



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019 - 21) MID TERM EXAMINATIONS (TERM - I)

Subject Name: **Managerial Communication**

Time: **01.30 hrs**

Sub. Code: **PG-06**

Max Marks: **20**

Note:

1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION - A

04+04 = 08 Marks

Q. 1: Case Study:

TOO LESS INFORMATION: A BARRIER COMMUNICATION?

SUMMARY

A disciplined working environment is necessary to survive in this competitive world, where the technology is evolving at a terrifying pace. However, too much emphasis on rules and regulations can act as a barrier for communication within an organization, affecting its growth in the long run.

INTRODUCTION

Aiko Pvt. Ltd. was a leading Japanese computer manufacturing firm with market share of 60% worldwide. In these technology-intensive times, each firm was putting its best foot forward to adopt preventive measures. To prevent information leakage Aiko had appointed its new CEO, Mr Hiroshi Karuki recently. He had recently introduced strict norms within the organization with an aim to retain its power in the market and to prevent any disclosure of strategic information. The working environment after the changes brought by the new CEO was a big contrast to what had happened earlier. Earlier, there had been no restriction on communication and this resulted in tremendous amount of creativity and innovation among employees.

PROBLEM

In this new environment employees were discouraged to disclose any information about new product launches. As a result, there was a lack of proper communication between low-level sales personnel and administration. The work of the employees was made to go through various layers of scrutiny without disclosing their identity. It appeared that employees worked in vacuum without any knowledge what their colleagues in other cabin were doing.

IMPACT

BECAUSE OF SUCH COMMUNICATION BARRIERS, there was total lack of feeling of trust and mutuality. The environment was extremely secretive as employees were kept in the dark about present and potential research activities. Vertical communication was nearly made redundant. This was reflected in the performance appraisal systems most when close to 20 employees resigned as they felt that their performance was not appraised correctly. Due to limited communication between the employees and supervisor, feedback mechanism did not serve its purpose. Even the sales personnel at the stores were also not informed about new product launches so that information could not be leaked out; this affected the basic operations at the stores. Simple problems became too complex to be addressed at the retail stores. The salesman found it extremely difficult to cope with technical queries raised by costumers visiting the stores. Communication was faulty, incorrect, and at times, misleading; this happened because the salesperson were unaware about the product details. This also impacted retail sales. Poor updates led to poor planning at the business level affecting market share.

QUESTIONS

- a) What do you think should constitute the action plans of Hiroshi at this juncture?
- b) Is communication the same as information? How is too less communication a barrier to productivity?

SECTION - B

02×03 = 06 Marks

Q. 2: Your marketing professor has given you a presentation exercise. The title of the project is “Coke versus Pepsi: The Battle Continues.” What could be the proposed objectives of your presentation? Are these objectives different from the subject of the presentation?

Q. 3: Compare two advertisements each of any two competing brands (Coca- cola and Pepsi, for example). What persuasive appeals can you observe In each of these advertisements? How can the speech act theory be applied in audio- visual advertisements?

Q. 4: A professor pointed out certain areas in Kabir’s presentation that could be improved. However, Kabir insisted that he could not improve as he was not good at expressing emotions. Was Kabir’s communication proper with the professor? Justify your answer with proper supporting examples in all the recommended cases.

SECTION - C

03×02 = 06 Marks

Q. 5. Companies have fired thousands of employees in the recent economic downturn. A few years ago, RadioShak Corporation sent emails to approximately 400 of its employees, informing them that they had lost their jobs. It is a part of the culture of certain organisations to communicate important messages through emails. As the HR manager at RadioShak, write one page letter to persuade the CEO to adopt a more suitable and less dehumanizing strategy for notifying employees that they have been let go.

Q. 6. A management graduate, Rajat, has recently joined Aristech as an Assistant Manager. One of his tasks is to routinely provide the status of the projects to his immediate supervisor as well as the general manager (Projects). For his fist presentation, Rajat prepared 40 impressive slides with appropriate audio- visual enhancers. He memorized the technical details until he knew them by heart. He estimated that since he had a good 35 minutes or so for the presentation, he would stick to the general to specific format of delivery. However, his first presentation was a disaster (to put it mildly)! The general manager did appreciate Rajat’s hard work but asked him to cut out the jargon. He was impatient with the details and constantly interrupted Rajat and told him to “come to the point”. The general manager also asked many questions pertaining to the theme of the presentation, but Rajat did not have answers for many of them. How was he supposed to know the sales of the previous years when he himself had joined the company 6 months ago? The final straw came when the general manager asked Rajat’s immediate supervisor to train him on presentation skills and left the room. Rajat was devastated. This was not what happened in a B-School!

What do you think went wrong with the presentation? What type of audience analysis cold Rajat have done? If you were Rajat’s immediate supervisor, what would you advise him to do?