



| | |
|--------------------------|--|
| <u>FACULTY</u> | : Humanities |
| <u>DEPARTMENT</u> | : Strategic Communication |
| <u>CAMPUS</u> | : APK |
| <u>MODULE</u> | : AMC2BB2 / ACC2BB2 APPLIED MARKETING / CORPORATE COMMUNICATION |
| <u>SEMESTER</u> | : Second |
| <u>EXAM</u> | : Main exam / November 2020 |

DATE : 16 Nov 2020 **TIME** : 12:00

ASSESSOR : R HATTINGH

MODERATORS : Prof E LUBINGA Ms C MUIR

DURATION : **Presentation** **MARKS** : **100**

NUMBER OF PAGES: 9 PAGES

INSTRUCTIONS:

1. You have a choice with regards to challenge **ANC** or **City Johannesburg**. Do only one.
2. Ensure all submission links work and all media and audio are clear.
3. You have a choice to do this exam as an **individual** or in **pairs** or a **group of three**. If you work as an individual, submit only section A and B. If you work as a pair or a group of three, submit section A, B and C.
4. Submit all work on Blackboard as per instructions on brief.
5. Sign the honesty and anti-plagiarism - section A.

6. You have till 16 November 2020 (12 midday) to complete and submit this exam. All submissions, except if you made a prior arrangement with your lecturer, will be done via Blackboard.
 7. You may not email the lecturer about the exam questions to get assistance, however till the end of the teaching semester, classes and consultations will provide support for you to complete the project.
 8. 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.
 9. 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.
 10. 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.
 11. 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 load-shedding. 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.
 12. 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.
 13. 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.
 14. If you use portfolio or other types of exams, such as recorded videos, ensure that the audio and video are clear.
-

SECTION A: HONESTY PLEDGE

This is a compulsory question that needs to be answered before continuing with the remainder of the assessment.

I agree to be honest when answering questions during this assessment.

I will not copy and paste content from the internet, or the lecturer's slides, or from handouts, or text books or anywhere else and present this as if it is my own work.

I understand what plagiarism entails. All the work I submit for assessment is my own work or work created by the students in the mini-agency.

To make sure that you understand the importance of plagiarism, please watch this helpful video: <https://www.youtube.com/watch?v=reGGPUrEsC0>

I hereby pledge that I have read and will abide by all UJ's rules and policies for all my assessments, whether submitted via Blackboard or via email or elsewhere. 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 a student has contravened these policies, a student will be subject to disciplinary action in terms of UJ's policies in this regard.

By submitting your exam project to be evaluated you agree with above statements.

SECTION B: THE INTERNAL COMMUNICATION STRATEGY AND CAMPAIGN**OUTCOMES:**

- Engagement with a variety of research and strategic models and processes.
- Deconstructing and interpreting briefs, analysing micro and macro changes in society, technology and natural resources.
- Mapping goals and objectives.
- Identifying a key finding, translating it into an insight and formulating a strategic platform.
- Segmenting and profiling relevant stakeholders.
- Developing a mindful, sustainable strategy and concept.
- Creating a through the line internal organisational communication campaign

INTRODUCTION:

During this semester you have participated in various class, blackboard and tutorial activities involving essentially the following methodologies, concepts and practices related to Organisational Communication: Appreciative Inquiry; Contrapuntal thinking; Edward de Bono's thinking skills; Doing primary and secondary research and capturing findings in the

SSA MODULE CODE: AMC2BB2 / ACC2BB2

full-on PICTURE format; Constructing a strategic platform; Using the Barcelona principles ; AMEC framework when establishing objectives, inputs, activities, out-takes, outcomes and outputs and purposeful brands.

You were given the choice to work with any of the following two challenges. In this exam it is recommended that you work with the challenge that you did research on during the module.

| | | |
|--|--|---|
| Challenge: ANC |  | ANC challenge: An internal communication strategy for the ANC advocating tolerance regarding different cultures or viewpoints of members |
| Challenge: Johannesburg City |  | City Johannesburg challenge: An anti-littering / clean-up internal communication strategy for City Johannesburg. |

From the study of definitions of strategy from literature, approaches to strategy making can be divided into six categories, namely, strategy as core competence, strategy as plan, strategy as a fit, strategy as a position, emergent strategy and strategy for sustainability (Mishra, Mohanty, & Mohany, 2015). Remember, strategy formulation and strategy implementation are not separate processes and Mintzberg and Waters (1985) suggest a combination of both deliberate and emergent elements. Emergent strategies emerge out of practise, in a bottom-up or undirected way. It opens doors for organisational learning, can become potentially radical (Neugebauer, Figge, & Hahn, 2016), and is 'most likely to emerge at a level where managers are directly in contact with new technological developments and changes in market conditions, and have some budgetary discretion' (Burgelman, 1991, p. 246).

