

PGDM – RM 2013-15  
Sub.: Business Communication

(Code- RM 103)

Trimester I, End-Term Examination: September 2013

Time allowed: 2 hrs 30 min

Max Marks: 50

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**. In case of rough work please use answer sheet.

**Section-A**

Write **brief notes** on **any three** of the following questions. [15]

- A1. Explain the communication cycle with the help of Shannon Weaver model and elaborate on the element of noise encountered by the receiver.
- A2. 'Proximity' in non-verbal communication talks about four distinct zones. What are they and how are they defined?
- A3. Differentiate a memo from an e-mail highlighting their purpose and formatting styles.
- A4. What are the 7 Cs of communication? Explain with examples.
- A5. Explain with example Bottom up and Result based processing in Active Listening.

**Section-B**

Answer **any two** of the following questions [20]

B1. At the Seasons Inn . . .

Bala is waiting in her supervisor's office. She has come to talk with Manoj about a problem concerning next week's staff schedule. Just after Bala arrives, Manoj receives a phone call. He has an angry exchange with the caller, slams down the receiver, and storms out of the office, muttering to Bala, "wait here!"

"What a rotten time to have to bring this up," Bala sighs. "He's in a lousy mood."

When Manoj returns, it's clear he's still angry. He throws his clipboard on his desk and does not look at Bala, but asks rudely, "What do you want?"

As Manoj shuffles through some papers on his desk, Bala says, "Several weeks ago, I asked for next Saturday off for my sister's wedding, Sir. I just looked at next week's schedule and I'm working on Saturday."

Manoj stops his paper search, glares at Bala, and shouts, "you said you needed the third Saturday off, and I gave it to you. The third Saturday of the month is the 20th".

"I meant the third Saturday from when we were talking. I need the 13th off," Bala sighs. "This is terrible. Can we do something about it?"

Manoj leans back, covers his eyes with his hands, and replies sarcastically, "No problem, Bala. I'll be happy to rearrange the schedule to suit your family's needs."

**Keeping the above case let in mind what do you think:**

- We communicate only when we want to communicate?
- Words mean the same thing to both speaker and listener?
- We communicate chiefly with words?
- We believe what a person says, not how he or she says it?
- Communication is a one – way flow of information from the speaker to the listener?

**B2. Improve and rewrite the wordy letter given below.**

Dear Sir,

We are in receipt of your letter dated June 25 and have pleasure in informing you that the order you have placed with us will receive our best and immediate attention and that the 15 ACs you required will be provided to you as soon as we are able to arrange for and supply them to you.

We are however very sorry to say that our stock of these ACs is, at the moment of time, quite short. Owing to the extremely hot summer and the consequent increase in demand, we have been informed by the manufacturers that they are not likely to be in a position to supply us with further stock for another three weeks or so.

We are extremely sorry not to be in a position to satisfy your requirement immediately, but we wish to assure you that we will always try to do everything we possibly can to see that your order for 15 ACs is met as soon as possible.

Once again expressing our sincerest regret at our inability to fulfill your esteemed order on this occasion with our usual promptness and trusting you will continue to favour us in the future,

Yours truly,

- B3. Read the following speech given by Bill Gates at Harvard and comment on the style of the speaker. Also come out with the strategies of becoming a good public speaker.

"President Bok, former President Rubenstein, incoming President Faust, members of the Harvard Corporation and the Board of Overseers, members of the faculty, parents, and especially, the graduates:

I've been waiting more than 30 years to say this: "Dad, I always told you I'd come back and get my degree."

I want to thank Harvard for this timely honor. I'll be changing my job next year ... and it will be nice to finally have a college degree on my résumé.

I applaud the graduates today for taking a much more direct route to your degrees. For my part, I'm just happy that the Crimson has called me "Harvard's most successful dropout." I guess that makes me valedictorian of my own special class ... I did the best of everyone who failed.

But I also want to be recognized as the guy who got Steve Ballmer to drop out of business school. I'm a bad influence. That's why I was invited to speak at your graduation. If I had spoken at your orientation, fewer of you might be here today.

Harvard was just a phenomenal experience for me. Academic life was fascinating. I used to sit in on lots of classes I hadn't even signed up for. And dorm life was terrific. I lived up at Radcliffe, in Currier House. There were always lots of people in my dorm room late at night discussing things, because everyone knew I didn't worry about getting up in the morning. That's how I came to be the leader of the antisocial group. We clung to each other as a way of validating our rejection of all those social people."

(Source: Network World)

### Section-C

- C. Go through the case study and answer the following question: [15]

#### **Communicating through the "world game", for brand and corporate reputation A Coca-Cola Great Britain case study**

##### **Introduction**

Football is the 'world game' and *Coca-Cola* is the brand name of the world's biggest selling soft drink, so it is hardly surprising that the two have become closely linked. *Coca-Cola* has a long history of supporting and working with people and organizations seeking to develop

football at all levels. From this lengthy relationship, the Company has a deep understanding of the game and of the excitement of football fans.

