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Question No. 2

(a) **(i)** Planning **01**

(ii) Planning **01**

(iii) Organizing **01**

(iv) Leading **01**

(v) Controlling **01**

(vi) Leading **01**

(b) **(i)** **J. Stacey Adams' Equity theory:** **02**

Equity Theory proposes that employees compare what they get from a job (outcomes) in relation to what they put into it (inputs), and then they compare their inputs - outcomes ratio with the inputs - outcomes ratios of relevant others. If an employee perceives his/ her ratio to be equitable in comparison to those of relevant others, there's no problem. However, if the ratio is inequitable, he/ she view himself/ herself as under rewarded or over rewarded.

(ii) **McClelland's Three-Needs Theory:** **02**

McClelland's Three-Needs Theory, proposes that there are three acquired (not innate) needs that are major motives in work. These three needs include the need for achievement (nAch), which is the drive to succeed and excel in relation to a set of standards; the need for power (nPow), which is the need to make others behave in a way that they would not have behaved otherwise; and the need for affiliation (nAff), which is the desire for friendly and close interpersonal relationships. Of these three needs, the need for achievement has been researched the most.

(c) **(i)** It will sustain existing motivational level. According to two factor theory, salary is a hygiene factor, which does not motivate but if it is not provided then it will cause demotivation. Since salary rise is given, hence it will sustain the existing level of motivation. **01**

(ii) It will increase motivation level. Bonus and rewards are motivators; hence offer for the trip will increase the motivation level. **01**

(iii) It will demotivate. Reduction in hygiene factor will cause demotivation **01**

Question No. 3

(a) **Eliminate Waste:** **07**

Lean producer set their sights on perfection; no bad parts, no inventory, only value-added activities, and no waste. Any activity that does not add value in the eyes of the customer is a waste. The customer defines product value. If the customer does not want to pay for it, it is a waste. Taiichi Ohno, noted for his work on the Toyota Production System, identified seven categories of waste. These categories have become popular in lean organizations and cover many of the ways organizations waste or lose money. Ohno's seven wastes are:

Overproduction:

Producing more than the customer orders or producing early (before it is demanded) is waste. Inventory of any kind is usually a waste.

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Queues:

Idle time, storage, and waiting are wastes (they add no value).

Transportation:

Moving material between plants or between work centres and handling more than once is waste.

Inventory:

Unnecessary raw material, work-in-process (WIP), finished goods, and excess operating supplies add no value and are wastes.

Motion:

Movement of equipment or people that adds no value is waste.

Over processing:

Work performed on the product that adds no value is waste.

Defective product:

Returns, warranty claims, rework, and scrap are a waste.

(b) Tips for Managing Downsizing: **06**

- Treat everyone with respect.
- Communicate openly and honestly:
  - Inform those being let go as soon as possible.
  - Tell surviving employees the new goals and expectations.
- Explain impact of layoffs.
- Follow any laws regulating severances pay or benefits.
- Provide support/ counseling for surviving (remaining) employees.
- Reassign roles according to individuals' talents and backgrounds.
- Focus on boosting morale:
  - Offer individualized reassurance.
  - Continue to communicate especially one-on-one.
  - Remain involved and available.
- Have a plan for the empty office spaces/ cubicles so it isn't so depressing for surviving employees.

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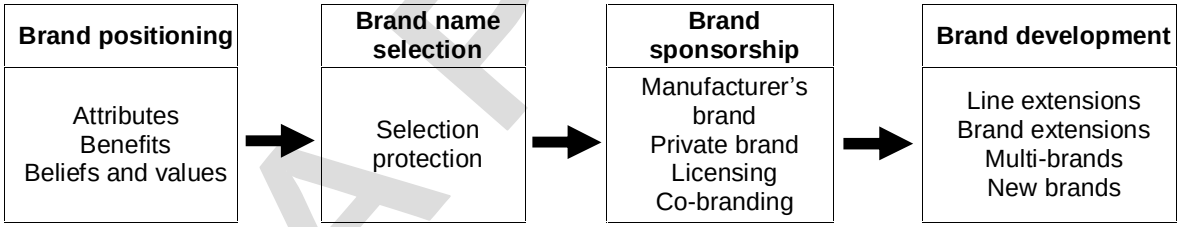
Question No. 4

(a) To design a winning marketing strategy, the company must first decide whom it will serve. It does this by dividing the market into segments of customers (market segmentation) and selecting which segments it will cultivate (target marketing). Next, the company must decide how it will serve targeted customers (how it will differentiate and position itself in the marketplace). Marketing management can adopt one of five competing market orientations. **10**

- The production concept holds that management's task is to improve production efficiency and bring down prices. The product concept holds that consumers favour products that offer the most in quality, performance, and innovative features; thus, little promotional effort is required.
- The selling concept holds that consumers will not buy enough of an organization's products unless it undertakes a large-scale selling and promotion effort.
- The marketing concept holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors do.
- The societal marketing concept holds that generating customer satisfaction and long-run societal well-being through sustainable marketing strategies keyed to both achieving the company's goals and fulfilling its responsibilities.

(b) Major brand strategy decisions involve brand positioning, brand name selection, brand sponsorship, and brand development. **09**

Branding poses challenging decisions to the marketer. The following figure shows that the major brand strategy decisions involve brand positioning, brand name selection, brand sponsorship, and brand development.



Brand Positioning:

Markets need to position their brands clearly in target customers' minds. Positioning refers to the act of designing the company's offering and image in such a way that it occupies a distinctive place in the minds of the target customers.