DIRECTIVE:

With regards to the five phases of Appreciative Inquiry, the semester work has enabled you to work with the first three: i.e. Define, Discover and Dream. For the exam you are tasked to do the last two phases: Design and Deliver.

SSA MODULE CODE: AMC2BB2 / ACC2BB2

You are welcome to do this as an individual, in a pair or as a group of three (3) students. As Note that if you choose to work as a pair / group the management of the group and internal issues will completely be you indaba.

If you work as an individual, submit only Section B on the link titled **Exam: Section A and B.**

If you work as a pair or a group of three, submit section B on the link titled **Exam: Section A and B. AND submit section C on the link titled **Exam: Section C****

DESIGN

STRATEGY AND THE INTERNAL COMMUNICATION CAMPAIGN FOR THE CHALLENGE YOU HAVE CHOSEN.

Create an organisational communication strategy for the challenge you have chosen and a mini campaign for your strategy that **drives engagement** and that consists out of digital and an off-line segments. You are welcome to use any of the official South African languages as copy in your communication-campaign. If you use language other than English, please translate the copy and explain its relevance and meaning. The submission of the translation needs to be in an extra word document. Please insert the link to the relevant translation in the space on the slide where it is needed.

Remember, a strategy in short is three aspects.

Diagnosis:

Where we are now and why are we here?

Where do we want to go and why do we want to go there?

Who are the stakeholders that are most relevant and that we need to engage?

Guiding Principle:

What is the incredibly simple yet effective plan that will help us get where we want to go?

Case studies that support this principle?

Set of coherent tactics:

What are the steps we need to take and the communication that will support each step?

Discuss the phases of the strategy and list the objective, platforms and measurement for each phase. Create communication that supports each activity that you plan for your internal communication campaign. This needs to incorporate at least the following:

- An activation, alternative - , ambient or guerrilla communication. (NOTE THIS CAN NOT BE AN EVENT)
- THREE (3) different instances of digital communication on ONE (1) digital platform. I.e. on Instagram, WhatsApp, LinkedIn or other relevant platform.

- One communication that will fall in the category of traditional communication (poster, leaflet, newsletter, email, radio, public relations).

DELIVERY: PRESENTATION OF STRATEGY AND COMMUNICATION CAMPAIGN

Create a slideshow presentation with a maximum of 10 slides showing the internal communication strategy and communications. The narrative of your presentation, the argument and order of the slides are very important. Make it logical. *But, add a dash of magic too, please!* Maximum of 10 slides. Embed the links to videos. Ideally create your own imagery and photographs (if not – make sure they are sourced correctly). You have to write the copy yourself. If you use a photograph, footage, direct words or the name of anyone that you have interviewed, make sure you have permission from them and that they have signed the permission form.

Proposed structure to slide presentation (slides 1-10)

Diagnosis -

1. Introduction and unpacking of the brief and issue at hand. Show the relevance of the brief.
2. Research (objectives, process, findings, key finding, insight and relevant case studies).
3. Purpose of the brand and contextual relevance
4. Description and profile of stakeholder group / groups
5. Strategic platform (no longer than 250 words)

Guiding principle

6. Name of strategy, phases and concept

Set of coherent tactics (Phase of strategy plus communication campaign).

7. An alternative activation.
8. Any social media platform – content for 3 online communications
9. Any traditional platform
10. Measurement and rationale (150 words maximum).

As Deleuze said: “A concept is a brick. It can be used to build a courthouse of reason. Or it can be thrown through the window.” (1987) Use this opportunity to spread positivity and happiness.

SECTION C: GROUP IDENTITY AND AGREEMENT ONLY FOR PAIRS AND TRIOS).

Create a mini- agency, and a group agreement if you work as pairs or in groups of three and add this to the beginning of your presentation.

This needs to be reflected in a maximum of 5 extra slides that need to be uploaded on the [Exam: Section C link](#). (Note this is a separate link from uploading Section B).

