



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 (2018-20)
END TERM EXAMINATION (TERM - I)

Subject Name: **Managerial Communication**

Time: **02.00 hrs**

Sub. Code: **PG-06**

Max Marks: **50**

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 2 Case Studies of 10 marks each, Section B carries 2 questions of 10 marks each and Section C carries 5 questions 2 marks each.**

SECTION - A

10×02 = 20 Marks

Q. 1: Case Study:

It was Sunday morning. Venkata Giri, Plant Head of Andhra Chemicals Limited (ACL), Srikakulam, Andhra Pradesh, was bored. The plant, which normally kept him busy even on weekends, had been working well below capacity because of an export-related problem. Besides, Sunday was the weekly day-off for all employees, except for production and maintenance staff. This morning he had nothing to do either at the plant or in the sleepy town. So having had a late breakfast in the company guesthouse on the premises of the ACL plant, Giri decided to take a stroll. He strayed into Time Office. Ramana Reddy, Timekeeper, received him reverently. This was the first time the Plant Head (PH) visited Time Office. Giri went through various records and asked several questions. He quickly realised that some of the procedures at ACL were inefficient. As he had improved timekeeping in his former company through some simple measures, he suggested a few changes and asked Reddy to implement them right away.

"Yes, Sir," said Reddy without any hesitation whatsoever. But he didn't quite get some of the changes suggested. He would have liked greater clarity but did not dare ask the PH. He thought it would be easier to ask his immediate boss, Nageswara Rao, Manager - Human Resources (HR).

On Monday, Reddy briefed him on the PH's unexpected visit. Rao thought for a moment and told him to carry out all the instructions because "the PH is the big boss." Reddy said he was confused about a couple of things and wanted to know how he should proceed. Rao said he didn't want to confuse him further and directed him to the PH.

Reddy didn't have the nerve to go and meet the big boss. So he didn't make any changes in the Time Office procedures. Meanwhile Rao stopped going to Time Office. He did, however, do all his other duties without any slack.

Giri was puzzled when he noticed it. He had expected Rao to seek an appointment but there was no such request. Time Office didn't seem to have carried out any of the changes he had suggested to Reddy on Sunday. So, finally, Friday morning, he called Rao into his office and said: "Rao, supervising Time Office is your responsibility. But I notice that you've stopped going there. Why?" Rao replied very calmly:

Sir, you went to Time Office and asked the timekeeper to change some of the procedures. You are

the PH and you have every right to go anywhere, ask for any records, and introduce any changes in the plant. But Time Office reports to me. If you had wanted to introduce changes, you could have discussed them with me and asked me to tell the timekeeper. I don't think there was any emergency. Frankly, I was offended. You had delegated some powers to me as HR Manager, when you instructed the time keeper over my head, in effect you took those powers away from me. That is why I've stopped going to Time Office. I have no complaints. Let him report to you directly.

Girl listened patiently, without interrupting. He couldn't believe his ears. He was shocked that his well-meaning suggestion to streamline timekeeping had evoked such a negative response. He felt pity for Rao. It is executives like him with small minds and big egos who run organisations, thought Girl. Before he could respond, however, Rao continued:

Sir, let me share with you one of my experiences. Recently I saw Yadamma one of our cleaners, basking in the sun well after the morning tea break. I was furious. How could an employee shirk work and waste company time like this? I called her right away and gave her a dressing down loud enough for even the people around to hear. I told her that what she did was reprehensible and that it would not be tolerated. I blew my top.

She didn't utter a word. How dare she! The look of horror on her face was proof that she had been extremely lazy and that she deserved every word I spewed at her. I then stormed off to my office.

About half-an-hour later, the Admin. Officer_ knocked on my door. He said that Yadamma was crying miserably because of my scolding. 'Serves her right,' I said, still furious; 'What does she think she is? A tourist? You should be ashamed of yourself for coming here to plead for her. She is a shirker.'

