



<u>FACULTY</u>	: HUMANITIES
<u>DEPARTMENT</u>	: STRATEGIC COMMUNICATION
<u>CAMPUS</u>	: APB
<u>MODULE</u>	: COM2AA2
<u>SEMESTER</u>	: FIRST
<u>EXAM</u>	: SUPPLEMENTARY WINTER 2020

<u>DATE</u>	: 13 JULY 2020 SVR MABADA	<u>SESSION</u>	: ONLINE
<u>ASSESSOR(S)</u>	: MRS G GAMBIZA		
<u>MODERATOR</u>	: DR R BENECKE		
<u>DURATION</u>	: 48 HOURS	<u>MARKS</u>	: 100

NUMBER OF PAGES: 8 PAGES

INSTRUCTIONS:

1. You have 48 hours to submit the completed exam on ulink.
2. Provide full answers and not bullet points.
3. Use your own words.
4. Answer length must be appropriate to mark allocation.
5. You may answer on the question paper by writing your answer just under the question.
6. For Section A highlight the answer in red should you provide answers on the question paper

SECTION A: COMPULSORY (HIGHLIGHT YOUR ANSWER IN RED AS BELOW SHOULD YOU ANSWER ON THIS QUESTION PAPER

EXAMPLE

How many modules are there in Public Relations Diploma?

- (a) Four
- (b) Ten
- (c) Eight**
- (d) Seven

ANSWER ALL QUESTIONS

QUESTION 1

1.1 Internet monitoring in the workplace presents an interesting dilemma to both employers and employees. Many employees spend some portion of the workday using company resources, such as computers, telephone, and Internet, for non-business related matters. Which perspective allows employers to reduce their employees' expectation of privacy, employees have very little power in terms of bargaining, and are generally subject to the employment-at-will doctrine?

- (a) The employer's perspective
- (b) A legal perspective
- (c) The employee's perspective
- (d) The justice perspective

[2]

1.2 There are four guidelines for evaluating behaviour in most organisational communication situations. Ethical communication based on sharing sources of information, special opinions, motivations, or biases that may influence positions falls under which guideline?

- (a) The habit of respect for dissent
- (b) The habit of public versus private motivations
- (c) The habit of search
- (d) The habit of justice

[2]

- 1.3 Refusing to consider the opinions of others in an organisation forms part of ethical dilemmas within an organisation. Under which type of ethical dilemma does this pertain to?
- (a) Communication behaviors related to money
 - (b) Communication behaviours and technology
 - (c) Personal communication behaviors
 - (d) Destructive communication behaviors
- [2]
- 1.4 The SA constitution's Bill of rights: A cornerstone of democracy in South Africa, enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom. Which one from the below is **NOT** one of the five basic moral rights
- (a) The right of free consent
 - (b) The right of free speech (speak freely without violating others)
 - (c) The right to privacy
 - (d) The right to free movement
- [2]
- 1.5 In making ethical decisions, there are three general decision-making approaches that can be adopted. Which theory requires that all decision makers be guided by fairness, impartiality and equity?
- (a) Theory of justice
 - (b) Theory of equality
 - (c) Theory of rights
 - (d) Utilitarian theory
- [2]
- 1.6 Values are conceptions that motivate human behaviour and that function as criteria in making choices. Which one from the list below is **NOT** an example of a common value?
- (a) Success
 - (b) Status
 - (c) Friendship

(d) Mission statement

[2]

1.7 Which one from the below best describes Instrumental values?

- (a) Concerns for end states of existence or desirable goals
- (b) Value placed on structured or unstructured work environment
- (c) Are desirable behaviours or modes of conduct related to and influence terminal values
- (d) Value placed on feelings of others & our general assumptions about why people work

[2]

1.8 There are three common types of small-group networks. Which one from the list below rigidly follows the formal chain of command?

- (a) The wheel
- (b) The all-channel
- (c) The chain and the Wheel networks
- (d) The chain

[2]

1.9 Upward communication is used to provide feedback to higher levels, inform them of progress toward goals, and relay current problems. It also keeps the managers keeps aware of what is happening within the organization. Which one from the list below is **NOT** an example of upward communication?