- Name of the agency and members, (full names and surnames, student numbers and course code).
- Manifesto or crafted statements encapsulating the purpose, vision and mission of the group agency.
- Agreement between the members as to when and how you will work and communicate with one another and what you will do if the members do not do the allotted work. Declaration regarding that the group will accept the mark that the group receives.
- Work schedule and deadline calendar with responsibilities.
- Rationale as to why you are working in a team or in pairs.

PROJECT REQUIREMENTS AND WEIGHTING, RUBRIC:**Title: Rubric if individual does the project.****ANC tolerance / City of Johannesburg Clean-up communication campaign**

| | <i>Poor. Very little effort or insight.</i> | <i>Nearly Satisfactory</i> | <i>Good. Outcomes achieved.</i> | <i>Fantastic.</i> |
|---|---|--|--|---|
| <i>Diagnosis (30)</i> | <i>Very little research Findings not relevant Lacks insight and stereotypes. Stakeholder profile poor. (0-8)</i> | <i>Basic research and findings Referencing not correct No new insight – Stereotyping with stakeholders (9-14)</i> | <i>Relevant research and findings Well referenced A solid and clear insight. Clear stakeholder profile. (15-21)</i> | <i>Innovative research and ground breaking findings. Perfectly referenced. Inspirational insight. Innovative stakeholder segmentation and profiling. (22-30)</i> |
| <i>Guiding Principle (30)</i> | <i>Insight and analysis not logical. Concept is trite. No reference to case-studies (0-8)</i> | <i>An attempt to identify a pattern of reinforcement. Basic reference to case studies. (9-14)</i> | <i>Clear indication of logic, argument and sound strategic communication insight. No use of emergence Integrating case studies in a relevant manner. (15-21)</i> | <i>Very innovative understanding of situation and completely new strategy. Clever usage of emergence. Oh my Word – what clever use of case studies! (22-30)</i> |
| <i>Set of coherent tactics. (30)</i> | <i>Not appropriate to the brand or organisation. Missing elements. Superficial strategy that stereotypes and shows little understanding of context or organisational purpose. (0-8)</i> | <i>Basic tactics that do not fit together. The formulation of the overall message needs improvement in order to elicit change. Trite understanding of organisational purpose. (9-14)</i> | <i>Applicable and clear tactics that are in line with the context and organisational purpose. Somewhat interesting and new. (15-21)</i> | <i>Draws my attention immediately. Newsworthy, new idea. Innovative. In depth understanding of the organisational purpose and ground breaking and innovative campaign. Let's enter this into awards! that (22-30)</i> |
| <i>Grammar Layout, look and feel (10)</i> | <i>Not on second year standard. Many spelling mistakes and instances of incorrect grammar, slap-dash structure. (0-2)</i> | <i>Basic writing, a few mistakes. Some indication of basic layout. Paragraphing lacks. A few words have been cut off. Too short or too long. (3-4)</i> | <i>Clear writing and layout. Image applicable and Correctly annotated. (5-7)</i> | <i>The writing and structure suit the character and concept perfectly. Excellent This could be used as is today. Excellent. (8-10)</i> |
| <i>Total</i> | | | | <i>/100</i> |

SSA MODULE CODE: AMC2BB2 / ACC2BB2

Title: Rubric for pairs or groups of three: Section C Corporate CI

| | <i>Poor. Very little effort or insight.</i> | <i>Nearly Satisfactory</i> | <i>Good. Outcomes achieved.</i> | <i>Fantastic.</i> |
|--|---|---|--|--|
| <i>Group agreement and management (20)</i> | <i>Agreement is nonsensical. Incomplete workflow chart. (0-4)</i> | <i>Agreement with some missing information. Basic workflow chart. (5-8)</i> | <i>Relevant research and findings Well referenced A solid and clear insight. Clear stakeholder profile. (15-21)</i> | <i>Innovative research and ground breaking findings. Perfectly referenced. Inspirational insight. Innovative stakeholder segmentation and profiling. (22-30)</i> |
| <i>Agency CI: manifesto, vision, mission and purpose. (20)</i> | <i>Missing aspects (0-4)</i> | <i>Basic (5-8)</i> | <i>Clear indication of logic, argument and sound strategic communication insight. No use of emergence Integrating case studies in a relevant manner. (15-21)</i> | <i>Very innovative understanding of situation and completely new strategy. Clever usage of emergence. Oh my Word – what clever use of case studies! (22-30)</i> |
| | <i>Groups of two or three: Add section B to Section C: Total will be 140. Work to a percentage: divide by 14 times 10</i> | | | <i>Subtotal: /40</i> |