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| <u>FACULTY</u> | : HUMANITIES |
| <u>DEPARTMENT</u> | : STRATEGIC COMMUNICATION |
| <u>CAMPUS</u> | : APB |
| <u>MODULE</u> | : COM3AA3 COMMUNICATION MANAGEMENT 3A |
| <u>SEMESTER</u> | : FIRST |
| <u>EXAM</u> | : SSA AVAILABLE FROM 13 JULY 2020 AT 16:00 DEADLINE 16 JULY 2020 AT 16:00 |

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| <u>DATE</u> | : 16 JULY 2020 | | |
| <u>ASSESSOR(S)</u> | : MRS M JOUBERT PROF L HOLTZHAUSEN NWU - | | |
| <u>MODERATOR</u> | : POTCHEFSTROOM | | |
| <u>DEADLINE</u> | : 16 JULY 2020 16:00 | <u>MARKS</u> | : 50 |

NUMBER OF PAGES: 7 PAGES

INSTRUCTIONS:

1. Answer ALL THE QUESTIONS.
2. Write full sentences and include examples where relevant.
3. In your discussions, do not repeat any of the statements which form part of the questions.
4. Make sure you clearly number your answers. Answers that are not numbered

cannot be marked.

5. You have 4 days to prepare, answer and complete this exam from 13 July 2020 (16:00) till 16 July 2020 (16:00).
6. All submissions, except if you made a prior arrangement with your lecturer, will be done via BlackBoard in Word document format.
7. Please note that this is an exam, thus copying and pasting of class notes, lecturer's slides or prescribed reading will result in poor performance (as it is plagiarism). We are examining your understanding of the content learned, not the regurgitation or repeating of prescribed readings, lecturer's slides or class notes.
8. All submissions must include an assignment cover page with your student details included. Make sure you include your name, surname and student number.
9. The exam link will be shared via a Blackboard announcement on 13 July 2020 at the start time of the exam session/period (16:00).
10. You may not email lecturers about the exam questions to get assistance, nor may you collaborate with other students on your exam.
11. Be aware that similarity reports (TurnItIn) will be used to check the originality of your answers and your answers against those of other students. This means that you cannot copy and paste your answers from the Internet or from other students. Make sure you familiarise yourself with the university's plagiarism policies.
12. Ensure that you have adequate data and a reliable Internet connection so that you make sure that you can successfully submit your exam on Blackboard. Apologies such as 'my Internet dropped the connection' will not be accepted.
13. When uploading exams or completing assessments online, make sure that everything is completed and uploaded before closing your computer. Apologies such as 'my document did not upload properly' will not be valid. It is your responsibility to make double sure that the assessment is completed and everything is completely uploaded for your exam to be marked.
14. Make sure you meet the deadline and build in enough extra time to complete the exam on time. Build in extra hours in case something goes wrong, such as loadshedding. Therefore, do not try to submit your exam at the last minute. Online submissions are programmed to close after the deadline, after which it may no longer be possible to complete your exam online.
15. Always keep a back-up copy of all exams submitted, even uncompleted answers that you are working on. Use sites like Google Drive or One Drive to back up your

completed exam in the cloud. This is to protect yourself from losing your work due to your computer getting stolen, breaking down or getting hacked. Losing documents for one or other reason is not a legitimate excuse for not completing assessments on time.

16. By using the Blackboard platform, any work submitted is subject to UJ's policy on Plagiarism and UJ's Online (Academic) rules and regulations, confirming that the work being submitted conforms and complies with these policies as well as any other policy that might be applicable. In the event that it is found that you have contravened these policies, you will be subject to disciplinary action in terms of UJ's policies in this regard.
 17. Students will not receive one mark for each fact provided. Students will receive marks based on the holistic answer and the insight shown in their answers.
 - 18. Read the Organisational Conflict case study before answering the questions.**
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ORGANISATIONAL CONFLICT CASE STUDY

While some conflict in the workplace is inevitable, unchecked conflict can get out of control and do irreversible damage to your business. Conflict can have several causes, including personality differences, cultural expectations, malicious harassment and the failure of some employers to understand employee limitations and needs.

Personality clashes

Conflict is often the result of personality clashes. If a supervisor and employee have significantly different personalities, friction can arise. These conflicts are often not motivated by malice but are the result of two very different people misunderstanding each other. Amahle is a very quiet, serious employee who doesn't often smile or laugh. She tends to be private about her personal life. Although Amahle got along well with her previous supervisor, Lesedi, who had a similar personality, Amahle now has left the company, and Karabo has taken her role. Karabo is very gregarious, loud, and laughs often, and also tends to be inquisitive about her employees' lives. Amahle has become increasingly uncomfortable around Karabo, as she doesn't like being asked about her personal life and feels that too much noise and laughter in the workplace is unprofessional. For her part, Karabo is put off by Amahle's quiet, private nature and regards Amahle as unfriendly. Recently, Karabo reprimanded Amahle for not smiling enough or not making small talk with a recent client who visited the office. Amahle feels bullied and is contemplating making a formal complaint to HR.

