UNIVERSITY OF JOHANNESBURG

FACULTY	: Humanities
DEPARTMENT	: Strategic Communication
CAMPUS `	: APB
MODULE	: Advanced Diploma – Issues in Strategic Communication (SCO7X03)
SEMESTER	: Second
ASSESSMENT	: Supplementary Assessment

DATE	: 30 NOVEMBER 2021 AT 12 NOON	**SESSION**	:ONLINE
ASSESSOR(S)	: PROF M PRITCHARD & DR CORNE MEINTJES		
MODERATOR	: MS. NEELTJE DU PLESSIS		
DURATION	: TAKE-HOME ASSESSMENT	**MARKS**	:100

1. HONESTY PLEDGE

I agree to be honest when answering questions during this assessment. I agree not to receive any help from anyone else when answering questions and that the answers contain my own ideas and words. Therefore, I will not copy and paste content from the internet, or the lecturer's slides, or from handouts, or textbooks or anywhere else and present this as if it is my own work. To this end, I understand what plagiarism is. All the work I submit for assessment is my own work.

To ensure that you understand the importance of plagiarism, please watch this helpful video.

I now pledge that I have read and will abide by UJ's rules and policies for all my assessments, whether submitted via Blackboard, e-mail 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.

Do you agree to uphold the honesty pledge?   (Tick the correct box)

YES	NO

2. INDIVIDUAL ASSESSMENT INSTRUCTIONS

Read the following sections and answer the questions

2.1. Kanban as a planning method for an agile Strategic Communication team in the post-Covid workplace

One of the agile tools available to distributed communication teams when planning specific projects is Kanban (Dühring and Zerfass, 2021). However, as several authors indicate, Kanban requires teams to work more transparently and collaboratively and with more self-initiative required from individuals (Van Ruler, 2015; McKinsey, 2018; Cascales *et al.*, 2019; Dühring and Zerfass, 2021). For some teams, these and other challenges such as failure tolerance and trust, can be barriers to the adoption of agile tools and methodologies such as Kanban.

With this in mind, your challenge is to develop a proposal for a Kanban method of planning for a Strategic Communication team in their endeavour to become more agile in a hybrid, post-Covid workplace where distributed teams work from different locations. Your proposal not only needs to unpack suitable elements of the Kanban method, but also explain how you will apply Kanban to address the barriers to the adoption of agile planning. Ideally, you will develop the proposal for a project within an organisation where you are currently employed. Alternatively, you need to select a project for any other organisation where you have worked before, or which you are very familiar with.

A proposal with clear recommendations needs to be prepared for the executive leadership of your chosen organisation. The professionally designed layout of the proposal is in the format of a multi-media narrated slide show presentation. The structure of the proposal is up to you, but it needs to be professional, suitable for busy executives, founded on theory, but mostly practical for your unique project.

2.2. Technical requirements

Marks (-4) will be deducted every time a technical problem is experienced, so double-check and test that everything is working perfectly before you submit. Ask a friend to double test all your links and your media before you submit.

a) Audible, narrated multi-media slides (PowerPoint or Google Slides). Watch this video if you are unsure how to add your voice over or audio to your slides.
b) Upload the slides in the cloud (One Drive, Google Drive or DropBox) with a sharable link that we can access.
c) Keep to a maximum limit of 15 slides, with audible, narrated sound clips no longer than 1 minute per slide.
d) All the videos or sounds are clear and audible.
e) Professional layout. Do not clutter your slides with too much writing. Keep the font legible for a presentation. As a general rule, four to six short bullet points per slide are sufficient. Make use of diagrams, charts, images and illustrations to summarise information.

f) Use the corporate identity or your organisation's official slide show templates. If you are not currently employed at this organisation, design your own template using the organisation's corporate identity elements available from their website.

g) Your full name, module code, student number, e-mail address and WhatsApp number needs to be on the first slide.

h) Clickable URL's are used to indicate sources in-text. Slides can also include clickable URLs to sources or any other document that you want to cite. If you make your own content or Google Drive, for example, make sure it is set with permissions to share it, before you embed the link in your slide, otherwise, it will not play. Please use the correct document sharing settings so that *anyone with the link can view or edit* your content.

i) You are not using notes at the bottom of your slides.

j) There are no spelling and grammar mistakes.

k) Submit a PDF version of your final presentation without audio through Turnitin through the link provided on BlackBoard for this purpose. Include a screengrab of your TurnitIn report (not a receipt) as an appendix when all is done. The report shows your name and similarity percentage in the single digits.

l) **By 30 November 2021 at 12 noon**, submit the assignment on Blackboard on an MS Word Document with:
   ✓ Your full name, module code, student number, e-mail address and WhatsApp number.
   ✓ A Clickable URL / hyperlink to your slide show. Test this link. It must be accessible and work correctly.
   ✓ Ask a friend to double test all your links and your media before you submit.

