

# **Tutorial Letter 101/3/2018**

## **Organisational communication COM2601**

**Semesters 1 and 2**

**Department of Communication Science**

This tutorial letter contains important information  
about your module.

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## **1 INTRODUCTION**

Dear Student

Welcome to this second-level module in Organisational Communication. The topic is closely related to a number of other modules that are presented at second and third year level. It is important to understand the content of this module because this will prepare you for the other modules that will form part of communication studies, for example Public Relations and Advertising as well as Integrated Organisational Communication.

You need to approach this module as follows:

- Read through this very important tutorial (Tutorial Letter 101 for COM2601) from beginning to end. It will inform you about the entire contents of this module, will tell you about your assignments and will explain what is required of you for your exam portfolio. You will need to refer to it throughout the semester.
- Turn to your study guide this module, the only study guide for COM2601 (Organisational Communication) and read through the introduction. This gives an overview, structures the content and explains the learning outcomes for this module.
- Draw up your own study programme for the semester, which extends over a period of 15 weeks. Please take into account the portfolio examination date and allow sufficient time to work on it.
- Start your studies with unit 1 of your study guide. Complete all activities in each study unit because they will not only prepare you for the portfolio examination, but will also teach you how to apply various skills in practice.
- Make sure that you read through Tutorial Letter CMNALLE/301, which explains the requirements for the technical presentation of assignments and your portfolio.
- Go through all the electronic tutorials on the CD that you received in your study package.

## **2 PURPOSE AND OUTCOMES**

### **2.1 Purpose**

The purpose of this module is as follows:

To equip students with both theoretical knowledge of organisational communication and the practical skills that can be applied in different business contexts.

## 2.2 Outcomes

To attain this purpose successfully, you must achieve the three basic outcomes set for this module and be able to:

- identify communication deficiencies in an organisation by using appropriate organisational communication assessment methodologies
- apply your knowledge of the theoretical principles of organisational communication in the business environment
- demonstrate knowledge of communication processes and use appropriate communication technologies and media in organisational communication

Tutorial Letter 101 (this tutorial letter) will help you to achieve the above objectives: read through it carefully. This is very important to aid your success in this module, as it expands on all the aspects you should take note of. You must also read through Tutorial Letter CMNALLE/301 in conjunction with this tutorial letter because it expands on aspects such as the technical requirements for assignments submitted to the Department of Communication Science.

## 3 LECTURER(S) AND CONTACT DETAILS

### 3.1 Lecturer(s)

If you have any enquiries regarding **academic matters**, you can phone your lecturers from 08:00 to 16:00 on weekdays. Alternatively, you can contact them by e-mail.

The names of your lecturers and their contact details will be communicated to you on myUnisa and in future tutorial letters.

### 3.2 Department

If you have any administrative enquiries, please phone or leave a message with one of the following departmental secretaries:

Ms A Vermeulen  
Tel 012 429 6016

Mrs MN Malefo  
Tel 012 429 6565

### 3.3 University

If you need to contact the university about matters that are not related to the content of this module, please consult the *Study @ Unisa* brochure, which you received with your study material. This booklet contains information on how to contact the university (e.g. to whom you should write with different queries, important telephone and fax numbers, addresses and the times when certain facilities are open). Always have your student number at hand when you contact the university.

## E-mail

**Remember** to include your initials, surname and a short description of your enquiry, and include your student number in the subject line. You can also send your enquiry directly to:

- [assign@unisa.ac.za](mailto:assign@unisa.ac.za) for assignment queries
- [despatch@unisa.ac.za](mailto:despatch@unisa.ac.za) for study material queries
- [exams@unisa.ac.za](mailto:exams@unisa.ac.za) for examination queries
- [finan@unisa.ac.za](mailto:finan@unisa.ac.za) for student account queries
- [gaudeamus@unisa.ac.za](mailto:gaudeamus@unisa.ac.za) for graduation queries
- [myUnisaHelp@unisa.ac.za](mailto:myUnisaHelp@unisa.ac.za) for assistance with myUnisa
- [myLifeHelp@unisa.ac.za](mailto:myLifeHelp@unisa.ac.za) for assistance with myLife e-mail accounts
- [study-info@unisa.ac.za](mailto:study-info@unisa.ac.za) for application- or registration-related queries for formal studies (prospective and registered students)

**SMS** (only for students within the borders of South Africa)

Send an SMS to **32695** for more information on how to contact Unisa via SMS. You will receive an auto-response SMS with the various SMS options. The cost per SMS is 50c.

You can also SMS your enquiry directly to

43578 for applications and registrations

43584 for assignments

43584 for examinations

43579 for study material

31954 for student accounts

43582 for myUnisa and myLife

The SMS number is only for students residing in South Africa. International students are urged to make use of the e-mail address [info@unisa.ac.za](mailto:info@unisa.ac.za).

## 4 RESOURCES

### 4.1 Prescribed books

The title of the **prescribed textbook** is as follows:

Angelopulo, GC & Barker, R (eds). 2013. *Integrated organisational communication*. 2nd edition. Lansdowne: Juta.

This textbook is prescribed for the following modules:

- COM2602
- COM3701
- COM3708

Therefore, some of the chapters in the prescribed textbook may not be applicable to this module (COM2601) specifically.

