

PGDM, 2021-23
Effective Managerial Communication

DM-102

Trimester – I, End-Term Examination: October 2021

Time allowed: 1 Hr 30 Min
Max Marks: 30

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	3 questions with internal choices.	3*5	15
B	Case Study with 3 compulsory questions.	3*5	15
			30

SECTION A

Answer the following:

A1. (CILO 1)

[05 Marks]

A1(i). While communicating with employees the megaphone approach is never going to work best because people only feel connected and motivated if they are part of a conversation. It's vital to put internal communication channels in place that allow employees to comment on the messages coming down from the top.

The digital payment company PayPal needed to address an internal report that revealed all their employees were not using the PayPal app. The President, David Marcus, wrote a company-wide memo to all staff regarding the problem. David Marcus took a heavy-handed approach to the matter. He told his staff to use the product or quit. He stated: "If you are one of the folks who refused to install the PayPal app or if you can't remember your PayPal password, do yourself a favour, go find something that will connect with your heart and mind somewhere else."

The memo was leaked to the press. It generated widespread coverage across the media and left customers wondering what was wrong with an app that PayPal's own staff wouldn't use!

Q. Discuss the issues of miscommunication in this situation and how they affect the communication involved.

Q. Keeping in mind the 7Cs of effective communication, what do you think David Marcus should have done for better communication?

Or

A1(ii). Here's a business question: How can a company operate at the same level after slashing as much as two-thirds of its staff?

The answer, it seems, will be played out by Patch, the once-vaunted network of hyper-local news websites that AOL (AOL) sold to Hale Global in 2014.

Employees were informed via a Wednesday conference call that the service was being restructured, AOL announced it was slashing its Patch local news network by a third. It was a large-scale change affecting many employees across the company and required careful handling in its communication. CEO Tim Armstrong set up a conference call with 1,000 employees with the aim of boosting morale across the workforce. As Armstrong talked, Patch Creative Director Abel Lenz began taking pictures of him. He was immediately sacked in front of the 1,000 staff on the conference call. In an embarrassing episode for AOL, Armstrong fired Patch creative director Abel Lenz on a conference call, stunning employees and outside observers. Perhaps Armstrong did not know that Lenz's job included photographing meetings with key leaders for the Patch intranet, for the benefit of remote workers. Whatever the case may be, this employee communication strategy was a complete failure.

Q. Identify the various types of communication barriers that impede interpersonal communication in the given scenario and briefly discuss the measures that can be taken to check those barriers.

A2 (i) (CILO 3)

[05 Marks]

"At a political speech in Bahraich, Uttar Pradesh, Narendra Modi, who usually creates news with risky phrases such as "shehzada" (his sarcastic endearment for Rahul Gandhi) and "khooni panja" (for which the Election Commission has sent him a notice) created a somewhat different buzz by turning up in a neon green kurta and pastel pink nehru jacket, referencing what some on social media thought to be a pastry chef.

Talk about bringing colour to Indian politics. While the political camps pore over rivals' speeches looking for historical inaccuracies and discrepancies in political manifestos, a parallel analysis is unfolding across homes and public spaces alike. Was the cake-like ensemble "an effort to project a younger image", wonders Amitava Mitra of Percept H advertising agency. Gita Bamezai, Professor of Communication Research at IIMC, says it may be "an effort to seem more inclusive in his views and defy the predictable". On Twitter, some dismissed the onslaught of bright hues as "simply a case of a bad-dress day".

Clothes have been used to send political messages from Gandhi's khadi loin-cloth to the US Presidential Elections in 1960, where John F Kennedy's dapper look won him enough brownie-points over rival Richard Nixon, for a paper to comment that "Nixon had been sabotaged by his make-up artiste", recalls Bamezai. Clothes can be used to make a direct political attack, like Congress' Digvijaya Singh, who in a tweet, while comparing Sardar Patel with Modi, said: "Patel wore khadi, Modi poses in designer clothes and branded glasses", which can be seen as attacking the BJP's "elite" "India Shining" campaign of the past."

Q. In the light of the above excerpt from *The Hindustan Times* discuss the role and importance of Artifacts in social/mass communication.