Brand Name Selection:

A good name can add greatly to a product's success. However, finding the best brand name is a difficult task. It begins with a careful review of the product and its benefits, the target market, and proposed marketing strategies. After that, naming a brand becomes part science, part art, and a measure of instinct.

Brand Sponsorship:

A manufacturer has four sponsorship options. The product may be launched as a national brand (or manufacturer's brand). Or the manufacturer may sell to resellers who give the product a private brand (also called store brand or distributor brand). Although most manufacturers create their own brands names, others market licensed brands. Finally, two companies can join forces and co-brand a product.

Brand Development:

A company has four choices when it comes to developing brands. It can introduce line extension, brand extension, multi-brands, or new brands.

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Question No. 5

(a) **(i)** Please submit your reports to Mr. Taj by 5:00 p.m. **01**

(ii) The company lost a lot of money last year. **01**

(iii) You will be able to shop evening with the extended hours. **01**

(iv) Next time, please remember to log off before shutting down the system. **01**

(v) The decision was based on the belief that there would be more money. **01**

(vi) Sometimes my wording is not precise; let me try again **01**

(b) **Barriers of Effective Listening:** **09**

Physical barriers:

You cannot listen if you cannot hear what is being said. Physical impediments include hearing disabilities, poor acoustics, and noisy surroundings. It is also difficult to listen if you are ill, tired, or uncomfortable.

Psychological barriers:

Everyone brings to the communication process a unique set of cultural, ethical, and personal values. Each of us has an idea of what is right and what is important. If other ideas run counter to our pre-conceived thoughts, we tend to 'tune out' the speaker and thus fail to receive them.

Language problems:

Unfamiliar words can destroy the communication process because they lack meaning for the receiver. In addition, emotion-laden or 'charged' words can adversely affect listening.

Nonverbal distractions:

Many of us find it hard to listen if a speaker is different from what we view as normal. Unusual clothing or speech mannerisms, body twitches, or a radical hairstyle can cause enough distraction to prevent us from hearing what the speaker has to say.

Thought speed:

Because we can process thoughts at least three times faster than speakers can say them, we can become bored and allow our minds to wander.

Faking attention:

Most of us have learned to look as if we are listening even when we are not. Such behaviour was perhaps necessary as part of our socialization.

Faked attention, however, seriously threatens effective listening because it encourages the mind to engage in flights of unchecked fancy.

Grandstanding:

Would you rather talk or listen? Naturally, most of us would rather talk. Because our own experiences and thoughts are most important to us, we grab the limelight in conversations. We sometimes fail to listen carefully because we are just waiting politely for the next pause so that we can have our turn to speak.

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Question No. 6

(i) Chronological Résumé: **04**

In a chronological resume, the work experience section dominates and is placed immediately after your contact information and introductory statement. The chronological approach is the most common way to organize a resume, and many employers prefer this format because it presents your professional history in a clear, easy-to-follow arrangement. If you're just graduating from college with limited professional experience, you can vary this chronological approach by putting your educational qualifications before your experience.

Develop your work experience section by listing your jobs in reverse chronological order, beginning with the most recent position and giving the most space to the most recent positions. For each job, start by listing the employer's name and location, your official job title, and the dates you held the position (write "to present" if you are still in your most recent position). Next, in a short block of text, highlight your accomplishments in a way that is relevant to your readers. This may require "translating" the terminology used in a particular industry or profession into terms that are more meaningful to your target readers. If the general responsibilities of the position are not obvious from the job title, provide a little background to help readers understand what you did.

(ii) Functional Résumé: **03**

A functional resume, sometimes called a skills resume, emphasizes your skills and capabilities, identifying employers and academic experience in subordinate sections. This arrangement stresses individual areas of competence rather than job history. The functional approach also has three advantages: (1) Without having to read through job descriptions, employers can see what you can do for them; (2) you can emphasize earlier job experience; and (3) you can deemphasize any lengthy unemployment or lack of career progress. However, you should be aware that because the functional resume can obscure your work history, many employment professionals are suspicious of it. Moreover, it lacks the evidence of job experience that supports your skills claims. If you don't believe the chronological format will work for you, consider the combination resume instead.

(iii) Combination Résumé: **03**

A combination resume meshes the skills focus of the functional format with the job history focus of the chronological format. The chief advantage of this format is that it allows you to focus attention on your capabilities when you don't have a long or steady employment history, without raising concerns that you might be hiding something about your past.

As you look at a number of sample resumes, you'll probably notice many variations on the three basic formats presented here. Study these other options in light of the effective communication principles you've learned in this course and the unique circumstances of your job search. If you find one that seems like the best fit for your unique situation, by all means use it.

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Question No. 7

(a) Report writing: **10**

Many reports are written in business. They are a very important method of gaining and giving information. Formal reports are usually written by a committee or group after fairly detailed investigation or research.

No fixed answer to this question can be framed. Various examinees would treat the task differently. The examinees' report, however, must include the following features in it:

Report format:

Introduction: Discuss the problem or opportunity in brief and create a need for action.

Body:

Present your findings and the analyses of problem.

Conclusion:

Write your conclusion and give your recommendation accordingly. Provide summary of the report.

(b) Letter Writing: **10**

Letters are used for written messages to individuals outside an organization and also used to communicate formal written messages to employees within an organization.

No fixed answer to this question can be framed. Various examinees would attempt the task differently. However, the answer must include following information and

requirement of the letter:

Most letters contain seven standard parts:

- Heading
- Inside address
- Salutation
- Body
- Complimentary close
- Signature block
- Reference initials

THE END

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