For this module, you are required to study **only** the following chapters:

**You are required to study only chapters 3, 4 and 11.**

## 4.2 Library services and resources information

For brief information, go to [www.unisa.ac.za/brochures/studies](http://www.unisa.ac.za/brochures/studies)

For detailed information, go to the Unisa website at <http://www.unisa.ac.za> and click on **Library**. For research support and services of personal librarians, go to <http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>

The library has compiled a number of library guides:

- finding recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>
- requesting material – <http://libguides.unisa.ac.za/request/request>
- postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>
- finding, obtaining and using library resources and tools to assist in doing research – [http://libguides.unisa.ac.za/Research\\_Skills](http://libguides.unisa.ac.za/Research_Skills)
- how to contact the Library/finding us on social media/frequently asked questions – <http://libguides.unisa.ac.za/ask>

## 5 STUDENT SUPPORT SERVICES

Important information appears in your study @ Unisa brochure, so be sure to study it carefully.

Having said that, now that you have enrolled at Unisa (which is an open distance learning institution of higher education), have you thought about what this means? People often choose this institution to obtain a qualification because the university is “open” to everyone who may not be able to – or may not want to attend lectures at a residential university. Sometimes, people have been out of the education system for a long time and want to acquire new skills in their own time. Unisa therefore, offers these people the ideal opportunity to obtain an academic qualification on a part-time basis.

However, many people are not used to studying in complete isolation from the institution, their lecturers and their fellow students. As a result, many distance education students drop out. This is not necessary, as Unisa offers various resources to support you and to bridge this distance.

These resources include the following:

- **myUnisa**

You are invited to register for the student online platform called myUnisa, which was developed to improve communication between lecturers and students. This online service offers you access to administrative information such as your biographical details, academic and assignment records, examination results and dates, and financial records. Academic information includes courseware, **study material** (such as tutorial letters), subject-related academic guidance, discussion groups, a list of recommended books, announcements by the lecturer, and frequently asked questions (FAQs) and answers.

To register for myUnisa, click on the “Join myUnisa” link on the left navigation panel at the following address and follow the instructions displayed on the screen:

<http://my.unisa.ac.za/portal>

Should you need further information on how to register for myUnisa or the services it offers, please refer to the booklet entitled *study @ Unisa*.

- **myLife student account**

Once you have registered at Unisa, you will receive a myLife student e-mail account. It is very important to access this account regularly as the university will use this as a primary method of communication with you. If you prefer using a different e-mail account – for example an e-mail account at your workplace – you will be able to forward your myLife account to the e-mail account of your choice. Please consult the booklet entitled *study @ Unisa* if you wish to obtain more information in this regard.

## 6 STUDY PLAN

Use your *Study @ Unisa* brochure for general time management and planning skills.

For each of your modules, including COM2601, draw up your own study programme for a semester, which extends over a period of 15 weeks. Please take into account the portfolio examination date and allow yourself sufficient time to prepare for the portfolio examination, as suggested by us.

Always remember to contact the lecturers as soon as possible if you have trouble managing your time for some unforeseen reason – for example if you are unable to hand in an assignment on the due date. Be sure to contact us **before** the due date, as there is not much that we can do for you after the due date.

## 7 PRACTICAL WORK AND WORK-INTEGRATED LEARNING

There is no practical or work-integrated-learning component for this module. However, all the activities in your study guide will teach you how to apply various skills in a hypothetical or real-life work situation.

It is important to complete these activities, as both the assignments and the portfolio will require you to be able to apply theory (from your prescribed book) to either a hypothetical or a real-life work situation.

## 8 ASSESSMENT

### 8.1 Assessment criteria

The assessment criteria for this module revolve around **two assignments and a portfolio examination**.

The first written assignment should include a declaration of your own work to avoid a 10% penalisation on the assignment. Please ensure that the assignment is correctly referenced.

The second assignment is a MCQ assignment and will need to be completed online.

The third and final assessment for this module is the examination portfolio. This portfolio is a written essay-type assessment and serves as the exam for this module. Please give yourself ample time to complete the exam portfolio as this contributes largely to your final mark. **Please take note of the examination portfolio due date and plan accordingly as there are NO extensions granted for the examination portfolio.**

## 8.2 Assessment plan

The assessment plan for this module revolves around **two assignments and a portfolio examination.**

The first assignment is a written assignment, and the second assignment consists of multiple-choice questions.

The mark that you obtain for Assignment 01 contributes 15% toward your semester mark. Along with this, 5% of the mark that you obtain for Assignment 02 will contribute toward your semester mark. Thus the two assignments contribute a maximum of 20% towards your final mark. The mark that you obtain for your portfolio examination will constitute the final 80% of your semester mark, totalling 100%.

## 8.3 Assignment numbers

### 8.3.1 General assignment numbers

Assignments are numbered consecutively per module, starting from 01.

### 8.3.2 Unique assignment numbers

#### Semester 1

Assignment 01 unique number	881866
Assignment 02 unique number	718716
Portfolio examination unique number	840438

#### Semester 2

Assignment 01 unique number	866001
Assignment 02 unique number	885165
Portfolio examination unique number	670512

## 8.3 Assignment due dates

#### Semester 1

If you are registered for Semester 1, the due dates for your assignments and portfolio examination are as follows:

Assignment 01	5 March 2018
Assignment 02	3 April 2018
Portfolio examination	2 May 2018



## Semester 2

If you are registered for Semester 2, the due dates for your assignments and portfolio examination are as follows:

Assignment 01	3 August 2018
Assignment 02	3 September 2018
Portfolio examination	28 September 2018

### 8.4 Submission of assignments

Please note that you will **not** automatically qualify to hand in the portfolio examination.

