# Teaching Plan

**MBA I Sem 2016-17**

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Question papers

Short answer questions

Unit I

1. What are the features of Effective Writing?
2. What do you mean by Direct Approach to Business messages?
3. What is a Written Business Communication?
4. What is business writing?
5. What are the types of business messages?
6. What are five stages of writing business messages?
7. Why do business organizations give importance to written communication?
8. If you wish to convey a negative message to your business customer, which approach you would choose and why?

Unit II

1. What is business correspondence?
2. What are the seven C’s of business letter writing
3. What are the kinds of business letters?
4. What are the common components of business letters?
5. What is a Memo?

Unit III

1. What will be assessed in candidate in a Group Discussions?
2. Minutes of the meeting.
3. What are the types of presentations?
4. What are the top 5 rules of Group discussion?
5. What is chairing session?
6. What is Telephone Etiquette?
7. What are audio-visual aids?
8. Mention any two key points of Telephone Etiquettes?
Unit IV

1. What is business report?
2. What are the kinds of reports?
3. What is the purpose of business reports?
4. Contents of an Annual Report
5. What are the parts of a report?
6. What is a Business Proposal?
7. What are the types of business proposal?
8. What is a Corporate Report?

Unit V

1. What is the format for a resume?
2. How do you describe yourself in the interview?
3. What will be assessed mainly in a candidate in any interview?
4. Mention the various career options available to a student of Business Management.
5. What is the difference between an Electronic Resume and a Video Resume?

Essay questions

Unit I

1. Discuss briefly the four factors you need to consider at the planning stage of business writing.
2. Define the various types of communication. Explain the importance and features of Written Business Communication.
3. Explain the approaches and the five main stages of writing Business Messages.
4. Write in detail the five main stages of writing Business Messages.

Unit II

1. What are the basic ingredients of an effective office memo? How can it be used as a very strong tool to send the right messages and get the necessary action?
2. What are the essential components of effective Business Letter Writing?
3. What are the basic principles for effective business correspondence?
4. What are the strategies for writing the body of a letter?
5. Discuss the different styles of Business Letters.
6. Explain the structure of a business letter?
7. Write a job – application letter to any Multi National Company.
8. Write in detail the common components of Business Letters.
9. You are the Manager of a company and one of your employee is found revealing information to outsiders- Write a memo of suspension.

Unit III

1. What are the different types of Presentations?
2. What are Do’s and do not’s of group discussion
3. “The appearance of the speaker and his /her presentation of visual aids & the MOM concept is important” - Discuss and express your opinion.
4. “For a presentation, location and audience analysis are important.”- Explain.
5. What are the steps to be followed for making a successful presentation?
6. What are the dos and don’ts to be followed while performing Group Discussions
7. Write in detail the things to keep borne in mind while Chairing the Sessions.

Unit IV

1. Write the elements of effective business report writing
2. What are the Steps in writing a routine business report?
3. What are the main stages of writing Business Proposals?
4. What is a Report? Explain the different types of Reports.
5. Draft a Report to the Head of the Pollution Control Board regarding the ‘Issues Faced and Control Measures for Pollution’ taken in metropolitan cities.
6. Give the importance of reports in Business Organizations. Develop a short “feasibility Report” for establishing
7. Briefly explain any three types of reports with suitable examples of business context.
8. What is a Routine Business Report? Write clearly its parts.
9. Imagine you are working for a company which outsources personnel for software development. Write a report to a client giving details of the present status of your company?

**Unit V**

1. Draft your own resume for any job purpose
2. What are the do’s and don’ts of interview
3. Prepare a Resume including your SWOT analysis and career goals.
4. Explain the Online Recruitment Process and briefly discuss Interview Skills.
5. What is an interview? Analyze the factors that are critical for conducting and facing an interview effectively.
6. Why setting a Career Goal is important?
7. What are the things to keep in mind while writing a Resume?
8. Describe the importance of setting a Career Goal.
9. Write the differences between an Electronic Resume and a Video Resume?
10. What are the elements of a resume?
School of Business Management
I-M.B.A.-I-Semester Model Question Paper-1
Subject: Business Communication

Time: 3 Hours
Max.Marks:60

Section – A (Short Answer type questions) (10×2 = 20 marks)
• Answer all questions
• What is a Written Business Communication?
• What are the types of business messages?
• What is a memo?
• What are the common components of business letters?
• What are the top 5 rules of Group discussion?
• What is chairing session?
• What is business report?
• What are the kinds of reports?
• What is the format for a resume?
• What will be assessed mainly in a candidate in any interview?

