divided and employees are made answerable for non-completion of task. This systematic division of work gives clear pictures of work to everyone and there is no duplication of work clarity in duties assigned and reporting relationship brings effective coordination in the organisation.

(F) Basis of Management Hierarchy :- Delegation establishes superior-subordinate relationship which is the base for hierarchy of managers. The extent of power delegated to subordinates decides who will report to whom, and the power at each job position forms the management Hierarchy.

(G) Basis of Superior-Subordinate relationship :- In delegation process only two parties are involved, that is superior and subordinate. If superiors share or pass their responsibilities and authorities to the subordinates it indicates good relationship between these two authorities and depicts trust among these authorities. So, delegation improves the relations between superiors and subordinates.

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Q4). What do you mean by Organising? Discuss the steps involved in the process of organising.

ANS:- Organizing is the process of defining and grouping activities and establishing authority relationships among them to attain organizational ~~obje~~ objectives.

Organizing creates the framework needed to reach a company's objectives and goals. It is an important means of creating coordination and communication among the various departments of the organization.

PROCESS OF ORGANISING :- The process of organizing involves the following steps:-

A) IDENTIFICATION AND ENUMERATION OF ACTIVITIES :- At the first stage of organizing process, a manager identify & determines those activities that are to be performed for achieving common goals. Those activities are determined on the basis of common goals inclined with organisation's Vision and mission.

B) DIVISION OF ACTIVITIES :- After determining and enumerating activities, these are to be divided and sub-divided into small components known as jobs and tasks.

C) GROUPING OF ACTIVITIES :- Once the activities have been broken into small elements, these can be easily put into various groups on the basis of their relationship and similarities.

(D) ASSIGNMENT OF GROUP OF ACTIVITIES :- After putting various activities into several groups, these are to be assigned or allotted to the various departments created for this purpose, or to the employees if the activities are limited. At the time of making such assignment, it is ensured that the department has required competence and resources for performing that group of activities.

(E) GRANTING NECESSARY RIGHTS :- Assignment of group of activities among various departments is followed by giving them adequate rights so that they can perform assigned work in a satisfactory manner. The rights are granted through the process of delegation. In this process higher level manager gives away some of his right in favour of other who becomes his subordinate and it continues till the last level of management.

(F) COORDINATING THE FUNCTIONING OF VARIOUS DEPARTMENTS :- In the process of organising, attempts are also made for coordinating working of individual with respective department, and finally to coordinate functioning of various departments towards the achievement of common goals.

Q5(a) what do you mean by Leadership? Discuss importance of leadership in management.

ANS:- LEADERSHIP is a process by which a person influences others to accomplish an objective and direct the organisation to make it more cohesive and coherent.

LEADERSHIP is the process of influencing others to work towards the attainment of specific goals.

LEADERSHIP is a function of the leader, follower and the situation. Mathematically,  $L = f(l, f, S)$

where,  $L$  = Leadership;  $f$  = followers  
 $l$  = Leader;  $S$  = Situation

### IMPORTANCE OF LEADERSHIP IN MANAGEMENT

Leadership is important because of the following reasons:-

(a) LEADERS PROVIDE TASK SUPPORT → Leaders support their followers by assembling organisational resources and help them accomplish their tasks and meet the standards of performance.

(b) PSYCHOLOGICAL SUPPORT → Leaders help their followers accomplish the organisational task; and overcome the problems they face while performing these tasks. They promote the followers to work with zeal and confidence. They create confidence in the followers and make them realise their capabilities. They guide, counsel and coach them whenever necessary.

(c) BUILDING THE TEAM SPIRIT → Leaders develop team spirit amongst the followers to work collectively and coordinate their activities with organisational activities and goals. A leader works as captain of the team. He develops understanding amongst followers, resolves individual and group conflicts and harmonises individual goals with organisational goals. He creates forces of synergy and multiplies individual output into collective output.

(d) MOTIVATION → Leaders motivates employees to take up jobs they are otherwise not willing to perform. They combine people's ability with willingness and drive them to action. They exploit their potential to work and convert their desire into performance. They also develop commitment, loyalty and dedication amongst the followers and create an environment conducive for their growth and development.

(e) FACILITATES CHANGE → Effective leaders convince members about the need and benefits of organisational change. The change process can be smoothly carried out by overcoming factors that produce resistance to change.

