

Time : 2hrs.

KABADDI

Marks -60

NOTE : Attempt any 2 question for Q. No. 1 to 3.

Q. No. 4 is compulsory.

- Q.1** What do you understand by the Business Letter. Explain the different facts & layout of a Business Letter. What is the difference between a Report & Business Letter. **15**
- Q.2** Briefly describe (Any 2)
- Format of the presentation
 - Types & parts of a Report.
 - Resume (Bio data) **15**
- Q.3** A plastic processing unit engaged in manufacturing various packaging products requires Marketing Executives. Graduates with 1 or 2 year's experience in Marketing plastic / Metal packaging products. Fresh graduates may also apply write to, P.O.Box No. 882, Times of India, Mumbai - 400 001. **15**
- Q.4** Case Study: **30**

Communicating All the Right Message at General Motors.

Something was wrong at the Saginaw Division of General Motors. Ron Actis, the facility's director of public affairs, sensed "a lack of trust between management and labor (and) poor communication throughout the division....." An employee survey confirmed his suspicions, and the problem was taking its toll on both productivity and morale.

Actis knew he had to get "the right message to the right audience at the right time with the right medium." He took a multipronged approach to opening a two-way dialogue between management and labor. Realizing that success depended on management support, he started at the top. He inundated GM's highest-ranking managers with reports from technical journals and popular magazines that demonstrated his points: Effective communication can improve productivity.

But convincing management was only the beginning. An effective communication system had to be designed. With this in mind, Actis changed the content of the Daily Newsletter, a one-page publication distributed throughout the plant. General stories about the auto industry were replaced by stories with greater local interest, the division in particular. Readership increased dramatically, the plant's 20,000 employees became hooked on learning about what was going on under their roof.

This was just one of several publications Actis relied on to keep people informed. He also started a monthly tabloid, the Steering Column, mailed to employees' homes and distributed within the Saginaw community. Actis also targeted publications to specific groups. For examples, a bimonthly newsletter, Report to supervisors, contained tips for improving communication and advance information about key issues. To improve relation between management and the unions, joint Activities, contained features describing ways of reducing costs, improving quality, and staying competitive. A quarterly video magazine, Perspective, containing interviews with managers, customers, employees, suppliers, and union officials, did a good job of getting people at all levels talking to each other.

Appreciating that such conversations were too important to leave to chance, Actis also initiated a series of face to face meetings between labour and management. These turned into candid, on-holds - barred sessions in which various business issues were intensely discussed. Responses to such meetings have been so positive that as many as 17 different labor management sessions are regularly held at the plant, some meeting as often as weekly.

Biannual communication audits (surveys assessing communication practices) have revealed that these various efforts have been successful. Before Actis's plan, fewer than half of the Saginaw Division's employees believed anything management said. Four years after the plan, the level of trust grew dramatically; More than 80 percent of the employees not only believed management, but also were pleased with the effectiveness of the company's various mechanisms in getting information to them.

Although it is difficult to link any single program to a company's bottom - line performance, the Saginaw Division's financial picture dramatically improved during the first seven years in which Mr. Actis's communication plan was in effect. Not only did annual operating costs decrease in the neighborhood of 5 percent, but sales per employee doubled, and the level of on-time deliveries improved to 100 percent. Many GM officials are convinced that these figures are due in large part to the fact that management and labour now see each other as sharing an interest in doing the best possible job for the company.

Critical Thinking Questions:

1. In what ways did the things that Mr. Actis did at General Motors help overcome the company's communication problem? What made his actions so effective?
2. To what extent do you think the success enjoyed by General Motors might be generalized to other types of organizations? Would these same actions work just as well in a service business, for example?
3. What additional steps could be taken to enhance communication in this General