



<u>FACULTY</u>	: Humanities
<u>DEPARTMENT</u>	: Strategic Communication
<u>CAMPUS</u>	: APK
<u>MODULE</u>	: SCO2AA2 Strategic Communication: stakeholder engagement 2A
<u>SEMESTER</u>	: First
<u>EXAM</u>	: 8 June 2021

<u>DATE</u>	: 8 JUNE 2021	<u>SESSION</u>	online
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<u>ASSESSOR(S)</u>	: DR A OKSIUTYCZ
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<u>MODERATOR</u>	: MS C MUIR
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<u>RELEASE DATE</u>	: 24 MAY	<u>MARKS</u>	: 100
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<u>DUE DATE</u>	14 JUNE
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NUMBER OF PAGES: 4 PAGES

INSTRUCTIONS:

1. Write an essay on the topic provided below.
 2. The length of the essay should be around 1000-1300 words (3-4 typed pages)
 3. Submit your answer to Turnitin in Word or Pdf format
 4. Do not attach a cover page, instead, include your student number the header of the document.
 5. Use additional research to support your argument.
 6. Use the School of Communication guide for technical presentation guidelines.
 7. Apply UJ Harvard referencing guide
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Assessment outcomes

- Be able to conduct secondary research on a prescribed topic
- Demonstrate the knowledge of corporate reputation construct
- Demonstrate knowledge of Rep-trak reputation model
- Be able to critically apply theory to the brand case study
- Be able to write an academic essay

Assessment brief

Reputation is an organisational asset and should be managed strategically.

Explain the complexity of managing reputation with specific reference to KPMG and the various components of reputation as used in the Rep-Trak model (The Reputation Institute 2019).

Critically discuss aspects of KPMG, which were the most affected by the actions of the company between 2017 and 2019. Discuss the consequences of poor reputation for the firm, by referring to the information provided in the article below as well as your own research. Suggest how the company can rebuild its reputation.

KPMG South Africa winning back customers as reputation recovers, says CEO

KPMG South Africa is winning back customers and no longer bleeding staff as the auditing firm rebuilds an image tarnished by a series of scandals.

"The market is beginning to acknowledge and accept the changes that we have made," Chief Executive Officer Ignatius Sehoole said in an interview at KPMG's Johannesburg office. More companies no longer fear they are "taking a risky bet by doing business with us. Everyone is also concerned about their own reputation."

The firm has secured a number of new mandates in industries such as telecommunications, mining and information technology, he said. KPMG has spent the past two years increasing the independence of its board, adding layers of security to its auditing processes and reviewing the risk profiles of clients, the CEO said.

A third of KPMG South Africa's R3bn in revenue has evaporated since late 2017, when the company came under increasing fire for work done for a politically connected family accused of plundering the South African government's coffers. The company also audited the VBS bank that collapsed due to alleged fraud and published a misleading report on the South African Revenue Service.

The company's workforce has dropped by about 1 000 over the past two years to roughly 2 000 people after clients including Absa Group Ltd., the country's third-largest bank, South Africa's Auditor-General and clothing retailer The Foschini Group Ltd. terminated KPMG as their auditors. The firm's push to reform has seen it part ways with even more clients, while also turning down some new assignments that fall outside its revised risk assessment criteria.

Henderson, R. (2019). **KPMG South Africa winning back customers as reputation recovers, says CEO**. Bloomberg News, Nov 28, 2019.

Rubric

Criterion	Not achieved	Partially achieved	Achieved
Introduction Background of the problem explained, the introduction to the essay provided Brief conclusion included	1-5	6-12	12-15
Application of the Rep-track model Concept/constructs explained Model has been introduced Different elements of the model explained Elements applied to the KPMG Explanations are comprehensive and insightful Evidence of additional research Evidence of critical thinking	1-20	21-40	41-60
Recommendations how to rebuild reputation Shows understanding of the problem	1-3	4-6	7-10
Language, essay structure, clarity of the argument, presentation, referencing	1-5	6-10	12-15
Total 100			
Student mark			

Memo

Model to be used:

Reputation:

The product of a social process that assigns agents their ranking in society

Judgement according to an individual's or group's judgement of trustworthiness and its integrity i.e. capacity to act ethically and responsibly in all interactions and practices

Involves assessment of multiple stakeholders make about company's ability to fulfil their expectations.

Rep-Trak Model

What do we manage? The key factors for reputation



