**Business Communication**

**April 2024 Examination**

**Q1. Many organisations have changed to traditional form of interviews and are utilizing the different types of interviews for getting the best human resource is the most time- saving and economic form. Highlights any 4 such different styles of the interview with suitable examples. (10 Marks)**

**Ans 1.**

**Introduction**

In the contemporary corporate landscape, the evolution of recruitment strategies has been significant, shifting away from traditional interview forms towards more innovative and diverse methodologies. This transition is driven by the need for efficiency, cost-effectiveness, and the pursuit of securing the best talent in a competitive market. Interviews, being a pivotal phase in the hiring process, have transformed to encompass various styles, each tailored to evaluate candidates' competencies, personality, and fit for the organization in unique ways. These methods range from behavioral assessments to task-oriented evaluations, offering a holistic view of an applicant's potential beyond the conventional question-and-answer format.

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**Q2. “In India, the public has become a force to be reckoned with. Thus, it is important for organisations to focus on developing business rapport and most importantly PR.”**

**Explain in detail the above statement, giving examples of organizations that give importance to PR activities. (10 Marks)**

**Ans 2.**

**Introduction**

In the dynamic landscape of India's economy, the power of the public has surged to unprecedented levels. This evolution is a testament to the growing influence of consumer opinions, social media, and the increased transparency demanded from corporate entities. The statement underscores the critical importance of organizations in India to not only foster strong business rapport but to prioritize Public Relations (PR) as a strategic imperative. PR, in this context, is not merely about managing the news cycle or crisis communication; it's about building a sustainable relationship with the public, understanding their needs, and engaging them in meaningful ways. Organizations that have mastered the art of PR have seen tangible benefits in terms of brand loyalty, stakeholder trust, and ultimately, their bottom line.

Top of Form

**Q3. The Molson Coors Brewing Company is the world’s fifth largest brewer, but it’s aiming higher—and it’s tapping the power of personality type to get there. In Canada, Molson has a leading market share and is the largest brewer by volume. But in the fiercely competitive beer business, that’s only enough to give North America’s oldest brewery a slim lead. “It’s a tough market,” says Diane Larouche, a change manager with the company’s IT project management office in Montreal. “There are a lot of players, including microbreweries. Globalization is aggressive. And wine is gaining ground.” To thrive in the midst of these pressures, the company has set aggressive goals and is working to create a culture of “brilliant execution.” “The leadership team wants to work more from the grassroots up, in this area and many others,” says Larouche. “They understand that competitive advantage comes from people, not technology. The brilliant execution initiative is about empowering people to ‘decide, plan, do, and review.’**

**As part of the initiative, Larouche facilitated a team-building activity in May 2010 with the finance department of Molson Coors Canada. Consulting first with a senior vice president and three VPs, she got an idea of the situation and the challenges facing the department’s three work groups. “Making decisions was a problem,” she says. “There was a sense that it was a long process. People were second-guessing themselves and each other.” With that in mind, she reflected on what the team needed to achieve brilliant execution: “How can people contribute? How can they work to the best of their ability? How can they leverage their differences to move forward more positively?”**

**She then conducted team-building workshops with more than 90 employees, from VPs to administrative assistants, using the Myers-Briggs Type Indicator. “I wanted to help them work well together and relate well with each other,” she says. “I picked the MBTI tool because it enables people to understand their own styles, how they lead their day-to-day activities, and how that affects the group. It brings out the soft-skills side that you need along with the mechanical process side if you want a group to be very good at delivering exceptional results.” She also chose the MBTI Step II assessment for its reliability—“It’s a credible tool, it has validity and it’s been well studied,” she explains—and for the more refined picture it offers of each type. “The amount of information in the reports was perfect,” she says. “It was concise and easy for each person to understand, and for synthesizing to get the bigger picture of how the groups were functioning.” Larouche says the feedback she received from the team was excellent: “There were a lot of thinkers, people who objected when it was decision time,” she says. “This experience showed them the limitations of majority groupthink. They could see how they were not benefiting from others, how their patterns and misperceptions were causing them to ignore or judge some people without considering them. With awareness of self and awareness of others, the whole team will be more able to realize the benefit of diversity and become more efficient and effective.**

**a. What Steps did the Change Manager take to make people in company better executors? (5 Marks)**

**Ans 3a.**

**Introduction**

Diane Larouche, as a change manager at Molson Coors Brewing Company, embarked on a strategic initiative aimed at transforming the company's culture into one characterized by "brilliant execution." Recognizing the challenges posed by a competitive market, Larouche's approach centered on leveraging the unique strengths and personality types within the organization. By facilitating team-building activities and employing the Myers-Briggs Type

**b. What revelations did the MBTI tool offer? How did the results help the company? (5 Marks)**

**Ans 3b.**

**Introduction**

The Myers-Briggs Type Indicator (MBTI) tool, employed by Diane Larouche in her team-building initiative at Molson Coors Brewing Company, provided profound insights into the diverse personality types present within the company's workforce. This psychological assessment tool was instrumental in uncovering the intrinsic work styles, decision-making processes, and interpersonal dynamics of the employees. The revelations from the MBTI tool