Assignment 01 is a **compulsory** assignment. You **have** to submit this assignment to be allowed to hand in the portfolio examination. If you fail to submit this assignment by the due date, **you will not qualify to hand in your portfolio.**

**Therefore, you need to submit both assignments and the portfolio examination.**

The examination statistics indicate that students who do not submit both the assignments find it very difficult to pass the module.

As this module is a semester module, it will be **impossible** for us to accept any assignments that are submitted after the respective due dates. If your assignment is received more than two days after the due date, we will return it **unmarked** – and you will receive a mark of 0%.

It is **your responsibility to make sure your assignment reaches the university on time.** This is very important! You also need to keep a copy of your assignment, which you could then submit if your assignment does indeed go missing.

Enquiries about assignments (e.g. whether the university received your assignment or not, or the date on which an assignment was returned to you) must be made by contacting the Assignment Department, as indicated above, **and not the lecturers.** If you need further information in this regard, go to the myUnisa website.

If there is some problem with your assignment (or your semester mark), you need to raise your concern immediately. If you wait too long, it may be too late to change anything on the student system.

You may submit written assignments and assignments consisting of multiple-choice questions, as well as your portfolio examination, either by post or electronically via myUnisa. Assignments should **not** be submitted via fax or e-mail. For further information and requirements as far as assignments are concerned, refer to the booklet entitled *Study @ Unisa*, which you received with your study material.

Follow the steps below to submit an assignment via myUnisa:

- Go to the myUnisa website.
- Log in using your student number and password.
- Choose the module.
- Click on “Assignments” in the left-hand menu.
- Click on the assignment number you wish to submit.
- Follow the instructions displayed on the screen.

Please note that assignments and portfolios submitted via myUnisa have a size restriction of 10MB. If you experience any trouble with, or have queries regarding, the electronic submission of assignments, please send an e-mail to [bugmaster@unisa.ac.za](mailto:bugmaster@unisa.ac.za) as lecturers will **not** be able to help you in this regard.

### Very important

Assignments and the portfolio (whether submitted via myUnisa or in the conventional way) may be submitted only **once**. No resubmissions or corrections will be accepted. Therefore, you need to make sure that the assignment you submit is your **final, complete copy**.

- **Comments and feedback on assignments**

You will receive the correct answers to the multiple-choice questions (Assignment 02) and model answers for the essay-type questions (Assignment 01) in a tutorial letter that will be sent to you after the due dates for the assignments. Markers will comment constructively on your written assignments. As soon as you have received the comments, please check your answers. The assignments and the comments on these assignments are an important part of the learning process and should help you to be better prepared for the next assignment and the examination.

- **Plagiarism**

Plagiarism is the act of taking the words, ideas and thoughts of others and passing them off as your own. It is a form of theft and it involves a number of dishonest academic activities. The *Disciplinary code for students* (2004) is given to all students at registration. You are advised to study this code (2004:3–4), especially sections 2.1.13 and 2.1.14. Also, read through the university’s *Policy on copyright infringement and plagiarism*.

If you rewrite large chunks from the prescribed textbook in your assignment (Assignment 01) or portfolio without acknowledging the author and publication from which you obtained the information, you are committing an act of plagiarism. Please do not rewrite other texts either.

You are supposed to interpret the information and make it your own, but also to acknowledge the author throughout your discussion, as you are not (yet) the expert.

Refer to Tutorial Letter CMNALLE/301 for the correct reference techniques.

If you commit plagiarism in an assignment or the portfolio for COM2601 (i.e. if you fail to indicate references **in the text** and/or to give a **list of sources consulted**), you will be allocated 0% for your technical presentation, which constitutes the minimum penalty that will apply – plagiarism is **not** tolerated in this module.

Although, students may work together when preparing assignments, each student must write and submit his or her own individual assignment, and submit his or her own portfolio. In other words, you must submit your own ideas in your own words, sometimes interspersing them with relevant short quotations that are **referenced properly**. Students are not allowed to submit identical assignments or portfolios on the basis that they worked together. This is copying (which constitutes a form of plagiarism), and none of these assignments will be marked. Furthermore, you may be penalised or subjected to disciplinary proceedings by the university.

## 8.5 The assignments

<b>ASSIGNMENTS SEMESTER 1</b>
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**Two assignments** are set for the first semester.

The **first** assignment consists of essay-type questions.

You **have** to submit this assignment to qualify for admission to your portfolio examination. If you fail to submit this assignment by the due date, you will **not** qualify to hand in your portfolio examination.

The mark you receive for Assignment 01 will contribute 15% towards your semester mark.

The **second** assignment consists of multiple-choice questions.

A maximum of 5% of the marks allocated for Assignment 02 will contribute toward your semester mark. Complete and then submit the two assignments to the following address on or before the respective due dates:

Assignment Section  
PO Box 392  
UNISA  
0003

You may also upload the assignments on myUnisa. Assignments should **not** be submitted via fax or e-mail, or directly to lecturers, as each assignment has to be registered on the formal system.

## ASSIGNMENT 01

**DUE DATE**

**5 MARCH 2018**

**UNIQUE ASSIGNMENT NUMBER**

**881866**

The following are broad guidelines for answering the questions:

When answering questions in this module, always remember that the first part of your answer should be a theoretical discussion based on the theory given in the prescribed book. The second part of your answer should focus on applying the theory to the scenario given in the question. Please be sure to read through your questions carefully, and make sure you answer the question asked.