SECTION-B (Essay Questions)
• Answer all questions (5×8=40 Marks)

5. A) Discuss briefly the four factors you need to consider at the planning stage of business writing.
   OR
   B) Effective writing is a skill- Elucidate

6. A) What are the essential components of effective Business Letter Writing?
   OR
   B) You are the Manager of a company and one of your employee is found revealing information to outsiders- Write a memo of suspension.

7. A) What are the different types of Presentations?
   OR
   B) Write in detail the things to keep borne in mind while Chairing the Sessions.

8. A) Write the elements of effective business report writing
OR
B) Imagine you are working for a company which outsources personnel for software development. Write a report to a client giving details of the present status of your company?

9. A) Draft your own resume for any job purpose

OR
B) What are the things to keep in mind while writing a Resume?
School of Business Management
I-M.B.A-I-Semester Model Question Paper II
Subject: Business Communication

Time: 3 Hours
Max.Marks: 60

Section – A (Short Answer type questions) (10×2 = 20 marks)
- Answer all questions
  1. What are the types of business messages?
  2. What are five stages of writing business messages?
  3. What is business correspondence?
  4. What are the seven C’s of business letter writing
  5. What will be assessed in candidate in a Group Discussions?
  6. Minutes of the meeting.
  7. What is the purpose of business reports?
  8. Contents of an Annual Report
  9. Mention the various career options available to a student of Business Management.
 10. What is the difference between an Electronic Resume and a Video Resume?

Section-B (Essay Questions) (5x8=40 Marks)
- Answer all questions

  1. A) Explain the approaches and the five main stages of writing Business Messages.

      OR

      B) Write in detail the five main stages of writing Business Messages.

  2. A) Write a job – application letter to any Multi National Company

      OR

      B) Explain the structure of a business letter?

  3. A) What are the different types of Presentations?

      OR

      B) What are the dos and don’ts to be followed while performing Group Discussions?
4. A) What are the main stages of writing Business Proposals?
   OR
   B) What is a Routine Business Report? Write clearly its parts.

5. A) Prepare a Resume including your SWOT analysis and career goals.
   OR
   B) Why setting a Career Goal is important?
Section – A (Short Answer type questions) (10 × 2 = 20 marks)

1. What do you mean by Direct Approach to Business messages?
2. What is a Written Business Communication?
3. What is a memo?
4. Write any two strategies of writing the Body of a Letter.
5. Mention any two key points of Telephone Etiquettes?
6. What are the different types of Presentations?
7. What is a Business Proposal?
8. What is a Corporate Report?
9. Mention the various career options available to a student of Business Management.
10. What is the difference between an Electronic Resume and a Video Resume?

SECTION-B (Essay Questions) (5×8=40 Marks)

11. A) Write in detail the five main stages of writing Business Messages.
    OR
    B) Effective writing is a skill- Elucidate

    OR
    B) You are the Manager of a company and one of your employee is found revealing information to outsiders- Write a memo of suspension.

13. A) What are the dos and don’ts to be followed while performing Group Discussions?
    OR
    B) Write in detail the things to keep borne in mind while Chairing the Sessions.

    OR
    B) Imagine you are working for a company which outsources personnel for software development. Write a report to a client giving details of the present status of your company?
15. A) Why setting a Career Goal is important?  
OR  
B) What are the things to keep in mind while writing a Resume?
Section – A (Short answer type questions) (10 × 2 = 20 marks)

1. What is Clarity and Courtesy?
2. Write about Signs and Signals.
3. What is a Memo?
4. What is Lateral Communication?
5. What is Telephone Etiquette?
6. Describe the importance of Group Discussions.
7. What are the main stages of writing Business Proposals?
8. What are the features of Effective Writing?
9. Describe the importance of setting a Career Goal.
10. Write the differences between an Electronic Resume and a Video Resume?

SECTION-B (Essay Questions)

11. A) Define the various types of communication. Explain the importance and features of Written Business Communication.

OR

B) Explain the approaches and the five main stages of writing Business Messages.

12. A) What are the essential components of effective Business Letter Writing?

OR

B) Discuss the different styles of Business Letters.

13. A) “The appearance of the speaker and his /her presentation of visual aids & the MOM concept is important” - Discuss and express your opinion.