One of The Coca-Cola Company's core values is to 'support and strengthen our communities' and *Coca-Cola* has taken a unique and innovative approach to local communities through the development of its football-related programs. Not only have these been specifically developed to deliver on corporate and brand reputation, but also to develop its citizenship programs through activation at the grass-roots level and tackling important social issues.

Creating strong relationships is at the heart of any successful business. By sharing values, building trust and providing mutual benefit to a wide range of consumers, customers, and other 'stakeholders' *Coca-Cola* aims to fulfill its promise - to benefit and refresh everyone who is touched by its business.

We live in a world of diverse cultures and interests and by focusing on the interests of local consumers - such as football - *Coca-Cola* strives to build closer relationships with consumers. *Coca-Cola* has a long-standing commitment to encourage young people to participate in team sports and live a healthy and active lifestyle. Strong grass-roots programmes that introduce young people to football in a supportive environment is also the best way of building and sustaining football at international level.

Because of its central position in the lives of many GB citizens, football plays a key role in *Coca-Cola* GB's marketing activities. The Company's focus is on the football fan rather than football itself and *Coca-Cola* sees itself not as an external sponsor of football but as a 'football insider'. This involves actively promoting the playing and watching of football and the provision of facilities for both of these activities, rather than simply helping to fund professional clubs (e.g. by buying advertising space at their grounds). The aim is to keep all promotional activity credible and authentic.

*Within football, Coca-Cola operates at four main levels:*

- International: World Cup, European Championship
- High Level Domestic: Premiership in England and Premier League in Scotland
- Local Clubs/Community: Sweeper Zone Program, local relationships with clubs
- Grass roots: the School's Football Associations in England and Scotland, local full-time/part-time professional football teams.

*Coca-Cola* initiatives aim to:

- demonstrate the brand's passion for football and football fans
- demonstrate *Coca-Cola* as an 'insider' rather than merely a sponsor of football
- be genuinely innovative and distinctive in what is a crowded market
- create credible and authentic marketing
- build on the long-standing relationship between *Coca-Cola* and football.

## **Communication**

Communication is the process of putting messages across to a targeted audience. For effective communication to take place, the sender of the message must:

- be clear about the intended message

- use an appropriate medium for that particular message e.g. mail, TV advert, Internet, public address system
- present the message clearly and unambiguously.

The intended recipient(s) must be:

- able to receive the message
- ready and willing to listen to it
- open to persuasion with regard to it.

These rules are crucial to successful communication.

People sending messages do not all have the same objective. They may be wanting to:

- inform e.g. 'Contains at least 33 per cent extra free'
- persuade e.g. 'This offer can never be repeated'
- reinforce a message or consumer pattern e.g. "Customers are reminded that...."

### **Coca-Cola and its levels of football communication**

*Coca-Cola* addresses audiences at four different levels.

**Grass roots** - Young people want opportunities to play football in a safe, organized, and fun environment. Recognizing this, *Coca-Cola* is involved with the English and Scottish Schools Football Association tournaments. For example over 2,000 schools from across England enter the under 13's, 11 a side tournament involving approximately 30,000 young, keen footballers. These teams cover 44 counties and are split into 4 geographical regions, North, Midlands, South East and South West. The winners of the 4 regional finals are invited to play for the pride of England in the *Coca-Cola* Schools Cup Final at Anfield Stadium, the home of Liverpool F.C.

Local professional football clubs know that their future depends on attracting more families to games. That means persuading Mum and the kids to come along too. *Coca-Cola* supports good practice in the use of mascots, whereby children enter competitions that allow them to be their clubs' mascot. Details of the competition vary from club to club.

**Local Clubs/Community** - e.g. Sweeper Zone: a community programme in partnership with environmental group Encams, and supported by local people and businesses, which harnesses the cultural appeal of football, the passion and loyalty of fans, and youth appeal of *Coca-Cola* to improve the environment around Premiership football grounds.

**High Level Domestic:** Premiership in England and Premier League in Scotland - A major element of the football sponsorship of *Coca-Cola* is the TV sponsorship of ITV's weekly football program The Premiership, which is shown in both England and Scotland and is a 'must' for most followers of the professional game. This offers *Coca-Cola* the opportunity to engage with a large number of football fans on a weekly basis and supports its objective of providing these fans with access to football. The sponsorship takes the form of adverts or 'bumper breaks' at the start of the program, and, before and after the advertising breaks. In addition, *Coca-Cola* sponsors the ITV Football website - <http://www.itv-football.co.uk/>

**International: World Cup and European Championship** - *Coca-Cola* engaged in a variety of activities for the FIFA World Cup 2002, all of which were designed to bring fans closer both to each other and to the event. Key activities included:

- A unique competition to design a *Coca-Cola* perimeter advertising board for display at all England games during the tournament. A boy aged 7 won. He and his family were flown to the tournament in Japan to watch the England vs Sweden game and see his board in use.
- The FIFA World Cup "Trophy Trip", run in conjunction with Sainsbury's. This offered a large number of fans the chance to participate in a celebration event where they had their photographs taken with the FIFA World Cup Trophy.