Or

A2. (ii) (CILO 3)

The morning of the presentation, Era's son becomes ill and she would not be able to make the presentation. She gives Vijay, her associate, a call and tells him that he will need to make the presentation without her. While she is explaining where the latest version of the

presentation is, Vijay is thinking about what attire he should wear and how he should open the presentation. Era tells Vijay to ensure he checks the date to ensure he has the latest version of the presentation which would allow time for the new client to ask questions. Vijay assures her that he will be okay. When Vijay arrives at the client's office, he realizes he doesn't have the latest version of the presentation. He doesn't panic and just uses less of the presentation and adds information on his own. This takes more time than allotted and leaves time only for one question from the client. When Vijay gives Era an update on how the meeting went, she is upset.

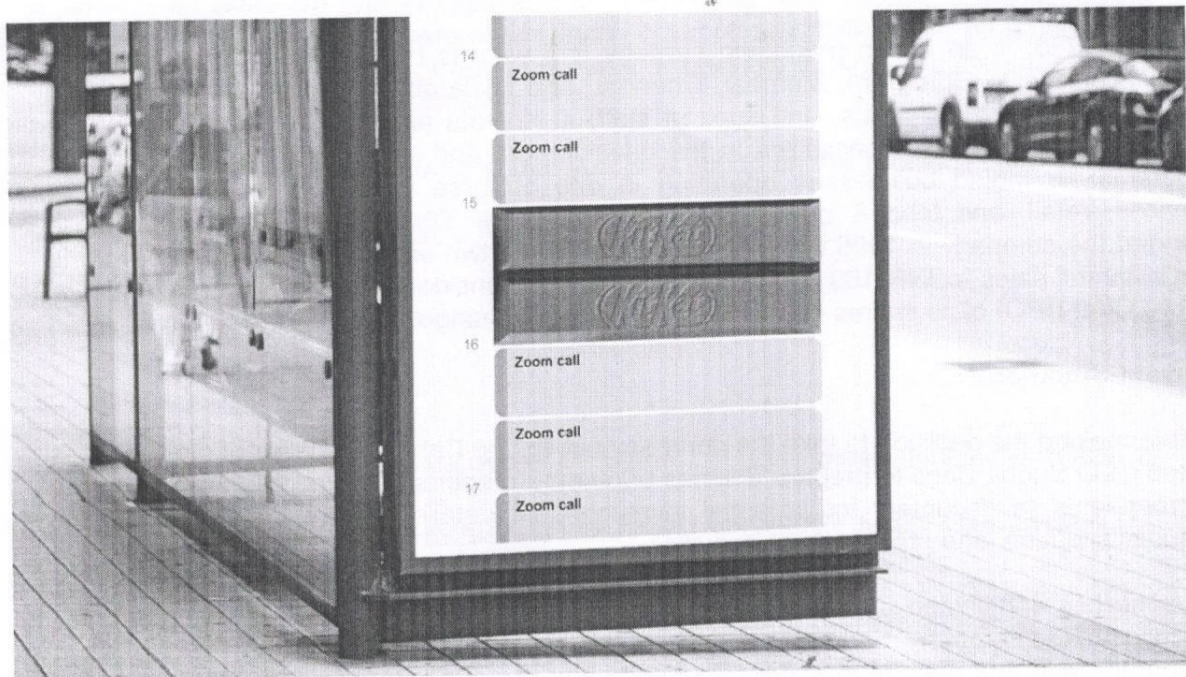
Q. What recommendations would you make to Vijay to achieve a better result?

Q. What role does the speaker play in good listening skills?

A3. (i) (CILO 3)

[05 Marks]

Kit-Kat Lockdown Ad: Every now and again a concept ad comes along that's so brilliantly done, it fools people into thinking it's an official design. Sam Hennig recently created this Kit-Kat ad, which plays on lockdown life so cleverly it's gained massive amounts of attention across the internet. Made for the One Minute Briefs Twitter account, the advert shows a daily schedule, totally consumed by Zoom meetings, with a Kit-Kat duo blocking out two slots in the middle, at 3 pm.



