



<b><u>PROGRAM</u></b>	<b>: DIPLOMA PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT</b>
<b><u>SUBJECT</u></b>	<b>: COMMUNICATION MANAGEMENT 111</b>
<b><u>CODE</u></b>	<b>: COM3AA3/CPR3AA3/ACP3A11</b>
<b><u>DATE</u></b>	<b>: WINTER EXAMINATION – SPECIAL</b>
<b><u>DURATION</u></b>	<b>: 3 HOURS</b>
<b><u>WEIGHT</u></b>	<b>: 50: 50</b>
<b><u>FULL MARKS</u></b>	<b>: 100</b>
<b><u>TOTAL MARKS</u></b>	<b>: 100</b>
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<b><u>EXAMINER</u></b>	<b>: DR E LUBINGA</b>
<b><u>MODERATOR</u></b>	<b>: MS M MKHATSHWA</b>
<b><u>NUMBER OF PAGES</u></b>	<b>: 4 PAGES</b>
<b><u>REQUIREMENTS</u></b>	<b>: UJ ANSWER BOOK: ONE FOR EACH MODULE</b>

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**INSTRUCTIONS TO STUDENTS:**

- USE A SEPARATE ANSWER BOOK FOR EACH OF THE MODULES (3A AND 3B) IF YOU ARE WRITING BOTH MODULES.
- EACH MODULE HAS BEEN ALLOCATED 1 AND ½ HOURS.
- MODULE 3A-SECTION A: QUESTION 1 IS COMPULSORY.  
SECTION B: ANSWER ONLY ONE OF QUESTIONS TWO AND THREE.
- DO NOT USE BULLETS: BULLETED ANSWERS WILL NOT BE MARKED.

- YOU MAY ANSWER THE QUESTIONS IN ANY ORDER AS LONG AS THE CORRECT QUESTION NUMBER IS INDICATED FOR EACH OF THE SECTIONS.
- CORRECT LANGUAGE USE AND A NEAT HANDWRITING ARE IMPORTANT.
- ANSWER BOOKS FOR THE DIFFERENT MODULES SHOULD BE SUBMITTED SEPARATELY.

**REQUIREMENTS**

UJ EXAMINATION ANSWER BOOKS:

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**SECTION A- QUESTION 1 IS COMPULSORY**

**CASE STUDY**

Lerato Zwane was recently hired to work at a branch of Your Money Bank as a personal banker. The branch is very busy and has a large staff including three on-site managers. As a new employee, Lerato is trying to figure out how to succeed as a personal banker while meeting the expectations of her three very different managers. Lerato is paid a salary, but also receives a commission for activities including opening new accounts and selling new services to customers such as credit cards, lines of credit, loans and stock accounts. Personal bankers are expected to open a certain number of accounts each month and build relationships with customers by exploring their banking needs and offering services to meet their needs.

Thabo Maluleke is one of the managers at Lerato's branch. He has worked for Your Money Bank for 9 years and is proud of the success of the bank. Thabo openly talks about the progress of the employees in terms of number of accounts opened or relationships established and then commends or scolds people depending on their productivity. Thabo stresses to Lerato the importance of following procedures and using the scripts that Thabo provides meant to successfully convince customers to open new accounts or accept new services with the bank. As a new banker, Lerato has not opened many accounts and feels very uncertain about her competence. She is intimidated by Thabo, believing that this manager is continually watching and evaluating her. Several times, Thabo has publicly criticized Lerato, commenting on her shortcomings as a personal banker. Lerato strives to increase her sales numbers so she can keep Thabo "off her back."

Mpho Mkhize is another manager at Lerato's branch and has been with the bank for 12 years. Mpho started working with the bank as a teller and worked her way up to branch manager. As a manager, Mpho is responsible for holding the bank staff meetings every Monday morning. At these meetings, Mpho relays the current numbers for new accounts as well as the new relationships established. After the meetings, Mpho retreats to her office where she sits behind her computer screen, rarely interacting with others. Lerato is happy when Mpho retreats to her office, because she doesn't have to worry about her performance being scrutinized. However, sometimes Lerato gets frustrated because she is sometimes faced with a problem that falls out of her banking knowledge and experience, but gets stressed because Mpho doesn't provide her with any managerial support.

The third branch manager Anele Zulu, has just started working at this bank to which he has moved after working at another bank for 8 years. Lerato finds Anele helpful. He pops into her office when she is with a customer to introduce himself and to make sure that everything is going well. Anele also allows Lerato to attend sessions in his office when he calls disgruntled customers or customers with complicated requests, so that Lerato can learn how to manage complex banking interactions. Anele trusts his staff and enjoys seeing them grow, encouraging them by organizing competitions to see who can open the most accounts and offering helpful feedback when customer interactions do not go as planned.

Lerato has to undergo a three-month performance appraisal and is nervous that she may get fired based on her low sales record and the negative feedback she has received from Mpho and Thabo regarding her performance. She talks to Anele who assures her that she is doing fine even if her numbers have not reached those of an experienced banker. Lerato is still worried about Thabo and Mpho, she has hardly had

any conversations with Mpho and feels intimidated by Thabo who she perceives manages by barking numbers at the employees

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**QUESTION 1**

Based on the assumptions of Theory X and Theory Y, demonstrate the link between the leadership philosophy of each manager in the scenario, and their leadership style. In your opinion, which leader shows the most appropriate leadership style that suits the type of organisation (in the scenario)? Motivate for your answer and explain which leadership behaviour each of the managers displays.

**[30]**

**ANSWER ONLY ONE OF QUESTIONS TWO AND THREE**

**QUESTION 2**

An effective leader creates compelling visions that guide people's behaviour in an organisation. Discuss the characteristics of a vision with examples. If you were a leader in an organisation explain how you would articulate and implement a vision in practice.

**[20]**

**OR**

**QUESTION 3**

Leadership competencies are a critical component of successful leadership. Critically analyse each of the three conceptual competencies that leaders ought to develop as proposed in the Model of Primary Leadership Skills and show how they can be practiced in an organisational setting and how the organisation as well as the leader may benefit from these competencies.

**[20]**

**TOTAL 50 MARKS**