2.3. Marking rubric

	Excel-lent 100%	Profi-cient 75%	Satis-factory 50%	Unsatis-factory 25%
Critical analyses (20) An analysis of the chosen organisation's internal and external drivers for agile transformation is provided. The organisation's hybrid, post-Covid scenario is analysed. An analysis of distributed team/s is provided. An analysis of the barriers to the adoption of agile tools and methodologies such as Kanban is provided. A clear analysis of a suitable project is provided. The analysis is based on cited, researched evidence.				
Motivation and rationale (10) Based on the analysis, a clear motivation is provided why a flexible Kanban method is suitable for a distributed Strategic Communication team in their endeavour to become more agile in a hybrid, post-Covid organisation.				
Recommended Kanban method (20) A Kanban method for agile Strategic Communication team planning is recommended to suit a chosen project.				

The processes, structure, roles, responsibilities and functions of the distributed team when using Kanban is recommended. It is clear how methods will add more energised engagements, flexibility and speed in a rapidly changing world. It is clear how the recommended Kanban method will address the challenges and barriers to the adoption of agile, distributed Strategic Communication teams.				
Technologies for agile, distributed teams (10) A clear recommendation of a wide range of suitable technologies is provided for Kanban methods in a hybrid, post-Covid organisation.				
Convincing argument for senior executives (10) The proposal needs to convince the executive leadership team of your organisation to adopt your recommendations. An argument needs to be clearly visible with a golden threat running between sections.				
Design and layout (10) The design and layout of the multi-media narrated slide show presentation is professional. Adequate use of graphics and illustrations are used to convey the student's understanding and application of methods.				
Higher order thinking, creativity and deep learning (10) Marks are allocated to theory, but most marks are allocated towards your recommendations and the practical application of theory. The interpretation of theory, when applied to the case study, needs to be relevant, creative and illustrate understanding. Answers need to illustrate the ability to draw from the curriculum to make recommendations while remaining relevant to the case study. A good range of effective and relevant vocabulary is used.				
Technical requirements (10) As indicated in Section 2.2 above.				
Total	**100**			

2.4. Important housekeeping rules

a) Make sure you meet the deadline and build in enough extra time to complete the assessment on time. Online submissions are programmed to close on the deadline, after which it may no longer be possible to complete your assessment online.

b) Always keep a back-up copy of all assessments submitted, even uncompleted answers that you are busy working on. Use sites like Google Drive or One Drive to back up your completed assessment in the cloud. This protects you from losing your work due to your computer getting stolen, breaking down or getting hacked. Losing documents for one or another reason is not a legitimate excuse for not completing assessments on time.

c) Please note that this is an assessment. Thus copying and pasting of class notes, lecturer's slides or prescribed reading will result in poor performance (as it is plagiarism). We examine your understanding of the content learned, not the regurgitation or repeating of prescribed readings, lecturer's slides or class notes.

d) You may not e-mail lecturers about the assessment questions to solicit assistance, nor may you collaborate with other students on your assessment.

e) 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 other students. Make sure you familiarise yourself with the university's plagiarism policies. We expect TurnitIn similarity reports to not exceed 10%. Remember, when we all use the same headings, for example, these will show up in your similarity report. However, we are aware of these similarities and will disregard those.

f) Ensure that you have adequate data and a reliable Internet connection to make sure that you can successfully submit your assessment on Blackboard. Apologies such as 'my internet dropped the connection' are not be accepted.

g) When uploading or completing assessments online, ensure that everything is completed and uploaded before closing your computer. Apologies such as 'my document did not upload properly' will not be valid. Your responsibility is to make sure that the assessment is completed and that everything is uploaded for your assessment to be marked.

Reference list

Cascales, J. G. *et al.* (2019) *From Agile Delivery, to an Agile Organization*. Available at: https://www.managementsolutions.com/sites/default/files/publicaciones/eng/agile-organizations.pdf.

Dühring, L. and Zerfass, A. (2021) 'The Triple Role of Communications in Agile Organizations', *International Journal of Strategic Communication*, 15(2), pp. 93–112. doi: 10.1080/1553118X.2021.1887875.

McKinsey (2018) *The five trademarks of agile organizations*. Available at: https://www.mckinsey.com/business-functions/organization/our-insights/the-five-trademarks-of-agile-organizations (Accessed: 6 October 2021).

Van Ruler, B. (2015) 'Agile public relations planning: The Reflective Communication Scrum', *Public Relations Review*, 41(2), pp. 187–194. doi: 10.1016/j.pubrev.2014.11.008.