Q. Evaluate the effectiveness of this advertisement following the techniques of persuasion used.

Or

A3 (ii) (CILO 3)

Psychologist Nicholas Christenfeld sought to figure out why we insert the sound um into our speech—especially when most of us believe it makes us sound fuzzy-headed. Christenfeld

asked, "Why do people say 'um' instead of sitting quietly—given that people don't admire people who um?" According to Christenfeld, such utterances signal our desire to speak—though words may elude us. An um is also, he believes, a sign that the speaker is weighing verbal options and ideas. He claims that these pauses are universal and that we all use several hundred filled pauses— using fillers such as um, er, and like—every day, and sometimes as many as nine hundred in an hour. Is it possible?

Q. During a presentation, how does a person's "umming" affect your perception of his or her credibility and likability? Explain using the models of persuasion.

Q. What are the delivery guidelines that a speaker should keep in mind while making a presentation?

SECTION B

CASE (CILO 1 & 2)

[5*3=15 Marks]

CASE STUDY ON CHANAKYA Ltd.

(Sourced from e-resource © Oxford University Press)

Background

Chanakya Ltd. is an Indian marketing strategy firm with its headquarters in Kolkata, and satellite offices in Gurugram, Mumbai, Chennai, and Hyderabad. Chanakya employs 125 people (consultants, analysts, and support staff) in Kolkata and 35 people in each of the branch offices. The firm specializes in the development and execution of sales promotion programs for Indian businesses operating in one of three industry segments: financial services, retail, and food & beverage service providers. Chanakya's CEO Sudhir Bose founded the company in 1995 with only one partner and two employees and has grown the firm's annual sales to INR 160 Crore. The company is considering going public by an Initial Public Offer (IPO) of its shares on the National Stock Exchange.

Current Situation

Before making the decision to take the company public, the Chanakya board of directors has asked CEO Sudhir Bose to prepare a series of research reports that could be used to create a prospectus (a document for potential investors that details the company's operations, financial situation, and prospects for growth).

Mr Bose has constituted a team of ten people to draft a report on the current operational practices of the company. Four team members are located in Kolkata, two in Chennai, two in Gurugram, and one each in Mumbai and Hyderabad. Amrit Sharma from the Kolkata office will lead the project. The team is charged with producing a formal report on the operational practices, including customer acquisition, retention, and management strategies, of the firm as a whole, as well as one for each local office.

The Problem

Leela Singh, the project team member representing the Mumbai office, has written an email to the CEO expressing dissatisfaction with Amrit Sharma's leadership of the writing team. She has repeatedly asked for a meeting with Mr Sharma to discuss her concerns, but their respective schedules have not aligned. Ms Singh felt frustrated and believed the project leader may be purposefully ignoring her concerns. Ms Singh has been with Chanakya for one year and has never met either Sudhir Bose or Amrit Sharma in person.

She has reached out to Mr Sharma via email and telephone but has had no communication with the CEO. Mr Bose has not been involved in the planning or execution of the report, has not sat in on meetings, nor has he received a progress report.

One month into the project, Ms Singh emailed the CEO with her concerns about the leadership of the team (see Email below).

To: Sudhir Bose (CEO Office)

From: Leela Singh

CC:

Subject: Concerns with Operations Report Project Team

Dear Sudhir,

I feel it is my duty to make you aware of the disaster that is the Operations Report. As you may be aware, I am in charge of putting together material for our Western India client services. I have been collating our T-55 reports and adjusting our client performance parameters accordingly.

I have repeatedly asked for a meeting with our supposed project leader, Amrit Sharma, to review the obvious discrepancies in the alignment of our measurables and our reporting system. I know that you will be as concerned about this as I am. I am frustrated and dejected more than at any other time in my professional life.

Amrit ignores my emails and requests. I do not believe he even understands the problem. His leadership skills are non-existent and are destroying team morale. I am struggling to coordinate with the other members of the team—I sometimes think it may be a better idea if individual reports were created. I don't believe it is possible to write a coherent report with the team spread out all over the country.

I don't know where to begin. I demand that you take action on this problem—it is too serious to ignore.

Please email me your plan of action ASAP.

With Warmest Regards,
Leela

Questions:

1. What are the positives and negatives of Ms Singh's analysis of her audience? (CILO 1)
2. Is the channel chosen by Leela appropriate for her message? Justify your answer. (CILO 2)
3. What are the possible five organizational communication barriers that may occur as a repercussion of Leela's email? Explain. (CILO 1)