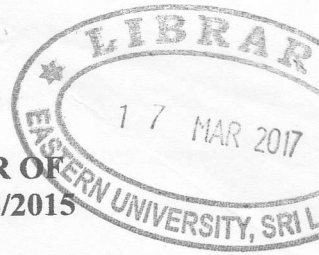


EASTERN UNIVERSITY, SRI LANKA



SECOND YEAR FIRST SEMESTER EXAMINATION IN BACHELOR OF
COMMERCE/BACHELOR OF BUSINESS ADMINISTRATION – 2014/2015
(November & December 2016)

Business Communication II (Written and Oral): ENG 2022

Time: 02 Hours

Index No:

Instructions to the candidates:

1. Answer all the questions on this paper itself.
2. Marks will be deducted for wrong spelling and grammar.
3. This paper consists of 17 pages.

Examiner's use only

Question Number	Maximum Marks	Marks Obtained
1	25
2	15
3	10
4	15
5	15
6	20
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	100	=====
	=====	=====

Q1: Read the following text and answer the questions that follow.

Liam Dowd, Ethical Corporation manager, offers some thoughts on ways that companies can build an authentic and effective communications strategy. In a recent webinar, 71% of the listeners stated they didn't have an effective engagement strategy. This is a worrying finding as communicating to and engaging with stakeholders is a critical area to all organisations. In light of this, below are some tips on how to create an effective communications strategy.

Before starting on a communications roadmap you need to stop and look at what matters most to your company. Considerable time should be spent discovering ways that you can create shared value and set the trends. You should then listen to what the key issues are to your stakeholders and ensure it all matches. The last thing you want to do is to build a thought leadership strategy that has little importance to your key stakeholders.

Create a sustainable communications strategy that has a clear beginning and end. Be ambitious in what you want to achieve and the timeframe to achieve it. This will help you know if you've achieved your desired results and also help report your success to the C-Suite. Before you start communicating to your stakeholders discover what information matters most to them.

Investors and owners will be more interested about the costs and return of your sustainability initiatives. In contrast NGOs and Governments will most likely be more interested in your societal impacts and community investments. Spend time learning what matters most to your stakeholders and ensure you report upon it to them. This leads on to the next point...

Your CSR report will contain a whole wealth of information, in many cases 100+ pages. However, many stakeholders don't have the time to shift through all the information to find what matters to them. You need to do the work for them! Creating the report is phase one, phase two is dissecting your report into presentable material that works for your stakeholder groups. Blog posts, infographics, stat-filled tweets, presentation slides, mini-briefings, webinar presentations are just some of the ways you should be presenting your report.

It's all too easy to try and gloss over the missed targets and only present the positive. However, it's important to be honest about the good and bad. Your stakeholders will 1) spot the unreported

missed targets and wonder why you haven't reported on them and 2) if you do, bring attention to where your shortcomings are. You can then outline why and how you're trying to overcome them. Your stakeholders will respect you a lot more for this openness and transparency.

Many companies now communicate their achievements after 6 months and in some cases quarterly. If you do achieve one of your goals, or make considerable progress don't be shy to share it. A lot of your stakeholders will be happy to know of your progress in reaching your strategic goals. Have social listening tools in place that can report on sentiment. When you do communicate your results, track the sentiment to see if it becomes more positive. Work with your marketing and communications team to make sure that this data is being tracked and fed into your company's big data indices.

You should make use of **all the channels** available to you. Sound, targeted communications should encompass all the channels and means of communication available, including: representation on committees, one-on-one meetings with key influencers, roundtable discussions, meeting at industry events, dedicated pages on corporate websites, planned social media presence, amongst other things.

Stakeholders in one region or country may have different issues, societal worries than stakeholders in another region. Ensure your communication teams are trained and empowered to communicate the issues that matter most to that region. If you don't know, spend time listening and collating a full issue map. For example, in Europe a company may be expected to offer the best possible product, whereas in Africa a focus could be more on supporting local development.