Cultural differences

Different cultures have different expectations of workplace behaviour and business etiquette. When employees and employers from different cultures attempt to work together, these cultural differences can create tensions that can spill over into outright conflict. Thato recently relocated to the U.S. from South Africa after marrying an American woman. Thato has had a long and successful career in IT management. He quickly finds a job in the U.S., but finds himself baffled by the behaviour of his new staff. He notices that after a few months, many seem to be demoralised. In a few cases, staff members have approached him and

asked if there was something wrong with their performance, even though Thato is perfectly satisfied with the work that they are doing. Finally, Thato decides to take a risk and ask two of the most senior employees on his team if they have a problem with him. After some discussion, everyone realises that the problem is a cultural one. In many South African workplaces, workers are largely expected to do their jobs without receiving a lot of positive feedback or cheerleading, which is different from the way U.S. companies often operate, including the one where Thato now works. Thato takes the initiative in resolving the issue by being more proactive in identifying good work and praising his employees both privately and publicly.

Harassment, Bullying and Discrimination

Harassment, bullying and discrimination all take their toll on the physical and mental health of employees. In some cases, employers actively perpetrate harassment, bullying and discrimination, in others, the employer simply tolerates it within the workplace, refusing to take action until an employee files a lawsuit or report with a government labour agency. Lethabo was a 60-year-old man working as a salesperson in a hardware store with several younger co-workers, a few of whom consistently treated him with disrespect, making nasty comments about him being old, slow and "computer illiterate" because he was not very good with the online inventory system. At first, Lethabo ignored the comments, but he rapidly grew tired of them. He politely, and privately, spoke to the most vocal of the younger employees, asking him to stop the provoking, but the younger man told Lethabo that he was being too sensitive and the bullying grew worse. Lethabo eventually approached the storeowner about the situation. The owner likes Lethabo, but was unwilling to get involved with what he called "employee issues." Lethabo noted that since many of the insults reference Lethabo's age, they could constitute illegal workplace harassment. The storeowner became defensive and continued to do nothing about the situation. Eventually, the bullying began to affect Lethabo's health. He quit his job and then applied for unemployment benefits, arguing that his employer's failure to address the age-based harassment created a hostile work environment. Lethabo not only won unemployment benefits but she is also now involved in a lawsuit against his former employer.

Performance Issues

In some cases, employer and employee may have a disagreement about the quality of the employee's work. This may be a simple matter of an employee who lacks self-awareness and thinks she is doing excellent work, whereas her colleagues would rate her as mediocre, at best. But other performance issues may not be so clear-cut. Some employees may realise that they are not working to potential, but would point to a lack of guidance, training and feedback as the cause of their performance issues. Naledi has been working as a copywriter for the past three years at a boutique-marketing agency. While her performance reviews are generally positive, lately she's been struggling with assignments for several new clients in the legal industry. Up until recently, Naledi's work has focused primarily on writing for healthcare companies. She is unfamiliar with legal matters, and yet she is expected to produce web copy and blog posts for these businesses. The new clients have already sent back several projects for revisions, and Naledi's supervisor is upset with her. Naledi points out to her supervisor that she is being required to write on topics that she knows nothing about. She also notes that when the company was pitching these law firms, Naledi suggested that the company pay for her to take some courses on legal research and writing. Instead, Naledi's supervisor told her that the company couldn't afford to pay for additional training, and advised Naledi to get ideas by reading other legal blogs. After taking the time to listen to Naledi express her frustrations, the supervisor realises that she made a mistake in not insisting that the company enrol Naledi in a legal writing course. The supervisor apologises to Naledi, puts a note in Naledi's HR file noting the error, and requests an addition to the department budget so that Naledi can get the training she needs to perform her job properly.

Source:

Petersen, L. (2019, February 04). Examples of Employer & Employee Conflicts. *Chron.* Retrieved from <https://smallbusiness.chron.com/examples-employer-employee-conflicts-13804.html>

QUESTION 1**(15 Marks)**

Discuss the four aspects of conflict and thereafter provide examples from the organisational conflict case study relating to each of the four aspects.

QUESTION 2**(20 Marks)**

The organisational conflict case study discusses several conflict scenarios and Kilmann & Thomas discuss five styles of approaching conflict.

Discuss Kilmann & Thomas' five styles of approaching conflict and thereafter provide examples relating to each of the five styles of approaching conflict by explaining how the individuals mentioned in the organisational conflict case study could have approached their conflict situations.

Note: You only need to provide one example relating to each of the five styles of approaching conflict.

QUESTION 3**(15 Marks)**

With reference to Thato's scenario discussed in the organisational conflict case study, provide recommendations on how Thato can influence the organisational culture at his organisation.

Note: Your recommendations should integrate the theory discussed in the lecture slides and/or prescribed readings with Thato's scenario provided in the organisational conflict case study.

TOTAL = 50 MARKS