### **Barriers to effective communication**

Corporate support for football and interest in football sponsorship takes place in a crowded market place, with many different brands competing for attention, so it would be all too easy for messages to become blurred and confused.

'Noise' describes any obstacle to the smooth transmission of a communications message. *Coca-Cola* works hard to limit these obstacles and barriers, but not everything is within its immediate control e.g. cameras at a football match failing to focus on advertising hoardings, an announcer stumbling over the name of the provider of the match ball.

Some types of 'noise' can be anticipated and steps taken to avoid them. For example, there is no point in 'having your name up in lights' in a city, however large, where the electricity supply is unreliable.

### **Some notable communication successes**

*Coca-Cola* has made its messages effective by following carefully the rules of good communication and also the maxims:

- 'Know your audience, and how best to address it.'
- 'Know your market: what makes it tick, and what turns it off.'

As a knowledgeable 'insider', the Company is well educated in the different worlds within the one game. Thus, its activities and approaches with, say, the School's Football Association are very different from those the Company deploys when working with FIFA. The difference lies not in the degree of importance that the Company attaches to the work and to 'getting it right' but in the kind of support it offers and how it offers it.

The 2002 FIFA World Cup demonstrated the ability by *Coca-Cola* to get its message across to billions of TV viewers world-wide. Not only that, the Company used its understanding of the game to 'get closer to the fans'.

Prior to the World Cup, *Coca-Cola* encouraged participation from across the globe in its Stadium Art Program, where fans from all five continents competed to create unique *Coca-Cola* advertising that was showcased in stadiums in Korea and Japan. The winning designs from each nation were featured in pitch-side advertising.

The Sweeper Zone program is designed to help local communities to take pride in the local environment surrounding their football clubs. The program involves an active partnership between *Coca-Cola*, Encams, the football clubs, local councils, businesses and the local community with the aim of creating a cleaner environment. *Coca-Cola* used its marketing expertise to help create the Sweeper Zone identity and branding.

The Sweeper Zone is effectively an area surrounding a football ground and is marked out by clear signage. It is particularly active on match days when clubs communicate to fans through messages on the public address system and in match day programs. The youth appeal of *Coca-Cola* has also helped to motivate young people in the local community through the Sweeper Zone Young Ambassadors program, which supports their personal development and educates them on environmental issues. The young people are particularly active on match days when they remind fans to keep the area clean.

Sweeper Zone is also a great example of the innovative approach that *Coca-Cola* has taken to the development of football related programs which also delivers on a number of the Company's citizenship and corporate responsibility commitments such as community and the environment.

The program not only harnesses the power of the brand and the universal appeal of football to educate the community at large about environmental concerns surrounding football grounds, it also supports them in changing their behaviour to dispose of litter in a more responsible way. The trial scheme operated in zones around the grounds of Arsenal and Liverpool FC.

#### Evaluating effective communication



The Company uses several means of evaluating the success of its communications programmes including:

- audience response to local initiatives e.g. pupils involved in local football coaching and football competitions - how positive have they been about their experience?
- reach - how many people have been involved in football initiatives supported by *Coca-Cola*?
- opportunities to see and absorb - how many people have been exposed to messages about *Coca-Cola* and its support for football?
- cost per thousand - how effective has the communications exercise been in terms of numbers reached for every £ spent on supporting that particular football initiative? Do those involved in the scheme and who have benefited from it (e.g. youth football associations) feel that it has been 'money well spent', or are they suggesting better ways of doing things?

All projects are carefully evaluated to make sure that they are achieving their aims in the most effective manner. Methods of evaluation vary depending on the type of project. *Coca-Cola* adjusts its activities in the light of these evaluations.

## Conclusion

For organizations looking to build relationships with customers, and to offer financial and material support to sports to which they are committed, it is not enough to be 'well meaning'. It is also important to be well informed and professional in approach. There are guidelines to be followed, rules to be observed, and disciplines to be maintained.

*Coca-Cola* has developed a good understanding of this, as its successful support of football clearly testifies. By broadening its football strategy across the communications mix i.e. from International through to grass-roots and the community, *Coca-Cola* has strengthened its position as a football insider and this helps to build the brand and corporate reputation of *Coca-Cola*.

Source: <http://businesscasestudies.co.uk>

**Q.1. Keeping the above case in mind describe the importance of audience analysis in communication.**

**Q.2. Describe the strategies company adopted for making its messages effective to all its stakeholders.**

**Q.3 Communication ends and restarts with a very significant element in communication cycle. What is it and how this element of communication has been taken care of by the company?**