OR

B) “For a presentation, location and audience analysis are important.” - Explain.
14. A) What is a Report? Explain the different types of Reports.
   OR
   B) Draft a Report to the Head of the Pollution Control Board regarding the ‘Issues Faced and Control Measures for Pollution’ taken in metropolitan cities.

15. A) Prepare a Resume including your SWOT analysis and career goals.
   OR
   B) Explain the Online Recruitment Process and briefly discuss Interview Skills.
Communication 

Complication

Brendan Wilson once said: ‘If I am to speak for ten minutes, I need a week for preparation; if fifteen minutes, three days; if half an hour, two days; if an hour, I am ready now.’

As Indian businesses continue to globalize in scope and activity, effective communication with both international and domestic clients, and employers is becoming one of the most important ingredients for sustained success. From a young graduate needing to prove himself in an interview, to a corporate executive wanting to build a strong inter-personal relationship with a client, to a CEO giving a powerful presentation in hopes of winning an international business deal, oral and written communication have become vital elements in our professional landscape. Sushma Panniker, Communication Training Head at Wipro Spectramind, Powai, explains, ‘Globalization is so rampant in India today that you cannot afford to ignore communication. You can be technically very sound but if you are unable to communicate that knowledge, you end up stuck doing one type of thing and not growing.’ To find a job in almost any multinational today, appropriate communication is necessary. Prem Kamath, former Head (HR), Hindustan Lever, states, ‘It is understood that to attain a corporate job with a company such as Hindustan Lever, you need to know how to communicate effectively, write reports, and put together presentations.’

Tragically, the majority of our youth today not only lack fluency and polish, but are also embarrassingly deficient in grammar. Even students who have studied in English medium schools their whole lives are unable to construct grammatically correct sentences. Others grapple with pace, tone, and pronunciation. This is not just about attaining a British or American accent to work in a call centre, but about expressing ones thoughts cogently and using language properly.

Ritu Yadav, communication specialist and trainer states, ‘Today’s youth have either a pathetic command over the English language or very weak delivery. Communication is wasted if not chosen for the correct audience—this is what is missing too.’ HR and training managers are made painfully aware of this fact.

Sunita Bhuwan, Training Head at Epicenter Technologies, explains, ‘Ninety per cent of those who apply for voice based positions are turned away due to poor communication skills.’ Panniker adds, ‘In addition to poor grammar the youth have grave problems with listening, comprehending, assimilating, and responding.’ It is not only call centres that are facing problems, as revealed by an HR manager, ‘We face a problem as our employees need to be able to express themselves strongly. Also, we do not provide language training and so we expect our hires to have communication skills to begin with.’ Ironically, individuals most disappointed by this glaring deficiency of adequate communication training are the graduates themselves. Namita Khaire, a 23-year old commerce graduate, needed to work immediately after she graduated. ‘I went to over 15 call centres, and was told by the last one that I should not apply to any job where spoken English is required. I was so humiliated,’ she confesses. Or take Malesh Dugudu, another commerce graduate who was forced to work for meagre Rs 2500 per month as no other jobs were available. ‘I went for about 20 interviews but because I could not speak well I was rejected.’

Today, people from all walks of life concur that communication is an important skill for a profession. As Abhijit Bandyopadhyay, an expert specialist, shares, ‘Just having technical knowledge...
and no communication knowledge is like having one leg amputated.' A group of engineering
students opine, 'We need English in everything as
99 per cent of the professional world
communicates in English.'

It seems that corporations and young graduates
are both on the same page. So why is there such a
wide chasm between actual and desired per-
formance? Why are today's youth found wanting
in self-articulation?

There are two main ways in which individuals
develop communication skills: exposure and
education. While global exposure may be available
to urban youth, formal training in communication
seems to be lacking.

Postgraduate institutions profess that there is no
room in their curriculum for a communication
course and that these skills should be acquired at
the undergraduate level. Sunil Karve, Founder
Trustee and Vice Chairman of Mumbai Education
Trust, further explains, 'Most of our postgraduate
management students come directly from the
undergraduate level without having work
experience. I believe effort should be made at the
undergraduate level in terms of personality
development and improving communication skills,
as at the postgraduate level, there is no time to focus
on these skills. And once these graduates get into
the industry, there is no room to rectify their flaws.'

Students agree with this viewpoint, 'Our
subjects are not practical. We should learn how to
give an interview, how to communicate—whether
an MBA or not, you should know these skills',
states Dugudu. 'Communication classes should be
mandated by universities', says Khaire. Neelum
Moolchandani, a tutor from Jai Hind College,
MMK College, Mithibhai College and NM
College, states, 'It is frightening to imagine that
these students will have to write formal letters and
communicate in the business world. There is
grammar comprehension, but no ability when it
comes to application.'

