

Roll No. _____

PGDM/ PGDM-IB, RM, IBM (2014-16)

BUSINESS COMMUNICATION I

Sub. Code: DM-201/ RM-208/ INS-207/ IB-207

Trimester – II, End-Term Examination: December 2014

Time allowed: 2 hours 30 minutes

Max Marks: 50

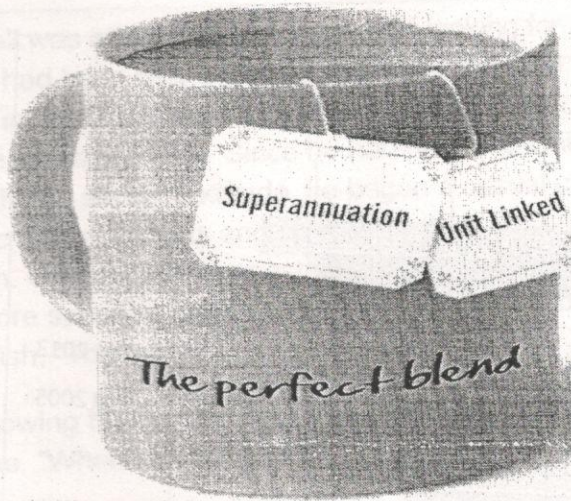
Instruction: Students are required to write Roll. No. on every page of the question paper; writing anything except the Roll No. will be treated as **Unfair Means**. In case of rough work, please use answer sheet.

Section A

(15 Marks)

Attempt any 3 questions. Each question carries 5 marks.

A1. What does the acronym AIDA stand for? Explain each element of AIDA briefly and identify the same from the advertisement given below:



- With options of 4 funds for your Employees -
Bon fund, Income fund, Balanced fund and Growth fund
- Flexibility of switching between funds.
- Bid/Offer Spread is nil.
- All this at a very low cost.

After all this comes to you from the country's largest insurer that you trust the most!



LIFE INSURANCE CORPORATION OF INDIA
www.licindia.in

* The premiums paid in Unit Linked Group Life Insurance Policies are subject to investment risk associated with capital markets and the NAV of the units may go up or down based on the performance of the fund and factors influencing the capital market and the insured is responsible for his/her decision. The Life Insurance Corporation of India is only the name of the insurance company and LIC's Superannuation Plus is only the name of the unit linked group life insurance product. LIC does not in any way indicate its quality of the contract, its future prospect or returns.

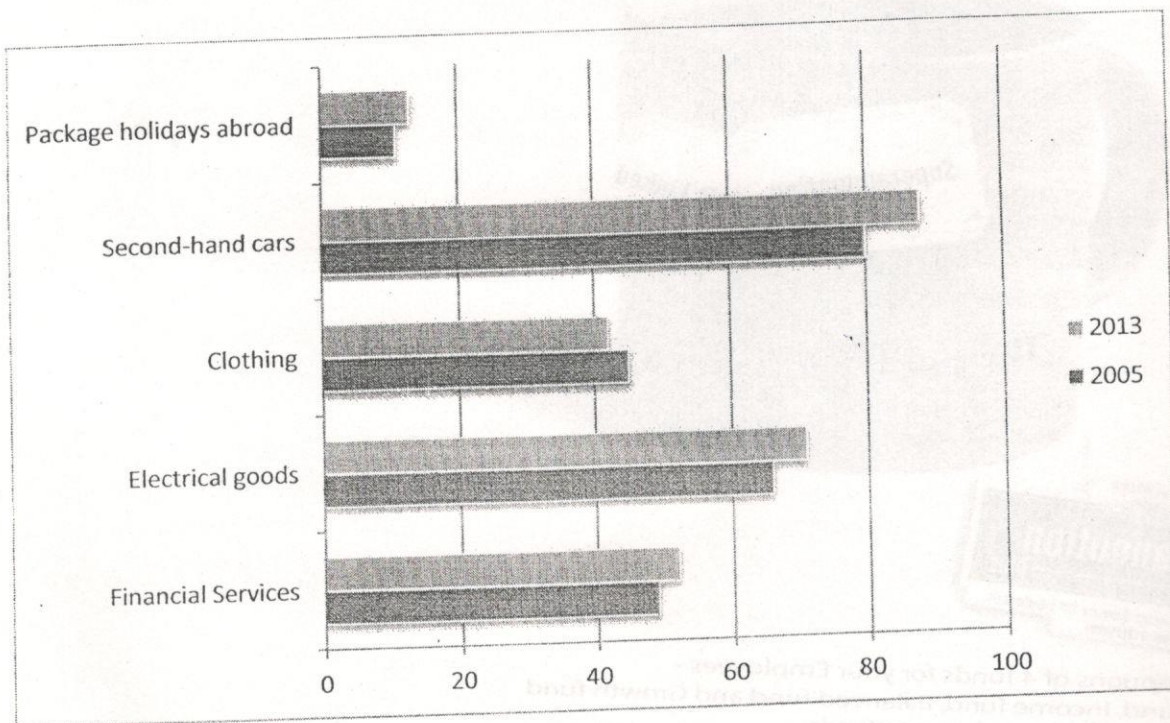
- A2. What is 'Chromatics' and how can an understanding of 'Chromatics' help in Marketing ?
- A3. Write short notes on any **two** dimensions of cross-cultural communication.
- A4. What are the barriers in upward and downward communication?
- A5. How does content listening differ from critical or empathic listening ?