According to Angelopulo and Barker (2013) effective organisational communication is not directed at individuals but rather teams or groups and that communication enjoys priority within organisational decision making. Therefore, it is worth looking at the role of communication in the decision-making process of groups and teams.

### **Question 1**

Define the terms '*group*' and '*team*' within the context of organisational communication. (4)

### **Question 2**

Discuss *group communication* with specific reference to formal and informal groups and the advantages and disadvantages of groups. (14)

### **Question 3**

Describe what *team communication* entails. (4)

### **Question 4**

Define the term 'decision making' and discuss the types of decisions in organisations. (8)

### **Question 5**

Identify and discuss *decision-making styles* that can be implemented during the decision-making process and list two disadvantages of group decision making. (10)

**Content**

**[40]**

**Technical quality**

**[10]**

**TOTAL**

**[50]**

## GUIDELINES

You have to refer to your study guide and the relevant chapters in your prescribed book to be able to answer the above questions.

Your answers to this assignment should not exceed 15 typed pages (1.5 line spacing) or the handwritten equivalent (including a contents page, introduction, conclusion and list of sources).

Make sure your assignment meets the requirements for the technical presentation of assignments as stipulated by the department. Read through Tutorial Letter CMNALLE/301 and pay special attention to the section on plagiarism and referencing.

This assignment will contribute a maximum of 15% towards your semester mark.

You will qualify to submit your portfolio examination once you have submitted this assignment, irrespective of the mark you obtain for it.

### ASSIGNMENT 02

#### MULTIPLE-CHOICE QUESTIONS

**DUE DATE**

**3 APRIL 2018**

**UNIQUE ASSIGNMENT NUMBER**

**718716**

Each question counts two (2) marks.

In a large publishing company in New York, a young woman, Laura, was hired as a copy editor for one of the many journals produced by the company. Seven other employees worked on this team editing this journal, including a senior editor named Tim. Laura had worked there for about a month when she and her co-workers went for happy-hour after work. Everybody had a great time and consumed a fair amount of alcohol. When everybody was leaving the bar to head home, Tim, who had been secretly attracted to Laura since she started work at the journal, hailed a cab and offered to share the ride with Laura. Laura accepted the offer. Once she was inside the cab, Tim suddenly made an aggressive sexual advance. Horrified, Laura pushed him away and told him to get out of the cab. Mortified, Tim slinked out of the cab.

The next day, Laura came to work with some apprehension. How would she deal with Tim? Would the cab incident affect her job? Although Tim did not supervise her, would he try to get her fired? Tim immediately went to her office and apologised for his extremely inappropriate behaviour in the cab. Relieved at his apology, Laura decided not to pursue the matter through any formal channels in the office.

Everything would have been okay if Tim had stopped at just one sincerely expressed apology. However, whenever he found himself alone with Laura, Tim apologised again. And again. At every opportunity, for three months, he said he was sorry about the incident.. This constant apology was awkward and annoying to Laura. Ironically, by Tim apologising continuously for his unwanted attention in the cab, he was foisting another form of unwanted attention upon Laura. When he first started apologising, Laura told him that "it was okay".

After three months of many apologies, she reached a point where she asked him to stop

apologising, to no avail. Frustrated, she confided in a few co-workers about her unusual dilemma. Consequently, these co-workers lost respect for Tim.

Although the cab incident was not common knowledge in the office, Tim sensed that others knew about it by the way they interacted with him. The incident became the office "elephant" that the employees "in the know" saw, but didn't explicitly acknowledge. Meanwhile, Laura was tired of hearing Tim apologise and her feelings of discomfort increased. So when another editor position opened up in another journal division of the company, she applied for the job and was transferred to the other journal. In her new position, she didn't have Tim bothering her anymore. But she was unhappy with her new job. The journal material was very boring. She didn't work as well with her co-workers as she had in the previous journal (excepting Tim). She realised that she really enjoyed her old job. She began to regret her decision to avoid the conflict with Tim by moving to the new job. In an effort to seek advice on how to solve her problem, Laura decided to consult with the company ombudsman.

Q1 Various levels of organisational conflict are discernible in the case study above. Firstly, and perhaps most obviously, there is the conflict between Laura and Tim.

This form of conflict points to ..... conflict.

- (1) intrapersonal
- (2) interpersonal
- (3) intergroup
- (4) inter-organisational

Q2 At the end of the case study, Laura decides to consult with the company ombudsman.

Intervention by an ombudsman is typically associated with which one of the following strategies of conflict management?

- (1) Mediation
- (2) Social intervention programmes
- (3) Arbitration
- (4) Negotiation

Q3 Various levels of organisational conflict are discernible in the case study above. Towards the end of the case study, we see that Laura decides to go after another position, in a different division of the organisation. Soon after obtaining it, however, Laura starts to regret the decision, and doubts the wisdom of her decision.

This form of conflict points to ..... conflict.

- (1) intrapersonal
- (2) interpersonal
- (3) intergroup
- (4) inter-organisational

Q4 The conflict between Laura and Tim, especially at the onset, is personal or socio-emotional in its nature.

This type of conflict disengages people from one another, and is known as ..... conflict.

- (1) optimal
- (2) futile
- (3) functional
- (4) dysfunctional

Q5 Organisations need to understand and confront changes occurring in the business environment in order to promote the effective management of organisational culture. This is done by considering certain factors.

Which four factors need to be considered to enable the organisation to manage culture?