(f) MAINTAINS DISCIPLINE → Leadership is a powerful influence to enforce discipline in the organisation. Members follow rules and regulations with commitment and loyalty if their leaders have confidence in them.

Q 5 (b). Discuss the various techniques of Controlling function of management in organisation.

ANS:- Controlling is determining what is being accomplished - i.e., evaluating the performance and, if necessary, applying corrective measures so that the performance takes place according to plans.

Controlling is the measurement and correction of performance in order to make sure that enterprise objectives and the plans devised to attain them are being accomplished.

### TECHNIQUES OF CONTROLLING FUNCTION OF MANAGEMENT

(1). PERSONAL OBSERVATION :- The simplest way to control organisational activities is that managers take round at the work place and observe the progress of work. Defect in employee's performance can be spotted and corrected immediately. Small, medium and non-profit organisations can be benefited more by this technique of control than large-sized, profit-making organisations.

(2). BUDGETING :- Budgeting control refers to comparison of actual performance with planned or budgeted performance. It is a basic technique of control used at every level of organisation. It provides a yardstick for measuring and comparing quantitative performance (financial and non-financial) of different departments, at different levels and different time periods. Deviations are reported to top managers and remedial actions are taken. A budget, thus, acts as a controlling device.

### (3). STATISTICAL DATA AND REPORTS :-

Statistical data and regular reporting system provide information about company's financial and non-financial performance. A supervisor, for example, prepares a report on how the salesmen deal with the customers. This report helps managers control the behavioural attitudes of salesmen to develop a good clientele.

### (4) QUALITY CONTROL :-

Quality Control, as a means of achieving, maintaining and controlling the quality of goods, services and processes aims at coordinating multiple activities relating to production and processes. Quality Control uses operational techniques and activities to sustain quality of the product or service to satisfy customer needs.

### (5). INSPECTION :-

Inspection means checking the product through visual or testing examination, at the input stage, transformation stage or output stage, in terms of quality against standards. Inspection helps to measure quality of goods against standards and separate the acceptable units from non-acceptables ones. Inspection smoothens the production process by inspecting the raw materials and ensure effective quality of goods. It ensures the right quality of the products being produced in the enterprises.

### (6). BREAK-EVEN ANALYSIS :-

As a technique of control, manager compare actual sales with the break-even point of sales and if they are not able to sell beyond this point, they should improve their performance by increasing their sales or reducing their costs.

Ques. What is Grapevine Communication? Discuss the merits and demerits of Grapevine Communication.

Ans:- Grapevine Communication is an informal communication network where information flows freely throughout the organisation. Grapevine is the most common form of informal communication. It connects people throughout the organisation and transmits information in every direction: vertical, horizontal and diagonal. It cuts across formal positions and facilitates social, personal and psychological interaction amongst people. It travels faster than formal communication channel but also carries gossips and rumours along with true information.

### \* MERITS (ADVANTAGES) of GRAPEVINE COMMUNICATION:-

(a) SPEED :- Communication through this channel spreads very fast. It spreads like wild fire throughout the organisation. "It is just between you and me", is the basis of spreading information through grapevine.

(b). SUPPORTS FORMAL COMMUNICATION CHANNEL:- This channel is an important supplement to formal channel of communication. What cannot be communicated through formal channel, because of time or official constraints, can be successfully transmitted through informal channels.

(c) HUMAN RELATIONS :- Since informal channels cut across official positions and hierarchical relationships, they develop healthy relations amongst people in the organisation.

(d) SOCIO-PsYCHOLOGICAL NEEDS :- This channel satisfies people's social and psychological needs to interact with each other and share their joys and sorrows.

(e). FEED BACK :- Feedback through informal channel is faster than the formal channel.

### DEMERITS (LIMITATIONS) OF GRAPEVINE COMMUNICATION:-

(a). INFORMATION DISTORTION :- Since, information is not based on facts, it may be wrong and distorted.

(b). LACK OF AUTHENTICITY :- Informal communication is not authentic. Different people may interpret the same information in different ways.

(c). LACK OF EVIDENCE :- Informal communication spreads by word of mouth. It is not supported by written facts. This makes it often incredible or non-dependable.

(d). INCOMPLETE INFORMATION :- Information filtration and distortion are the common features of informal communication. What is said by first sender is not what is received by the last receiver. There is, thus, incomplete transmission of information.

Though informal channel has limitations, managers cannot eliminate it. It is an inevitable channel of communication.

Q6(b). What do you mean by Barriers to communication?