(20 Marks)

Section B

Attempt any 2 questions. Each question carries 10 marks.

B1. Brief Report: The bar charts below show the number of complaints made by consumers about different types of products and services in the years 2005 and 2013. Using the information from bar charts, write a report (main sections only) in 200-250 words summarising the changes that took place in each sector between 2005 and 2013.



Number of complaints (in 000s)

B3. E-mail Writing: Looking for the best minds: You head the corporate marketing department for a nationwide chain of clothing stores. The company has decided to launch a new store-within-a-store concept, in which a small section of each store will showcase "business casual" clothing. To ensure a successful launch of this new strategy, you want to get inputs from the best retailing minds in the company. You also know it's important to get regional insights from around the country, because a merchandising strategy that works in one area might not succeed in another.

Task: Write an email message to all 87 store managers, asking them to each nominate 1 person to serve on an advisory team (managers can nominate themselves if they are local market experts). Explain that you want to find people with at least five years of retailing experience, a good understanding of the local business climate, and thorough knowledge of the local retail competition. In addition, the best candidates will be good team players who are comfortable collaborating long distance, using virtual meeting technologies. Also, explain that while you are asking each of the 87 stores to nominate someone, the team will be limited to no more than 8 people. You have met many of the store managers, but not all of them, so be sure to introduce yourself at the beginning of the message.

B 3. Read the scenario given below and identify the reasons for communication failure between the two parties:

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.

(15 Marks)

Section C (Compulsory)

Read the following case and answer the questions that follow.

TARGET MARKET TARGETS MINNESOTA TEENS: A CASE STUDY

Target Market (TM) was created at the Kick Ash Bash on April 2, 2000 in St. Cloud, MN which was attended by 400 teens from the state. Using a distinctive logo, hip television advertisements, and a memorable slogan, TM -18,000 members strong, is a new movement fighting against the tobacco industries. It is targeting youth to change their attitudes toward cigarette smoking. TM is funded by the \$6.1 billion tobacco lawsuit that Minnesota won from the tobacco companies in 1998. With an allotted budget of about \$6 million dollars per year, TM has used a grassroots approach to changing youth attitudes toward smoking by using young Minnesotans as its leaders.

Reducing youth smoking rates are the movement's ultimate goal. To achieve this goal, the movement is co-opting the industry's marketing tactics such as advertising and promotional gear. A website and youth rallies are also used to directly attack Big Tobacco. Unlike most anti-tobacco campaigns that have failed to reduce youth smoking rates in the past, TM's uniqueness and strategy lie in the fact that it is a youth led movement. Youth plan advertising, rallies, and other aspects of the movement. Because TM has been successful so far in its mobilization of members, the persuasive techniques used by the movement are worthy of examination. This case study discusses the audience that TM targets, identifies how the movement uses media, language, and visual images to achieve its goals; and discusses how TM recruits members.

The Audience TM's audience is two-fold-Big Tobacco and Minnesota youth. First, TM has created a campaign that revolves around the fact that youth are turning the tables on Big Tobacco. The "Thank You" television and radio commercials that were released immediately after the Kick Ash Bash clearly express the movement's goals: "You've been targeting us for so long. We're your target market. Now we're gonna target you." TM retaliates against Big Tobacco by revealing information that demonstrates the evilness of the tobacco industry. For example, TM has disclosed a series of comments from people such as a former RJ Reynolds employee stating, "We were targeting kids, and I said at the time it was unethical and maybe illegal, but I was told it was just company policy" (Fact sheet). TM has met with members of the tobacco industry and has used its growing membership numbers as proof that tobacco companies should no longer target youth.