Opinion on the importance of establishing
formal courses in communication at the
undergraduate level seems divided among college
principals. Some feel that communication within
their student body is 'good enough.' One principal
commented, 'If a person is to be hired in com-
munication or PR then it is important that these
skills are taught. Otherwise it is useful but not of
utmost concern.'

The ray of hope, however, comes from certain
universities who recognise the need for better
communication and are planning extensive courses
so that their students graduate with enough
wherewithal to face the corporate world. Dr Inda
Shahani, Principal of HR College, comments,
'Over the last two years we realized that while our
students were good at theory, their analytical and
communication skills were not up to the mark.
So we took steps to change this.'

Vernacular and English medium students who
have undergone high-impact, industry-driven, and
interaction-based communication training at the
corporate level, commented that in less than 10
days, their grammar, diction, intonation,
conversation abilities, and speaking confidence
improved.

Perhaps the solution is for corporate India to
come forward and work with educational insti-
tutions to help instate such courses. Dr Madhavi
Pethe, principal of Dahanukar College, points out,
'We are interested to make a push to improve the
communication levels, but I feel that the corporate
sector should begin co-shoulder this
responsibility. We need help in designing course
and want to better understand the requirements of
various corporates.'

For our youth to attain a level of polish required
in today's globally competitive economy, focus has
to be placed on enhancing communication skills
at the undergraduate level. If university man-
agement accepts this phenomenon and begins offering
quality training in the first year, there is scope for
improvement. It is our duty as a society to create an environment where our youth can develop the skills they need to achieve success.

(The author is managing director and CEO of communication consultancy, Fitter Solutions)


1. Comment on the views of Sushma Panniker, Communication Training Head at Wipro Spectramind Powai and Prem Kamath, former Head (HR), Hindustan Lever on the organizational communication.

2. Ritu Yadav, communication specialist and trainer states, 'Today's youth have either a pathetic command over the English language or very weak delivery. Communication is wasted if not chosen for the correct audience—this is what is missing too.' Discuss Ms Yadav's views with special reference to the importance of audience analysis in written communication.

3. What role do the colleges and universities play in developing communication skills in their students?

4. There are two main ways in which individuals develop communication skills: exposure and education. Discuss this statement with suitable examples.

5. Neelum Moolchandani, a tutor, says, 'There is grammar comprehension but no ability when it comes to application.' Do you agree? Justify your view in about 150 words.
Case Study

Missing Briefcase

It was Saturday afternoon and Reisti was determined to take care of all pending correspondence before leaving for the weekend. A few days back, he had received a memo from John, a sales representative, which went like this:

‘Last week I made a sales presentation to Riverside Electronics and carried two briefcases with me—my regular one plus a second one filled with brochures and pamphlets. At the conclusion of my presentation, I distributed the brochures, picked up my regular briefcase and left—completely forgetting about my other suitcase. When I discovered the following morning what had happened, I immediately called Riverside Electronics, but so far they have been unable to locate the suitcase. This leather suitcase was around a month old and cost $275.70. Since the company policy manual states that employees will be reimbursed for all reasonable costs of carrying their assigned duties, may I please be reimbursed for the loss of the briefcase? The cash memo is attached.’

Reisti has been thinking about this situation all week long, he had even discussed it with Borde, Marketing Chief, who has told him to make whatever decision he thought was reasonable. John is a good sales representative and the policy manual does contain the exact sentence he has quoted. On the other hand, Reisti feels that assuming responsibilities for such mistakes would not only be expensive but also might encourage padded expense accounts. Finally, Reisti decides to do two things. First, he will write a memo to all the sales staff, interpreting more fully the company policy. He wants the sales staff to know that in future he intends to interpret this policy to mean that any personal property that is stolen will be reimbursed at present value only if reasonable care has been taken to secure such property, if the incident is reported within two working days, and if the value can be determined. Any sales representative can, however, appeal Reisti’s decisions to Borde. Second, because the present policy may not have been sufficiently clear, Reisti will write a memo to John and agree to his reimbursement request.

