

International Institute of Health Management Research, New Delhi

Examination- March 2018

Communication Planning and Management

MM: 70

Times: 3 hrs

Part-A

Attempt any four questions each question carries 4 marks (4x4=16)

- Q.1 What is communication? Write the different ways of communication and show its process.
- Q.2 What is Johari Window and how important it is? comment.
- Q.3 Explain the main elements of self-theory.
- Q.4 Assume you are a manager in an organization, write memo to your staff regarding changes in office timings.
- Q.5. Listening is skill that can be improved, please comment and explain ways to improve listening skills.

Part-B

Attempt any four questions each question carries 10 marks (4x10=40)

- Q.1 What is importance of counseling? Differentiate directive and non-directive counseling.
- Q.2 What is behavior change communication? How important it is in health education? Explain.
- Q.3 What is non-verbal communication? Give your views regarding its importance in effective communication.
- Q.4. Explain the strategic communication planning process and elaborate its importance.
- Q.5 In order to successfully communicate with others you must first learn to communicate with yourself. Comment.

Part-C (Case Study)

This Part is compulsory and carries 7x7=14 marks

Badger Mining Corporation, headquartered in Berlin, Wisconsin, is a privately held, family-owned international corporation that produces silica sand for industrial use. Plant operations are in Fairwater and Taylor, Wisconsin; Pahrump, Nevada; and Poland. Badger Mining Corporation employs 183 associates, including advisory associates, leaders, coaches and associates. In 2006, BMC received two national safety awards: The Sentinels of Safety Program Safety Trophy for its outstanding safety records by the Mine Safety and Health Administration and the National Mining Association, and the Safety Achievement Award from the U.S. Department of Labor's Mine Safety and Health Administration and the Industrial Minerals Association—North America.

The Culture

High-quality communication practices are part of BMC's mission "to become the quality leader in the industrial minerals industry. According to Mellisa Stafford, training and staffing associate, BMC is committed to environmental responsibility, safety, health, and integrity, while providing a rewarding and enjoyable place to work. BMC uses a flat organizational structure, which fosters greater connections between leadership and associates. According to Stafford, employee empowerment and trust are the results of open communication and caring within the organization.

Communication Strategies

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Communication is key at Badger Mining Corporation. Stafford credits employee communication that begins with orientation and progresses with associates throughout their careers as one of many practices that connect associates in a meaningful way to the operations of the company. Along with typical orientation programming that introduces associates to company policies and procedures, BMC engages associates in numerous evaluation and feedback opportunities, at which time associates provide feedback about how the company is doing. According to Stafford, the company makes a point of acting on the suggestions of associates, because they have insights into the daily operation of the company.

Internal communication is a shared process depending on the information being delivered. Communication within the company is responsibility-driven. For example, benefits information is communicated by human resources; a team of customer relations and public relations associates are responsible for the quarterly company newsletter, “Badger Banner”; the safety team is responsible for communicating safety issues; and the executive leadership is responsible for sharing financial information and strategic direction.

Face-to-face communication opportunities are critical to internal communication success. Team meetings are held twice a year, and every associate attends. These meetings cover everything from benefits to safety information to financial summaries to the strategic direction of the company.

As a mining company, safety is very important. Monthly safety meetings are held at each location, coupled with the annual companywide, day-long safety refresher meeting. Safety teams keep safety in the forefront at each location as well.

The company uses many print and electronic practices to reinforce the face-to-face practices. The newsletter is distributed to associates at all U.S. locations. Some information regarding benefits and HR issues is still sent to employees’ homes because this is where the decision making about benefits takes place. Announcements are posted in the company plants to alert associates to opportunities. Through the company intranet, associates can access information about each plant facility as well as the employee manual. Company e-mails are used to broadcast information to all employees.

The company also uses an open book management approach; complete financial information (income statements, balance sheets, etc.) is shared with all employees monthly so they are always aware of the financial status of the company. “The associates truly work with a common goal because they understand the mission and values of the company. They know that the success they have in their job translates to the success of the company.”

Q1) How you evaluate the communication strategies of Badger Mining Corporation? Give reasons in support of your evaluation.

Q2) How many gaps can you find out in the communication strategies of Badger Mining Corporation? Give suggestions how they can do well.