The ultimate goal of TM is to reduce youth smoking rates by changing youth attitudes toward smoking. Therefore, TM strives to be recognized by every teen in the state. In essence, TM is hoping to become a brand that has a popular image with youth. According to a TM fact sheet, "the mission of TM is to expose the deceptive ways the tobacco industry targets teens to become lifelong customers. Then, TM youth will target Big Tobacco back with their own campaign." Concerts, trips, and free clothes and TM gear may initially entice youth to become involved in TM. However, in turn youth become anti-tobacco advocates as they learn and become outraged about how they, their generation, and younger siblings have been targeted and manipulated by Big Tobacco. At face value, TM ads target cigarette producers, but

underlying this message is a clear appeal to young Minnesotans. Therefore, TM's audience is truly twofold.

Target Market and three strategies of Persuasion The role of source credibility, media, and visual images work together to cumulatively make TM a persuasive movement.

The **source credibility** of the movement plays a persuasive role in TM's success. Teens telling teens about the truths of the tobacco industry have proven to be an effective persuasive strategy. Rather than hearing the same old message from adults, Minnesota teens identify with their peers who have created TM and who run TM. Therefore, teens are hearing an anti-tobacco message in their own language. Whereas most advertisements use professionals posing as young people, TM ads feature real Minnesota youth speaking out in their own words about big tobacco. For example, youth messages are heard at TM sponsored battle of the bands events, TM CD releases, and rap ads on the radio. Further, the language used by TM is blunt. They have been noted as the "in-your-face rebels creating a healthy future" (Scott, 2001). Overall, the dialect used in TM advertising, that may raise the eyebrows of parents, hits home with teens. The persuasive element of identification used by TM has aided in its mobilization of members.

TM creatively utilizes **media** in nearly every way possible. In addition to having rap ads on the radio, commercials on Nickelodeon, and editorials in newspapers, TM has a Web site and seek media at all of their events. Further, they plan events with the intent of engaging media. For example, events such as a tobacco industry "Document Vault" that has traveled across the state or the "Rip It Out" campaign that encourages youth statewide to rip tobacco ads out of magazines in a collective effort to fill a fake Marlboro man and light him up are sensational and newsworthy. TM has engaged media throughout the state with editorials, press releases, radio ads, and testimony galore. TM's advertising is aimed at very specific audiences populated by young people, including the hit television show "Buffy the Vampire Slayer." By using narrowcasting strategies, TM can maximize its advertising.

Obviously, one of the best ways to reach youth is through **visual images** -visibility of the movement. Not only does TM advertise itself in the media and through its use of language, but TM's image embellishes itself everywhere. Billboards promote the TM icon, as did the side of a mountain when TM sponsored the Midwest Snowboard Point Series (Fraboni, 2001). Further, all members are provided sheets of stickers to place in their schools and around town to create TM awareness. TM gear and posters are also distributed. In turn, the massive promotion of the TM's image becomes embodied in members who take the movement to heart. Therefore, not only is TM's message advertised by icons, but also by TM members who walk the walk of anti-tobacco advocacy.

Recruiting Members It is interesting to know how TM has gained members. TM has some institutional support in the form of financing by the Minnesota tobacco settlement, its recruitment strategies are different than a grassroots movement such as the civil rights or feminist movements. TM uses three main persuasive strategies to keep participation high: use of resources, conflict, and creating new cultural norms. First, the persuasive media, language, and images are all made possible by their allotted budget of \$6 million per year. TM's resources have allowed members to create a great variety of recruiting tactics. For example, they have

had a series of commercials and billboards, the TM Cruiser that traveled across the state, and fun events like a New Years celebration – exclusively for TM members. The TM website, found at <www.tmvoice.com>, also allows members to become involved in numerous events and stay connected even though members are youth from across the state.

TM is also using conflict to attract new members. As a part of the Document Tour, students can write an e-mail or record a video that will be sent to Philip Morris and R.J. Reynolds. One group of student's yelled into the camera, "you suck," and "Hey Big Tobacco, we're not listening!" Although TM does not use physical violence, they are taking an edgy approach that is appealing to youth in the state. TM realizes that conflict can help keep their cause in the media and attract youth.

TM is able to mobilize members because it is attempting to create new cultural norms. TM is pitching the theme that not smoking is cool and that youth is smarter than the ploys used by the tobacco industry. First, the "Thank You" Big Tobacco commercial shares that smoking will make your breath stink, or cause impotence in men. Second, the "Bobby" poster shows Bobby, a Native American TM member, stating, "Big Tobacco companies have taken away something sacred, but they will never take us." The ad links the sanctity of tobacco to Native Americans with the sanctity of the futures of MN teens. The poster counteracts cultural norms that smoking is cool and illustrates the need to resist smoking. These strategies are creating a new cultural norm, that overall, smoking isn't cool.

Discussion Questions

1. Which persuasive strategy-the movement's use of source credibility, visual images, or media-do you think has been most effective for the group? Why?
2. If you were the movement leader, what approach would you take in the next year? Why?
3. How can the movement sustain itself when its resources are reduced or taken away?