- (1) Responsibility/autonomy; satisfaction; desire to change and innovativeness.
- (2) Directive style; analytical style; conceptual style and behavioural style.
- (3) Individual characteristics; organisational ethics; organisational processes and organisational structure.
- (4) Investigate the extent and rationale of the quality initiative; to encourage support; to eradicate employee resistance and a dysfunctional corporate culture.

Q6 Which managerial approach will attempt to capture an IT employee's knowledge of and experience with computer databases with the purpose of making it available to other employees whenever they need it?

- (1) Knowledge management approach
- (2) Humanistic management approach
- (3) Classical management approach
- (4) Systems management approach

Q7 Which of the following are examples of qualitative research methodology?

- (1) Interviews and classical experimental designs
- (2) Ethnography and self-recorded diaries
- (3) Focus groups and quasi-experimental designs
- (4) Content analysis and field observation

Q8 According to Van Der Walt (2006:72) change in the organisation is defined as "constant, certain and continuous actions with the purpose of adjusting and/or modifying existing practices towards new practice".

In addition Grobler identifies that change can either be ... .

- (1) incremental or radical/profound
- (2) macro/organisational level or micro/individual level
- (3) convergence or divergence
- (4) internal networks or external networks

Q9 In 2014, Unisa launched the *Unisa is changing* campaign, wherein three aspects of organisational change are announced.

**Unisa is changing. Prepare for the change.**



Source: Unisa (2014)

The slogan for the announced change is: '*Unisa is changing. Prepare for the change*'.

Judging by this slogan alone, in which step of the three-step process model is this organisational change engaged in?

- (1) Step 1
- (2) Step 2
- (3) Step 3
- (4) All of the above

Q10 Susan participates in a research study. She is required to carefully record a detailed description of every communication event occurring between herself and the secretaries in her office.

Which research method is used in this example?

- (1) Interviewing
- (2) Triangulation
- (3) Action research
- (4) Self-recorded diary

Q11 ..... should be regarded as something an organisation "is", not something it "has".

- (1) Culture
- (2) Climate
- (3) Change
- (4) Attributes



Q12 The Chief Executive Officer (CEO) of *Nakagawa*, a video manufacturing organisation, has called on a meeting with all manufacturing floor managers to outline the export strategy for the organisation's newly identified markets in Sub-Saharan Africa.

Which of the networks of communication below **best** describe the above scenario?

- (1) External networks of communication within the community.
- (2) Internal communication between the organisation's different departments.
- (3) Upward communication from Nakagawa organisation management to subordinate employees.
- (4) Downward communication networks from organisation management to organisation employees.

Q13 The three models to describe organisational change are ... .

- (1) individual, cultural and infrastructure
- (2) group, cultural and structure
- (3) individual, group and organisational
- (4) cultural, infrastructure and organisational

Read the following scenario and answer the question that follows.

Mandla is in his final year of study for his bachelor's degree in Communication. Whilst preparing for his final examination, Mandla comes across terminology in his prescribed book that he finds difficult to understand and apply practically. He decides to e-mail his lecturer, Dr Singh, with his questions. Dr Singh replies to Mandla's e-mail with the requested explanations.

Q14 The communication function related to the interaction *from* Dr Singh *to* Mandla is ... .

- (1) informative
- (2) controlling
- (3) persuasive
- (4) integrative

Read the following scenario and answer the three questions that follow:

Thabiso is doing the empirical data-gathering for his master's degree in Communication, which focusses on audience perceptions and studies of the SABC soap opera *7de Laan*. Thabiso will do his data-gathering in two phases, first, he will research how many people in Gauteng actually watch *7de Laan* and then in the second phase he will interview people to find out why they watch *7de Laan*.

Q15 In the first phase, Thabiso is making use of ..... methodologies.

- (1) quantitative
- (2) qualitative
- (3) triangulated
- (4) quasi

- Q16 In the second phase, Thabiso is making use of ..... methodologies.
- (1) quantitative
  - (2) qualitative
  - (3) triangulated
  - (4) quasi
- Q17 Once Thabiso writes his dissertation, he will combine the findings from the first and second phases of his research.
- This is known as ..... triangulation.
- (1) investigator
  - (2) theory
  - (3) methodological
  - (4) empirical
- Q18 The grapevine or 'rumour mill' is a network example of which kind of communication channel?
- (1) Circle network
  - (2) Chain network
  - (3) Wheel network
  - (4) All-channel network
- Q19 Which characteristic of the all-channel network does **not** apply to the grapevine or 'rumour mill'?
- (1) An informal channel of communication.
  - (2) All members can communicate with one another.
  - (3) Messages are accurate.
  - (4) Opportunities for feedback.
- Q20 The power crisis in South-Africa with the subsequent load shedding has forced many organisations, both small and large, to alter their business practices. As the communications practitioner at Eskom you have been requested to conduct an audit to determine if the communication activities that were used, helped the organisation to communicate the message about the power crisis to its stakeholders.
- From the prevalent classifications of organisational communication research, based on the scenario above, which audit would be suitable for the communications practitioner to use to complete his/her task?
- (1) Social audit
  - (2) Communication content audit
  - (3) Environmental monitoring
  - (4) Corporate communications/public relations audit

**TOTAL: 40**

**This will be converted to a mark out of 100.**

This assignment will contribute a maximum of 5% toward your semester mark.

