

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

POST GRADUATE DIPLOMA IN MANAGEMENT (2021 -23)
MID TERM EXAMINATIONS (TERM - I)
Academic Session- 2021-22

Subject Name: Managerial Communication

Time: 01.30 hrs

Sub. Code PG06

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:

It was Sunday morning. Rohit Chawla, Plant Head of Andhra Chemicals Limited (ACL), rikakulam, 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, Chawla decided to take a stroll. He strayed into Time Office. Narsimhan, Timekeeper, received him reverently. This was the first time the Plant Head (PH) visited Time Office. Chawla 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 Narsimhan to implement them right away.

"Yes, Sir," said Narsimhan 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, Venkata Rao, Manager - Human Resources (HR).

On Monday, Narsimhan 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." Narsimhan 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.

Narsimhan 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.

Chawla 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 Narsimhan 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

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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.

Chawla 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 rum organisations, thought Chawla. 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. Chawla didn't attempt to stop him. Chawla felt as though Rao had hit him on the head. He wondered how he should have responded.

Question:

(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?

SECTION - B

02×03 = 06 Marks

Q. 2: After noticing that some workers were starting work late and finishing early, a department head wrote this message to his subordinates:

It is apparent that many of you are not giving the company a full day's work. Thus the following procedures are implemented immediately:

- a. *After you clock in, you will proceed to your workstations and will be ready to begin work promptly at the start of the work period.*
- b. *You will not take a coffee break or consume coffee on the job at the beginning of the work period. You will wait until your designated break times.*
- c. *You will not participate in social gatherings at any time during the workday except during designated break periods.*
- d. *You will terminate work activities no earlier than 10 minutes prior to the end of the work period. You will use 10 minutes to put up equipment, clean equipment and police the work area.*

The message was not well received by the workers. In fact, it led to considerable anger and confusion. Using communication planning, explain where the department head's problem solving process went awry. What did he or she fail to take into account?

Q. 3: "Grapevine communication provides psychological satisfaction to employees." Explain the significance of grapevine in organizations and its implications.

Q. 4: "If you just communicate you can get by; but if you communicate skillfully you can work miracles". Justify this statement taking reference from the three rhetorical appeals identified by Aristotle.

SECTION - C

03×02 = 06 Marks

Q. 5. For each of the communication situations given below identify the direction/ type of flow of communication. Choose the most appropriate form of communication for each situation and give reasons for your choice:

- i) *The President of Expert Engineering Corporation has just come back from his/her international tour and wishes to share some important information with everybody in the company.*
- ii) *You, as the vice chairman of an MNC, wish to find out certain details about the new export policy of the central government from the Vice President of another organization Novel Software.*
- iii) *The supervisor of the production unit of a company needs some immediate clarifications from his/her manager on a proposal he/she has to submit.*

Q. 6. List some of the common external and personal barriers to listening. How are they similar or dissimilar to the general barriers to communication?

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Mapping of Questions with Course Learning Outcome

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	Q1, Q3	10
CO2		
CO3		
CO4	Q2, Q4, Q5, Q6	10
CO5		