- (a) Suggestion boxes
- (b) Employee attitude surveys
- (c) Policies and procedures documents
- (d) Superior-subordinate discussions

[2]

1.10 There are five elements that combine to form an organisation's culture. Which element is developed over time and through experience?

- (a) Core Beliefs
- (b) Fears

(c) Values

(d) Behaviour Norms

[2]

1.11 Open systems view organisation as an entity that takes inputs from the environment, transforms them, and releases them as outputs.

(a) True

(b) False

[2]

1.12 Organisational communication is highly contextual and culturally dependent.

(a) True

(b) False

[2]

1.13 With the four predominant types of culture, the 'Tough-guy-macho culture' ensures that employees seldom see results of their work.

(a) True

(b) False

[2]

1.14 Culture plays a vital role within an organisation. It is therefore the collective behaviour of employees that determines results.

(a) True

(b) False

[2]

1.15 Ethical communication prevents individuals from acquiring needed information important for choices.

(a) True

(b) False

[2]

TOTALMARKS [30]

SECTION B: ANSWER ANY TWO QUESTIONS

QUESTION 2

Read the case study below and answer the questions that follow



BUSINESS

SAA staff placed on forced leave as airline cancels flights during lockdown

Thando Maeko

25 Mar 2020

With negotiations between labour unions and SAA business-rescue practitioners put on hold, the airline has told its workers to stay at home during the country's 21-day lockdown.

Last week, the airline's business rescue practitioners, Les Matuson and Siviwe Dongwana, suspended all regional and international flights as governments around the world implement travel bans in a bid to combat the spread of Covid-19.

The announcement was also sent via a press statement to all media houses.

In a letter sent to employees on Wednesday via email, and seen by the *Mail & Guardian*, workers have been ordered to take forced leave from Thursday, a day before the lockdown. Staff are required to report to work only if contacted by their line managers.

Leaked voice note

In a leaked WhatsApp voice note, South African Cabin Crew Association (Sacca) spokesperson Zazi Nsibanyoni-Mugambi can be heard telling union members that this week's consultations were conducted through video conferencing. Nsibanyoni-Mugambi said the danger in allowing the retrenchment process to continue before the release of a business plan is that "people can leave and SAA could still not exist".

In the voicenote, Nsibanyoni-Mugambi can be heard telling members that the unions have rejected the rescue practitioners' proposals to expedite the retrenchment plans because "people will leave" under conditions of intimidation and fear. "The business-rescue practitioners to continually threaten us with liquidation is basically putting fear ... but it does not mean as unions we must throw you guys [employees] out with the bathwater and not make SAA survive [in the] long term," she said.

Various SAA employees who refused to comment said that they were being victimised by the organisation into agreeing to take forced leave.

2.1 From the article above, identify and explain three patterns of formal communication illustrating its advantages and disadvantages **(15)**.

2.2 Define and explain informal communication. In your answer, also discuss its advantages and disadvantages of this type of communication on organization like SAA **(20)**

Total 35

OR

QUESTION 3

Assume you are working for South African Airways.

“During one of the SAA Covid -19 discussions you overheard a conversation between your manager and the manager of a department in which your best friend is employed. From their conversation, it is apparent that your friend is not pleasing her manager and she will definitely be put on the retrenchment list or would be demoted to a lower position. She might also be passed for the promotion that she is due for. You don’t want to see her hurt, and you happen to know she has a job offer from another department from your organization. Should you tell her about the conversation and urge her to take the new offer? Should you remain silent because of the manner in which you heard the information? Should you go to your boss and tell him that you accidentally overheard the conversation and are concerned because your friend might turn down a good job offer? Should you urge your friend to confront her boss?”

Source: Adapted from the SAA news article above

Discuss how you will deal with the ethical implications of the following recurring organizational communication situations. Use appropriate examples in your discussions.

3.1. Destructive communication behaviours	(10)
3.2. Planned organisational communication	(10)
3.3 Courage, responsibility, trust, and ethics	(15)
	[35]

OR

QUESTION 4

4.1 Define values and give three examples of common values (5)

4.1 Discuss the three types of values illustrating the importance of understanding the relationship between individual values and organisational values **(15)**

4.3 Identify and explain the five work value dimensions that Howe and Mindell (1982) believed they affect our organisational lives **(15)**

[35]

GRAND TOTAL 100