Although taken aback, he stayed calm and said that Yadamma had actually reported for work two hours ahead of schedule that day. He had called her early for some special cleaning. She was taking a little rest around 11 a.m. after doing both her regular work and the special cleaning assigned to her. 'I wish you had checked with me,' he added, 'before shouting at that poor woman.'

I had never felt so foolish in my life. I immediately sent for Yadamma and apologised to her in the Admin Officer's presence.

The Rao excused himself and left. Giri didn't attempt to stop him. Giri felt as though Rao had hit him on the head. He wondered how he should have responded.

a) Who was the most effective communicator and why? Explain the role of strategic communication in the above case?

b) What were the communication challenges faced by the ineffective communicator? Explain some ways to overcome such communication challenges?

Q. 2: The approach to "building" a story with words is no different than "building" a painting with brushes and pigments. – Floyd Cooper

In light of the above statement, create a story around the following words: Commitment, obligation, remember, wonderful, organize, report, accommodate, maintenance, recommend, disinterested, stable, worthwhile, mention, unfamiliar, expression.

SECTION - B

10×02 = 20 Marks

Q. 3: Your Institute organizes Sankalp –An Inter –Institute Cultural Fest each year that attracts hundreds of participants from various institutions. As the student coordinator of the event you are expected to bring corporate sponsorship to make event a huge success. Write a persuasive letter requesting sponsorship for the event using three rhetorical appeals identified by Aristotle: ethos, pathos, and logos?

Q. 4: Write a sales letter promoting the Car Caring Company. Since most customers are busy people, use techniques for quick scan communications while following the AIDA Plan?

SECTION - C

02×05 = 10 Marks

Q. 5 (A): Explain the distinctive characteristics between high-context and low context cultures? Analyze the following anecdote using both contexts?

George Hall was attending a trade fair and looking for an opportunity to do business in China. He had been very successful in US and prided himself on his ability “to get things moving”. Finally he approached Mr. Li’s company which he thought would be most responsive to his products. Since he had read that Chinese find getting down to business immediately too abrupt and rude, he began a casual conversation, eventually leading up to the topic of his products and suggesting how Mr. Li’s company might benefit from using them. George then suggested that he could arrange to get together with Mr. Li and provide more specifics and documentation on his products. Mr. Li responded in fairly good English, “That would be interesting.” Knowing that he had only a few days left in Beijing, George wanted to nail down a time. “When can we meet?” “Ah. This week is very busy,” replied Mr. Li. “It sure is,” said George, “How about 10 o’clock? Meet you here.” “Tomorrow at 10 o’clock?” asked Mr. Li thoughtfully. “Right,” said George, “I’ll see you then?” “Hmm, yes; why don’t you come by tomorrow,” was the reply. “OK,” responded George, “It was nice meeting you.” The next day at 10 o’clock he approached Mr. Li’s company’s exhibit only to find that Mr. Li had some important business and was not able to meet with George. He called back later in the day and was told that Mr. Li was not available.

Q. 5 (B): ‘Social Behavior and manners in one country may be considered rude in another’. Explain with suitable examples.

Q. 5 (C): It is said that ‘Pen is mightier than swords!’ Prove this statement by improving the below draft:

Subject: Your request for a donation

Dear Ms. Sinha,

We regret to inform you that we cannot grant your request for a donation to the association’s scholarship fund.

So many requests for contributions are made of us that we have found it necessary to budget a definite amount each year for this purpose. Unfortunately, our budgeted fund for this year is exhausted, and so we simply cannot consider additional requests. We won’t be able to consider your request until next year.

We deeply regret our inability to help you now, and trust that you understand our position.

Sincerely,

Q. 5 (D): Will there be a ‘paperless’ office? If not, why? If yes why? Give reasons in support of your answer.

Q. 5 (E): Suppose you want to take an education loan from Citi Bank. Write a letter to the Credit Manager of Citi Bank, Mumbai requesting him to send you details regarding educational loans by Citi Bank.