



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

**SUBJECT** : **COMMUNICATION MANAGEMENT  
EXTENDED 2**

**CODE** : **COMEXY2**

**DATE** : SSA EXAMINATION  
14 NOVEMBER 2018

**DURATION** : 2 HOURS

**WEIGHT** : 50 : 50

**TOTAL MARKS** : 100

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**EXAMINER** : MS N MAYET

**MODERATOR** : MR RSV MABADA

**NUMBER OF PAGES** : 5 PAGES

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**INSTRUCTIONS TO CANDIDATES:**

ANSWERS THAT ARE NOT NUMBERED WILL NOT BE MARKED.

PLEASE ANSWER ALL THE QUESTIONS.

PLEASE READ ALL QUESTIONS CAREFULLY.

YOUR LANGUAGE USE AND NEAT HANDWRITING IS IMPORTANT.

**SECTION A:** ANSWER THE MULTIPLE CHOICE QUESTIONS.

**SECTION B:** ANSWER ALL THE QUESTIONS.

**SECTION C:** ANSWER **ONE** OF THE QUESTIONS

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**SECTION A: Answer all the questions**

**QUESTION 1: Match the questions in column A with the answers in column B**

Column A	Column B
1. The desire to successfully manage and influence events and people around you.	a. High and low context cultures
2. A personal experience which is not the same for two persons or for the same person during two different occasions.	b. Disorientation
3. When different cultures code information differently using non-verbal and verbal and verbal methods.	c. Irritability and hostility
4. The tendency to judge the values, customs, and behaviours of other cultures.	d. Intensifying
5. _____ is when you are angry and start resenting the ways, beliefs and values of a new culture.	e. Power distance
6. When you are deciding whether you should stay in a relationship or abandon it, you are in the _____ stage of relationship development.	f. Stereotyping
7. As a new student you are overwhelmed when you arrive at Bunting Road campus. You feel as if you are bombarded with the requirements of this new campus and you feel a sense of personal inadequacy. You are experiencing _____.	g. Ethnocentrism
8. Poses itself as an issue to communication but it is not impossible to overcome.	h. Content message
9. If you are the son or daughter of a king, you will be respected in a culture which values high _____.	i. Climate
10. When you generalize people based on the limited experience that you have with their culture, you are _____.	j. Culture shock
	k. Laissez-faire
	l. The need for control
	m. Demographic analysis

n. Obstacle

o. The need for affection

(10 MARKS)

SUBTOTAL: 10 MARKS

**SECTION B: Answer BOTH of the questions:**

**QUESTION 2**

- a. Describe yourself in terms of Schutz's Interpersonal need for control. Include relevant examples to support your answer. (5)
- b. Discuss language as an obstacle to intercultural communication. Include relevant examples in your answers. (4)
- c. List and discuss **THREE (3)** possible ways in which you, as a public relations practitioner can overcome obstacles to communication in an organisation. (6)
- d. List and discuss the basic criteria for interpersonal communication within the University of Johannesburg. (5)

(20 MARKS)

**AND**

**QUESTION 3: Answer the questions based on the case study**

**UNEXPECTED SHUT-DOWN**ARS-Digita was a web development company founded by Phillip Greenspun in 1993. The company was more than just an IT startup company with a few geeks who excelled at programming- it was a group of talented people who had identified an opportunity in the marketplace long before the major players such as IBM, Microsoft and Oracle did. Mr Greenspun was always careful about who he hired to represent his organisation. He always hired staff who had relevant qualifications and work experience and always felt that his staff was more educated than he was.

Although ARS-Digita was growing carefully, Mr Greenspun openly admitted that for every task in the company, he could not say exactly who was supposed to do what and by when because he preferred to leave his staff in charge of all business decisions. Not only did the company require experienced management executives, it also needed additional capital to grow its customer base. so that they had enough freedom to make their own decisions and run with projects. He also believed that his staff should be independent. This meant that they needed to solve their own issues amongst each other- he felt that it was best if he did not get involved. He never had monthly meetings because he did not believe in micro-managing his staff members. After closing his doors, it came as a surprise to him that his staff was unhappy. He later found out that the staff often argued about the splitting of tasks and work duties, which eventually slowed down productivity. He could not understand why nobody ever approached him about this.

Adapted from:

<https://www.managers.org.uk/insights/news/2015/september/four-companies-that-failed-spectacularly-and-the-lessons-of-their-premature-demise>

- a. List and discuss **FIVE (5)** reasons for ARS-Digita closing down. Use examples from the case study to support your answer. (20)
- b. Create a strategy for Mr Greenspun explaining the steps that should have been taken when dealing with problems in the organisation. (20)

(40 MARKS)

SUBTOTAL: 60 MARKS

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**SECTION C: Answer ONE of the essay questions:**

**QUESTION 4**

In an essay discuss how you will approach public speaking as a public relations practitioner for your organisation. In your discussion include:

- a. The mode of delivery; (10)
- b. The method which you will use to organise your content; (6)
- c. The different language techniques; (6)
- d. The tips that you can offer other public relations practitioners. (8)

(30 MARKS)

**OR**

**QUESTION 5**

It is necessary for public relations practitioners to understand small groups in organisations and how the dynamics of these small groups influence organisational communication. In an essay discuss:

- a. The role of primary work teams in an organisation such as the University of Johannesburg; (10)
- b. The dynamic of these teams; (5)
- c. How these primary work teams affect decision making in the University of Johannesburg; and (5)
- d. The leadership style which you will adopt when you are in a managerial position in an organisation. (10)

(30 MARKS)

SUBTOTAL: 30 MARKS

**GRAND TOTAL: 100 MARKS**

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