



**PROGRAM** : PUBLIC RELATIONS AND COMMUNICATION  
MANAGEMENT DIPLOMA

**SUBJECT** : COMMUNICATION MANAGEMENT

**CODE** : COM3BA3

**DATE** : WINTER SPECIAL EXAMINATION  
JUNE 2018

**DURATION** : 90 MINUTES

**WEIGHT** : 50:50

**TOTAL MARKS** : 50

---

**EXAMINER** : MR COLIN COCHRAN

**MODERATOR** : MR NILTON BERNARDO

**NUMBER OF PAGES** : 4 PAGES AND NO ANNEXURES

---

**INSTRUCTIONS** : QUESTION PAPERS MUST BE HANDED IN.

**REQUIREMENTS** : ANSWER SCRIPTS.

---

**INSTRUCTIONS TO CANDIDATES:**

Students are to answer any **TWO** of the following **THREE** questions. Should students answer all three questions, only the first two will be marked.

Read the contextual statement carefully, choose two questions and answer them in the appropriate answer script.

Ensure to mark your answers clearly.

**Contextual statement**

It Strategic communication differs from integrated communication because its focus is how an organization communicates across organisational endeavors. The emphasis is on the strategic application of communication and how an organization functions as a social actor to advance its mission. The purposeful nature of strategic communication is critical. Whereas academic research on organizational communications broadly examines the various processes involved in how people interact in complex organizations (including interpersonal, group, and network communications), strategic communication focuses on how the organization itself presents and promotes itself through the intentional activities of its leaders, employees, and communication practitioners. Of course, this does not exclude their use of relationship building or networks in the strategic process.

Organisational structure plays a critical role in creating a market-driven organization (Day 1999: 1) and also influences the scope and range of communication programs undertaken by marketing and communication practitioners in organisations (Van Leuven 1991: 279). However, various views exist regarding how to structure marketing and communication within the organization, in the most effective manner.

In the 70s, the first authors to address the relationship between marketing and communication within the organization identified five alternative structural relationships (Kotler & Mindak, cited in Grunig & Grunig 1998: 142):

- Separate but equal functions;
- Equal but overlapping functions;
- Marketing as the dominant function;
- Public relations [or communication] as the dominant function; and
- Marketing and public relations [or communication] as the same function.

Current developments in integrated marketing communications, however, indicate that other organizational structures should also be considered. Lane et al. (2008: 201) state that research involving marketing executives indicated that the integration of advertising, promotion, public relations and all other forms of communication is 'the most important factor influencing how strategies will be set'.

**QUESTION 1**

Professionalism in the communication and public relations profession is a contentious topic in the South African context. It is postulated that practitioners do not professionalise their activities and that PRISA, their South African governing body have not taken ownership of the issues regarding professionalism amongst its members. Professionalisation should actively be encouraged as to maximize the impact of communication and public relation practitioners.

As a communication practitioner, discuss what constitutes communication and public relations professionalism. Furthermore, identify the contemporary South African communication and public relations industry and the presence or absence of professionalism.

(25)

---

**OR****QUESTION 2**

The fundamental challenge for refining theories of communication and uncertainty is to abandon the assumption that uncertainty will produce anxiety, especially when it relates to health. Communicating risk information is intended to reduce uncertainty about illness or health concerns. Uncertainty experiences and the corresponding appraisals, emotional responses and behaviors reveal a great deal about communication functions in human action.

As a communication practitioner and entrepreneur, discuss the variability in uncertainty experiences and meanings. Furthermore, provide suggestions as a communication practitioner in the field of health communication practice on how information can be disseminated in disease prevention drives without creating an environment where individuals are either 'chronically ill' or the 'worried well'. Ensure that you include entrepreneurial aspects in the discussion of this question.

(25)

---

**OR****QUESTION 3**

South African communication practitioners developed their own culture specific model of practice based on the economic, social and political realities of the country.

As a communication practitioner, discuss the role of culture in communications practice. Furthermore, provide an analysis of the South African context with regards to the political

structure, economical structure, social issues and mass media and the role a communications practitioner plays in organizational structuring and management of these constructs.

(25)

---

**TOTAL 50 MARKS**