<b>ASSIGNMENTS SEMESTER 2</b>
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<b>ASSIGNMENT 01</b>
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**DUE DATE** **3 AUGUST 2018**

**UNIQUE ASSIGNMENT NUMBER** **866001**

The following are broad guidelines for answering the questions:

When answering questions in this module, always remember that the first part of your answer should be a theoretical discussion based on the theory given in the prescribed book. The second part of your answer should focus on applying the theory to the scenario given in the question. Please be sure to read through your questions carefully, and make sure you answer the question asked.

**Question 1**

*In a multi-cultural country like South-Africa with 11 official languages and various different cultures, it is easy for conflict to arise within the workplace. Conflict management is crucial because conflict within the organisation tends to influence other aspects of organisational life, like team communication and decision-making*

Keeping this statement in mind, discuss the types of conflict that may arise and the importance of conflict management. Also discuss how conflict can influence team communication and the decision-making styles of individuals. (15)

**Question 2**

*Themba has recently been appointed as the communication practitioner for Globe Inc an organisation dealing in environmental management. Globe Inc. is currently restructuring their organisation and asks you to do research on the employees' perception of management in the organisation. Not only will Themba have to do research on the employees' perception of management, but he will have to do research on a new management approach for the organisation. Themba approaches you and asks for your help.*

- 2.1 Help Themba to make a decision on which research method to use by comparing interviews with focus groups. Also indicate which one of the methods you will recommend. (5)
- 2.2 Help Themba choose a management approach by comparing the classical management approach and the humanistic management approach in terms of principles, nature of communication, advantages and disadvantages. (20)

**Content [40]**

**Technical quality**

**[10]**

**TOTAL**

**50**

## **GUIDELINES**

You have to refer to your study guide and the relevant chapters in your prescribed book to be able to answer the above questions. Your answers to this assignment should not exceed 15 typed pages (1.5 line spacing) or the handwritten equivalent (including a contents page, introduction, conclusion and list of references).

### **ASSIGNMENT 02**

#### **MULTIPLE-CHOICE QUESTIONS**

**DUE DATE**

**3 SEPTEMBER 2017**

**UNIQUE ASSIGNMENT NUMBER**

**885165**

Each question counts two (2) marks.

- Q1 Choose one of the following conflict strategies below that specifically scores high on *conflict resolution*. The strategy implies that people involved in the conflict strategy endeavour to create situations in which the goals and objectives of every relevant person can be attained by establishing mutually acceptable and constructive solutions to the conflict.
- (1) Compromising
  - (2) Accommodating
  - (3) Avoiding
  - (4) Confronting
- Q2 Symbols can be described as words, gestures and pictures that carry a particular meaning within a particular culture and which allow members of an organisation to communicate and understand each other. According to Barker and Angelopulo (2013:93) which of the following aspect of symbols **cannot** be used during times of change and uncertainty to give members direction?
- (1) Objects
  - (2) Language
  - (3) Performers
  - (4) Roles

- Q3 Elena has an interview at a prestigious public relations firm. When she arrives at the organisation for the interview, she obtains a sense that the environment is hostile and not one she would be able to work well in. Which of the following has Elena experienced?
- (1) Organisational culture
  - (2) Organisational change
  - (3) Organisational climate
  - (4) Organisational transition
- Q4 Behavioural concepts are considered an element of organisational culture. They assist in helping members of an organisation reach organisational goals and determine which behaviour is appropriate and which is not. Which one of the following is **not** a behavioural concept?
- (1) Rites
  - (2) Technology
  - (3) Rituals
  - (4) Ceremonies
- Q5 Organisational ..... may be defined as the continuous need for proactive communication with personnel in order to assist personnel and business in altering individual and business objectives.
- (1) change
  - (2) culture
  - (3) climate
  - (4) language
- Q6 Doug Allen is the founder of *Allen Cosmetics*. Over the last four decades he managed to build an empire while inspiring people to achieve what everyone thinks is impossible. Which one of the elements of organisational culture does Doug Allen's story embrace?
- (1) Artefacts
  - (2) Symbols
  - (3) Behavioural concepts
  - (4) Heroes
- Q7 An agricultural firm has put together a number of people tasked with finding more eco-friendly ways of removing pests from agricultural crops. What would you classify the following as?
- (1) Informal group
  - (2) Team
  - (3) Group
  - (4) Formal group

Q8 The systems theory is regarded as the foundation of the humanistic and knowledge management managerial approaches. Identify the option below that best describes the systems theory.

- (1) Independence among organisational sub-systems and a relationship of dissonance with the external environment.
- (2) Holism and interrelatedness between organisational sub-systems and a conflict relationship with the external environment.
- (3) Holism and interrelatedness between organisational sub-systems and a relationship with the external environment.
- (4) Independence among organisational sub-systems and a relationship with the external environment.

Q9 Select the Option that best describes the classic management approach.

- (1) Recognition of employees in decision making.
- (2) Employees' knowledge are recognised and applied in the organisation.
- (3) Downward communication aimed at moulding employees' opinions through manipulation.
- (4) It allows formal, external message flow.

Q10 Mr Joubert is the CEO of *Creme Cosmetics* in Centurion. He needs to implement a new supervision system in the organisation as directed by the head office. Mr Joubert decides to firstly prepare employees for the change by holding various meetings and question-and-answer sessions to encourage employees to recognise the need for such a system. Once Mr Joubert felt that employees were sufficiently prepared, the new supervision system was implemented. To prevent employees from regressing back to old habits, Mr Joubert implemented weekly, compulsory staff meetings within each department which should be utilised as a platform for employees to raise issues of concern associated with the new supervision system.