Discuss the Psychological barrier to communication.

ANS:- Barrier to communication are the obstacles in the flow of communication process which obstructs the effectiveness of communication. They result in mismatch between understanding of the message by the sender and the receiver.

These barriers can occur at any stage of the communication process— Sending, encoding, transmission, decoding or receiving.

### PSYCHOLOGICAL BARRIERS

Psychological barriers are the major source of communication breakdown. Psychological factors represent people's state of mind. Some of the common psychological barriers are discussed as follows:-

(A) FILTERING :- Filtering means manipulating information in a way that only favourable information is sent to the receiver. It is a common barrier when information passes through too many levels in the organisational hierarchy.

(B). ASSUMPTIONS :- Communication based on assumptions is bad communication. Nothing should be stated as presumed while transmitting official information.

(C) FEAR :- Communication in an environment of threats, fear, punishment and penalties is a barrier to effective communication. There must be positive motivation for receivers to carry out sender's directions.

(D). NOISE :- Noise is the disturbing element that obstructs free flow of information. Noise filters or screens information during its transmission. Sometimes, it is the important information that is filtered. Physical noise and Psychological noise make oral communication ineffective. It distracts concentration to communicate effectively.

(E). INATTENTIVENESS :- It results in distraction and listener misses out on what is being said. Even while reading a book, the inattentive reader does not understand what he is reading while he may have actually read half the book.

(F) ATTITUDINAL BARRIERS :- These barriers occur because

of problems with staff like poor management, lack of consultation with employees or personality conflicts. They can result in people delaying or refusing to communicate. Personal attitudes of employees may also be a barrier due to lack of motivation or dissatisfaction at work, insufficient training to enable them to carry out the tasks, or just resistance to change due to entrenched attitudes and ideas.

Q7(a), Draft a business letter to XYZ Company regarding the renewal of the ANNUAL MAINTENANCE CONTRACT for furniture of your company.

Ans:- To,  
The Manager,  
Raj Furnitures.  
Meerut city.

Date: 10<sup>th</sup> Dec. 2023

From,  
Mr. Vikas Kumar  
Meerut Cantt,

Subject: RENEWAL OF ANNUAL MAINTENANCE CONTRACT.

Respected Sir/Madam,

This is to inform you that I am Vikas Kumar, a resident of Sadar Bazar, Meerut Cantt, using your furniture items (purchased from your shop) for last one year.

I would like to bring to your notice, that I have been availing the AMF from your company for the furniture items purchased.

I would like to bring to your notice that current maintenance contract is going to end on 31<sup>st</sup> Dec 2023, and due to your good after sales services, I am willing to continue this service from your concern. Therefore, I request you to kindly renew the AMF / AMC for the products with current offers and benefits associated with the AMC Renewal Policy for the next year also. Please contact me at the below mentioned details.

THANKING YOU,

Vikas Kumar  
VIKAS KUMAR  
Mob.: - 0123456789,

Q 7(b). What do you mean by the term "Interview"? Explain the steps while conducting an Interview.

ANS:- An interview is a face to face interaction between the interviewer and the candidate/candidates so as to obtain desired information from him/them.  
It can also be defined as a way of exchanging meanings between individuals by using a common set of symbols.  
In common parlance, the word "interview" refers to a one-on-one conversation between an interviewer and an interviewee. The interviewer asks questions to which the interviewee responds, usually providing information.

### STEPS WHILE CONDUCTING THE INTERVIEW

There are 3 steps to follow while conducting an interview:-

#### (A) OPENING AN INTERVIEW:-

- (a). While opening an interview, your purpose is to put both you and candidate at ease, and set the stage for an open conversion.
- (b). There are 3 steps you should complete when opening the interview:
  - Build Rapport
  - State the agenda
  - Ask for acceptance.

#### (B) GATHERING INFORMATION :-

- (a) Gathering information represents 70 to 80 percent of the interview.

- (b) There are 3 steps you should complete when gathering information from the interviewee:

- Ask lead questions
- Ask follow-up questions
- Transition to the next subject

### (c) CLOSING AN INTERVIEW :-

- The closing of the interview is used to indicate to the candidate that the information-gathering part of the interview is complete and the interview is about to wind down (ie, finished)
- . Take the following 4 steps when closing an interview :-
  - Ask for and answer
  - Promote the organization and the job .
  - Outline next steps
  - Thank the Candidate .

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