1. How reasonable was John’s claim? Was the intent of the policy clear? Should Reisti have reimbursed him? Why or why not?
2. How reasonable is John’s interpretation of the company policy?
3. Compose the two documents that Reisti intends to write: the memo to the sales staff and the memo to John. Format them in appropriate styles.
Handling Unsolicited Proposals for Private Infrastructure Projects

In developing countries, infrastructure projects with private participation increased dramatically in the past decade, attracting more than US$ 750 billion in committed new investment from 1990–2001.

Quite often private companies initiated the projects on their own by suggesting concepts to governments, including detailed construction, operation, maintenance, and financing plans. For example, it is estimated that unsolicited projects have accounted for approximately 20% and 50% of total private infrastructure projects in the Philippines and South Korea, respectively. In theory, unsolicited proposals are a useful means for the private sector to propose beneficial ideas for project development. In practice, many of the world’s most controversial and troubled private infrastructure projects were suggested to governments by private companies. A review of these and other troubled unsolicited projects reveals that many of the problems do not stem from the project concept being developed in the private sector, but from governments awarding the projects to the original private proponent without adequate competition and transparency. Private proponents often claim that the unique characteristics of their unsolicited proposals—intellectual property rights, small scale, remote locations, or cost efficiencies—dictate the need to sole-source and negotiate project details. Governments should not accept this argument. However, most governments still have no formal process for handling unsolicited proposals. This needs to change. There are three basic options. First, to simply adopt a law prohibiting unsolicited projects—and some countries have done this. A second option is for governments to buy the concept and then award the project through a competitive bidding process in which no bidder has a predefined advantage. A third option—which has been adopted in such countries as Chile, South Korea and the Philippines—is to offer the original proponent a pre-defined advantage in a competitive bidding process.

Under this third option, more and more countries are beginning to use one or a combination of two main approaches: a bonus system and the Swiss challenge. Under the bonus system the government gives the original project proponent an advantage in the bidding process that takes the form of a bonus, usually about 10%, credited to the proponent’s bid. Under the Swiss challenge system the government gives challengers an opportunity to make better offers than the original proponent, then allows the original proponent to countermatch.

1. Ultimately, for a government awarding private infrastructure projects that originate as unsolicited proposals, a final objective should be to maximize competition and transparency. Do you agree?

2. Which of the three options would work best, depending on country conditions?

3. Under the bonus or Swiss challenge systems what are the major process issues? What is fair and not fair?
A manufacturing facility in Mumbai employs three data entry operators who work full time entering the records related to production, personnel, and inventory data into the computer. This data is then sent over the Internet to Brij lax Systems mainframe computer, where it becomes part of the corporate database for financial, production, and personnel management. As required by the labour agreement, in addition to a one-hour break as part of the lunch period, these three operators receive two 15 minutes breaks daily; they may take them at any convenient time, once in the morning and the other in the afternoon. Otherwise, they generally work at their keyboards all day.

Last year, Rajiv Sen, one of the operators, was absent from work for two weeks for a condition diagnosed as carpal tunnel syndrome, a neuromuscular disorder of the tendons and tissues in the wrists caused by repeated hand motions. His symptoms included a severe ache in the wrist and ever-growing pain in the neck and shoulder. His doctor treated him with anti-inflammatory medicine and a few injections, and he had no problems thereafter. However, after a week, a second data entry operator experienced similar symptoms; his doctor diagnosed his ailment as 'RSI or repetitive stress injury' and referred to it informally as the VDT (Video Display Terminal) disease. Because the company anticipates further automation in the future, with more data entry operators to be hired, Ramesh Chauhan asked his assistant, Sandeep Kaul, to gather additional information on this condition. In fact, Ramesh wants Sandeep to survey all workers in Mumbai to determine the type and degree of their use and to identify any related health problems. Once the extent of the problem is known, he wants Sandeep to make any appropriate recommendations regarding the work environment—posture, furniture, work habits, rest breaks, and the like—that will alleviate this problem. Sandeep develops a questionnaire as a first step and asks at least 50 clerical staff of the company to fill it. He then analyses the data carefully and uses it to prepare his final report.

Assume the role of Sandeep Kaul, define the problem of the report and then identify the components of the problem.

1. What are the ethical implications of this case?
2. Develop an employee questionnaire that elicits the information Ramesh had asked for. Include a short introductory paragraph at the top of the questionnaire explaining the purpose of the study and giving any needed directions.
3. Considering the findings from your questionnaire and the secondary sources, what does all this information mean in terms of your problem statement?
4. Prepare a recommendation report. Include an executive summary, use formal language for the body of the report, organize the body by criteria, and place the recommendations and conclusions at the end.