

**INSTITUTE OF COST AND MANAGEMENT ACCOUNTANTS  
OF PAKISTAN**

PROFESSIONAL-I EXAMINATION—SUMMER, 2003

Wednesday, the 21st May, 2003, **49**

**BUSINESS COMMUNICATION AND REPORT WRITING**

*Time Allowed—3 Hours*

*Maximum Marks—75*

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- (i) Attempt ALL questions.
  - (ii) Answer must be neat, relevant and brief.
  - (iii) In marking paper, the examiners take into account clarity of exposition, logic of arguments, presentation and language.
  - (iv) Read the instructions printed on the top cover of answer script CAREFULLY before attempting the paper.
  - (v) DO NOT write your Name, Reg. No. or Roll No. anywhere inside the answer script.
  - (vi) There will be an oral examination of 25 marks, on one of the given business situations.
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		Marks
Q. 1	"An Organization's Communication Climate is the reflection of it's Corporate Culture". Do you agree with the statement? Give your arguments in favour of or against the statement.	10
Q. 2	Change the following sentences according to the directions given in parentheses :	15
	<ul style="list-style-type: none"><li>i) To help us process this order, we must ask for another copy of the requisition (use 'you' attitude).</li><li>ii) We never exchange damaged goods (emphasize the 'positive').</li><li>iii) If you'd like to order, mail us the reply card (add confidence).</li><li>iv) The problem with this department is a failure to control costs (avoid offensiveness).</li><li>v) During the preceeding year, the company accelerated productive operations (avoid long words).</li><li>vi) The manager undertook implementation of the rules (put action in the verb).</li></ul>	

*P.T.O.*

- vii) Mr. Mohsin Kamal, 58, has joined our Finance department (avoid age bias).
- viii) Crippled workers face many barriers on the job (avoid disability bias).
- ix) The new procedure is thought by the president to be superior (use active voice).
- x) Upon procurement of additional supplies, I will initiate fulfillment of your order. (avoid pompous language).
- xi) Mr. Noman had been drenched with rain, bombarded with telephone calls and his boss shouted at him (make it parallel).
- xii) His report was about managers, broken down by age and gender (make it clear).
- xiii) Hashim brought desks that are of executive type (avoid wordiness).
- xiv) I am delighted to announce that we will be extending our hours to make shopping more convenient (avoid "we" attitude).
- xv) After our perusal of pertinent data, the conclusion is that a lucrative market exists for the subject property (make it conversational).
- Q. 3 "Failing to plan means planning to fail". Discuss the statement with reference to planning steps in communication. 10
- Q. 4 (a) Evaluate the following adjustment letter from a manufacturer to a retailer. What do you like and dislike about it? Suggest specific improvements in the tone, organization, accuracy and adequacy of explanation and resale. 10

**(Adjustment Letter)**

Thank you for telling us of the problem you have had with the suits you purchased.

Sometime ago, a batch of defective material escaped detection by our quality control people. The line inspectors caught most of the finished suits before they were invoiced. However, some were shipped. Apparently your order was among them.

The situation has since been corrected and we don't believe, you will have this problem with the replacement. Accordingly, a special shipping label is enclosed for returning your defective merchandise to us. It will be promptly exchanged upon receipt. Please let us know if we may be of further service.

- |                   |  | Marks |
|-------------------|--|-------|
|                   | (b) Situation : A communication problem in an organization.  | 5     |
|                   | There is a need for improving communication between upper and lower management. Some of the factors responsible for the situation are summarised below :   |       |
|                   | (i) Lower management feels they are being talked down to.  |       |
|                   | (ii) Downward communication is often without explanation.  |       |
|                   | (iii) Personal interaction is minimal between these two levels of management.  |       |
| <b>Required :</b> |  |       |
|                   | Present your solutions or recommendations for solving the problem. Use proposal format.  |       |
| Q. 5              | (a) What guidelines would you propose for achieving 'Consideration' and 'Concreteness' in business messages ?  | 4     |
|                   | (b) Assume yourself as a manager of a large tourism company. You are required to write a solicited sales letter to be mailed to prospective customers inviting them to a summer tour to the northern areas of Pakistan at concessional rates (assume necessary details). | 6     |
| Q. 6              | (a) Prepare a checklist, listing the initial planning steps i.e. what to do first when asked to submit a Long Formal Report ?  | 5     |
|                   | (b) As the Chairperson of the Planning Committee of a renowned business organization, you have been asked to submit recommendations for establishing an Employee Suggestion Programme at XYZ Co.   | 10    |
| <b>Required :</b> |  |       |
|                   | Prepare the "Title Page" and "Letter of Transmittal" you would enclose with your report (assume necessary details).  |       |

THE END