A great way to add context to your achievements, and highlight competitive advantage, is to outline how your performance ranks alongside your competitors. Communicating your sustainability achievements and benefits helps suppliers understand how they're contributing to your success. This should hopefully inspire them to achieve more and in turn evolve the relationship into more of a partnership.

Sustainability is a fast-moving industry and along with it are the expectations of consumers. A few years ago sustainability was only part of the core business strategy of a few pioneering companies. Now it's starting to become an expected part of all businesses.

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Marks: 01

4. Who wrote this article and in what capacity did the author write it?

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Marks: 02

5. List out in point form any three (03) important strategies that one should apply to achieve effective communication in an organizational setup?

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Marks: 03

6. According to the article, why do you think effective communication should take into consideration of the region and the stakeholders who are part of the business?

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Marks: 03

7. According to the text, what does sustainability got to be associated with the enhancement of communication capabilities?

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Marks: 02

8. According to the phrase “**all the channels**” highlighted in the text, what does the writer indicate in terms of better communication?

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Marks: 02

9. Explain the following using your own words (in English). **Do not write sentences.**

a) Authentic

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b) Strategy

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c) Roadmap

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d) Shortcomings

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e) Empowered

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Marks: 05

Total Marks: 25

Q2. Fill in the blanks using the most suitable words/phrases given below.

(leadership, to increase, to change, feedback, refers to, motivation, Delegating, are responsible, continually, top-down, coaching, rather than, the employees, be referred to, supporting)

Situational leadership is a leadership style that has been developed and studied by Kenneth Blanchard and Paul Hersey. Situational leadership (1)..... when the leader or manager of an organization must adjust his style to fit the development level of the followers he

is trying to influence. With situational leadership, it is up to the leader (2)..... his style, not the follower to adapt to the leader's style. In situational leadership, the style may change (3)..... to meet the needs of others in the organization based on the situation.

In telling/directing, the leader of the organization is the one making the decisions and informing others in the organization of the decision. This style of leadership may also (4)..... as micro-management as the leader is very involved and closely supervises the people who are working. With this style of leadership, it is a very (5)..... approach and the employees simply do exactly what they are told.

With the selling and (6)..... style of leadership, the leader is still very involved in the day-to-day activities. The decisions still ultimately lie with the leader, however, input is requested from the employees before the decision is implemented. With this style of situational(7)....., employees are still supervised but it is in more of a coaching manner (8)..... a management manner. This style typically works well with those who are inexperienced and still learning. It involves direct praise (9)..... their confidence and self-esteem.

The participating and (10)..... style of situational leadership passes more responsibility to the employers or followers. While the leader still provides some direction, the decisions ultimately lie with the follower. The leader is there to provide (11)..... and to increase their confidence and (12)..... with praise and feedback for the tasks completed. Those who work well under this style of situational leadership have the necessary skills but lack the confidence or motivation to achieve them.

(13)..... is the situational leadership style where the leader is involved the least amount with the employees. The employees (14)..... for choosing the tasks and the directions they will take. Although the leader may still be involved for direction or feedback purposes, it is on a much lower level than with other situational leadership styles. With this style of leadership, (15)..... know their role and perform it with little supervision required.

Source edited from : <http://smallbusiness.chron.com/define-situational-leadership-2976.html>

Blank lined page with horizontal dotted lines for writing.

Q4: Using the following phrases construct meaningful sentences:

Marks will not be given for grammatical inaccuracy, wrong spelling and incorrect punctuation marks.

a) statistics

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b) social media

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c) health insurance

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d) Infrastructure development

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e) Stock market

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f) Recruitment

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g) advertising

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h) tourism sector

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i) treasury bonds

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j) leadership qualities

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Marks: 15

Q5: Write a letter to the Head, English Language Teaching Unit of the Eastern University requesting to initiate a Translation skills training programme for the undergraduates of your faculty. Include the following in your writing:

- State why you need such a programme
- Mention what result you would expect the programme could yield
- Suggest s mechanism to conduct the programme
- Mention the kind of assessment and certificate to be issued

You may also include any other necessary details.

Word limit: 125

Marks: 15

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