



PG – 1120

I Semester M.B.A. Degree Examination, February 2016
(2007-2008 Scheme)
MANAGEMENT
Paper – 1.1 : Managerial Communication

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** from the following. Each sub-question carries **two** marks : (6×2=12)
- What is noise in communication ?
 - What is creativity ?
 - What is semantic gap ?
 - What is 'feedback' ?
 - What is a memorandum of association ?
 - List down any 4 'C' s of communication.
 - What are the elements contained in the prefatory parts of a technical proposal ?
 - What is encoding ?

SECTION – B

- Answer **any three** of the following. Each question carries **eight** marks. (8×3=24)
- Explain the flow of communication within an organisation.
 - What is 'organisational barrier' ? Explain them with suitable examples.
 - Examine the role of technology in business communication.
 - Explain the process of communication with the help of a neat diagram.
 - Explain the use of visual aids in communication.

P.T.O.



SECTION - C

Answer **any two** of the following. **Each** question carries **12** marks : (12x2=24)

7. Explain the classification and purpose of memos.
8. Explain the different kinds of reports ?
9. Discuss different parts of a technical proposal.

SECTION - D

10. Read the case and answer the questions given below :

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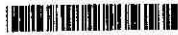
Image and Rumours at Procter and Gamble

Since the late 1970s, Procter and Gamble has been plagued by rumours connecting the company with Satanism and devil worship. The rumours have come in two cycles : from late 1981 to the end of the summer of 1982, and from the autumn of 1984 into early 1985. Procter and Gamble primarily manufactures and distributes house-hold products, including Crest toothpaste and Pampers disposable diapers. The company attributes its success to developing products based on consumers' needs and promoting these products with extensive advertising. It contacts consumers through an extensive network of toll-free telephone numbers and market research projects.

The first rumour that surfaced was that the company was owned by the Church of Satan. The 'proof' of this relationship was Procter and Gamble's hundred-year-old trademark, a quarter moon and 13 stars. Procter and Gamble was not overly concerned until late October 1981, when a second rumour began to circulate. It claimed that John Smale, President and Chief Executive, had appeared on the 'Phil Donahue Show', or a similar talk show, where he supposedly stated that he was a member of the Church of Satan, that the company contributed money to the church, and that 'there aren't enough Christians in the world to stop it'. He had never been on any such programme, of course, but the rumours also urged a boycott of all Procter and Gamble products.

Calls began flooding the toll-free telephone lines asking about the legitimacy of the rumours. Most of the calls were from retailers informing the company that some customers were returning Procter and Gamble products or asking why the goods were not being taken off the shelves. Employees were being threatened, and some had their tyres slashed.

The number of calls peaked at 15,000 in July 1982. Procter and Gamble counter-attacked by sending out a fact sheet to 48,000 churches in Southern US. This group was targeted because the rumours were being spread by fundamentalist



religious groups, mostly in the South. The company also enlisted the aid of certain members of the clergy, including Rev. Jerry Falwell, President of the Moral Majority, and Rev. Donald E. Wildmon, Chairman of the Coalition for Better Television. These clergymen issued statements discrediting the rumours and suggesting that people continue using Procter and Gamble's products. The company also obtained statements from television talk show producers confirming that no one from Procter and Gamble had appeared on their programmes. The public relations campaign dispelled the notions about the company's supposed link to the devil.

The rumours died down and the number of calls decreased to 30 or 40 a month. After the success of this counter-attack, Procter and Gamble was surprised when the number of calls suddenly jumped to 1,000 in September 1984, and then tripled to 3,000 in October.

This time the rumours concerned the company's trademark and its supposed symbolism in devil worship and Satanism. Unlike the first wave of calls, these calls seemed to come from across the country. Procter and Gamble began sending around media information kits, similar to those used previously, containing a brief history of the logo. They included letters from the producers of the television talk shows and letters from the clergymen. The company also sent a security team to track the rumour's source and to look for patterns in its transmission. They even threatened to sue anyone caught spreading the rumour.

However, by spring 1985, the problem had gotten out of control. The company was forced to change the logo, which was then 103 years old. Observers agreed that this was the right move, because hysterical rumours can outlast reasoned explanations and even lawsuits. By the time the logo had been changed, the company had spent several hundred thousand dollars on anti-rumour public relations and on extra telephone staff to handle calls on the matter.

The final result was that the company lost a historical symbol that had stood for trustworthy, reliable products to millions of consumers for over a 100 years.

Questions:

- 1) What category of communication is Procter and Gamble concerned with in this case ?
 - 2) What change, if any, would you have recommended for the company's initial strategy in 1982 to stop the rumours ?
 - 3) Were the toll-free telephone lines advantageous or disadvantageous to the company ?
 - 4) Do you agree with the decision of Procter and Gamble to change their established logo ? Justify your view.
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