Identify the steps of the change management process that Mr Joubert employed to implement this supervision system:

- (1) Unfreezing, freezing; refreezing
- (2) Unfreezing; change; refreezing
- (3) Unfreezing; change; freezing
- (4) Unfreezing; refreezing; change

Q11 The fact that more organisations are becoming heterogeneous represents which proposition regarding the role of communication in the organisation?

- (1) Communicating is the fundamental process of organising human actions.
- (2) Communication skills form the basis for effective leadership in the organisation.
- (3) Communication is the key to sound decision making within the organisation.
- (4) Diversity characterises modern organisations.

Q12 What are the focus and purpose of an organisational manager?

- (1) To direct and manage resources required for a specific task and to provide guidance and the required procedures necessary to effectively manage complexities in the organisation.
- (2) To empower individuals and to adopt personal and active attitudes towards both individual and organisational objectives.
- (3) To recognise, understand and react emphatically to his/her and others' emotions and objectives.
- (4) To direct and manage resources required for a specific task and to empower individuals.

Q13 At BaYayi organisation, the following network of communication does not restrict any members of communication networks; each person can directly communicate information to other employees of the organisation.

The above description best describes which of the following networks of communication?

- (1) Wheel network
- (2) Y-network
- (3) Chain network
- (4) All-Channel network

Q14 At the annual meeting of *DIDA* organisation, the human resources department proposes an increase of pay (salary) for the next financial year; however the finance department of the same organisation disagrees over pay increases.

The above scenario of *DIDA* organisation, best describe which of the following levels of organisational conflict?

- (1) Interpersonal conflict
- (2) Intergroup conflict
- (3) Intragroup conflict
- (4) Interorganisational conflict

Q15 The power crisis in South-Africa, with the subsequent load shedding has forced many organisations, both small and large, to alter their business practices. As the communications practitioner at Eskom you have been requested to conduct an audit to determine if the communication activities that were used, helped the organisation communicate the message about the power crisis to its stakeholders.

From the prevalent classifications of organisational communication research, based on the scenario above, which audit would be suitable for the communications practitioner to use to complete his/her task?

- (1) Social audit
- (2) Communication content audit
- (3) Environmental monitoring
- (4) Corporate communications/public relations audit

Q16 Organisations need to understand the confront changes occurring in the business environment in order to promote the effective management of organisational culture, this is done by considering certain factors.

Which four factors need to be considered to enable the organisation to manage culture?

- (1) Responsibility/autonomy; satisfaction; desire to change and innovativeness.
- (2) Directive style; analytical style; conceptual style and behavioural style.
- (3) Individual characteristics; organisational ethics; organisational processes and organisational structure.
- (4) Investigate the extent and rationale of the quality initiative; to encourage support; to eradicate employee resistance and a dysfunctional corporate culture.

Q17 According to Van Der Walt (2006:72) change in the organisation is defined as “constant, certain and continuous actions with the purpose adjusting and/or modifying existing practices towards new practice”.

In addition Grobler identifies that change can either be ... .

- (1) Incremental or radical/profound
- (2) Macro/organisational level or micro/individual level
- (3) Convergence or divergence
- (4) Internal networks or external networks

*Read the following case study on organisational conflict by Taylor (2000) and answer the three questions that follow:*

In a large publishing company in New York, a young woman, Laura, was hired as a copy editor for one of the many journals produced by the company. Seven other employees worked on this team editing this Journal, including a senior editor named Tim. Laura had worked there for about a month when she and her fellow co-workers went for happy-hour after work. Everybody had a great time and had consumed a fair amount of alcohol. When everybody was leaving the bar to head home, Tim, who had been secretly attracted to Laura since she started work at the journal, hailed a cab and offered to share the ride with Laura. Laura accepted the offer. Once she was inside the cab, Tim then suddenly made an aggressive sexual advance toward her. Horrified, Laura pushed him away and told him to get out of the cab. Mortified, Tim slinked out of the cab.

The next day, Laura came to work with some apprehension. How would she deal with Tim? Would the cab incident affect her job? Although Tim did not supervise her, would he try to get her fired? Tim immediately went to her office and apologized for his extremely inappropriate behavior in the cab. Relieved at his apology, Laura decided not to pursue the matter through any formal channels in the office.

Everything would have been okay if Tim had stopped at just one sincerely expressed apology. However, whenever he found himself alone with Laura, Tim apologized again. And again. He said he was sorry about the incident at every opportunity he had for three months. This constant apology was awkward and annoying to Laura. Ironically, by Tim apologizing continuously for his unwanted attention in the cab, he was foisting another form of unwanted attention upon Laura. When he first started apologizing, Laura told him that "it was okay".



After three months of many apologies, she reached a point where she asked him to stop apologizing, to no avail. Frustrated, she confided in a few co-workers about her unusual dilemma. Consequently, these co-workers lost respect for Tim.

Although the cab incident was not common knowledge in the office, Tim sensed that others knew about it by the way they interacted with him. The incident became the office "elephant" that the employees "in the know" saw, but didn't explicitly acknowledge. Meanwhile, Laura was tired of hearing Tim apologize and her feelings of discomfort increased. So when another editor position opened up in another journal division of the company, she applied for the job and was transferred to the other journal. In her new position, she didn't have Tim bothering her anymore. But she was unhappy with her new job. The journal material was very boring. She didn't work as well with her co-workers as she did in the previous journal (excepting Tim). She realized that she really enjoyed her old job. She began to regret her decision to avoid the conflict with Tim by moving to the new job. In an effort to seek advice as to how to solve her problem, Laura decided to consult with the company ombudsman.

Q18 Various levels of organisational conflict are discernible in the case study above. Firstly, and perhaps most obviously, there is the conflict between Laura and Tim. This form of conflict points to ..... conflict.

- (1) intrapersonal
- (2) interpersonal
- (3) intergroup
- (4) interorganisational

Q19 At the end of the case study, Laura decides to consult with the company ombudsman. Intervention by an ombudsman is typically associated with which one of the following strategies of conflict management?

- (1) Mediation
- (2) Social Intervention Programmes
- (3) Arbitration
- (4) Negotiation

Q20 Various levels of organisational conflict are discernible in the case study above. Towards the end of the case study, we see that Laura decides to go after another position, in a different division in the organisation. Soon after obtaining it, however, Laura starts to regret the decision, and doubts that it was a good one.

This form of conflict points to ..... conflict

- (1) intrapersonal
- (2) interpersonal
- (3) intergroup
- (4) interorganisational

**TOTAL: 40**

**This will be converted to a mark out of 100.**

This assignment will contribute a maximum of 5% toward your semester mark.

## 8.7 Other assessment methods

The only assessment methods used in this module are the two assignments shown above and the portfolio examination, which will be discussed below.

## 8.8 The Portfolio Examination

The following applies to your **portfolio examination**:

- You must achieve a **subminimum of 40%** for your portfolio examination, and a **total of 50%** is required to pass this module. This means, if you do not obtain a mark of at least 40% in the portfolio examination, you will fail the module automatically. Your semester mark will be added automatically to your portfolio examination mark at the end of the module and the final mark will be converted to a percentage. However, if you obtained less than 40% in the examination, your semester mark will not be taken into account.
- If you fail the portfolio examination and do **not** qualify for a supplementary portfolio examination, you will be required to re-register for the module for the following semester and completely redo the portfolio examination and assignments. If you fail the portfolio examination and **do** qualify for a supplementary examination, you will be required to submit a new portfolio examination as supplementary examination at the next examination opportunity. Please note that should the university grant you a supplementary examination, **your semester mark will not count toward your final mark**. In other words, your portfolio examination will count 100% of your final mark and you will have to achieve a mark of at least 50% in the supplementary portfolio examination to pass the module.

However, this arrangement will not affect students who write the **aegrotat examination**. **Students writing this examination were ill on the day of the first examination and a medical certificate supports their condition. Their semester mark will count toward their final mark.**

- The supplementary and aegrotat examinations are based on the same syllabus and module content that you studied during the semester, but new information and a new scope will apply. **Please contact the lecturers before you write your supplementary or aegrotat examination and ask for the most recent tutorial letter that relates to the supplementary examination.**
- **Format of the portfolio examination**

In this module there is no formal examination at the end of the semester. Instead, you are required to submit a portfolio – referred to as a portfolio examination or a non-venue-linked examination. You are required to submit your portfolio for examination on or before the due date.

### **Please note:**

As your portfolio constitutes your examination, **no** extensions for its submission will be granted.

Treat your portfolio submission date below as you would an examination date, insofar as it is not flexible. There are no exceptions to this rule, other than those stipulated by the Examination Department (as outlined in your *Study @ Unisa* brochure).

- **Admission to the examination**

To gain examination admission (i.e. to be allowed to submit the portfolio examination), you have to submit Assignment 01 on or before the due date. Failure to submit Assignment 01 will result in your not being allowed to submit your portfolio examination.

- **Content of the portfolio examination**

Please note that you need to have one declaration page (at the front of your portfolio examination), one page with a table of contents, and one page of sources consulted at the end of your portfolio examination (containing all the sources you referred to within the text). Your writing style has to be narrative (i.e. full sentences that relate to one another in paragraph style and are divided into logical paragraphs. For more information regarding the technical requirements and layout of your portfolio, please see Tutorial Letter CMNALLE/301.

- **Submission date**

The due date and unique number for the submission of the portfolio examination are given below.

SEMESTER 1		SEMESTER 2	
Portfolio Assignment 03		Portfolio Assignment 03	
Unique no	840438	Unique no	670512
Due date	2 May 2018	Due date	28 September 2018

**Please note:**

You need to submit your portfolio examination as an assignment – hence it is referred to as a “portfolio assignment” in the table above. The portfolio examination is subject to the Unisa rules and regulations for an examination. This means that the due date is considered as the date of the examination. **Therefore, we are not able to grant you an extension on the due date.** Portfolio examinations that arrive at Unisa after the due date will **not** be examined and will be returned to you unmarked. This means that if your portfolio examination arrives late, you will officially be considered absent from the examination.

- **Submitting your portfolio examination**

You may submit your portfolio examination by hand, by post or electronically via myUnisa.

Portfolios may **not** be submitted via fax or e-mail. For detailed information on and the requirements for submitting your portfolio examination, see the booklet *Study @ Unisa*.

To submit a portfolio examination via myUnisa, do the following:

- Go to myUnisa
- Log in with your student number and password
- Select the module
- Click on “Portfolio assignments” in the left-hand menu
- Click on the portfolio assignment number that you want to submit
- Follow the instructions on the screen
- The file size needs to be 10MB or smaller, if the file size exceeds 10MB, you will need to submit your portfolio examination by hand or by post

To submit a portfolio examination by post, do the following:

- Place the cover plus your portfolio examination into a Unisa-provided envelope. Mark this on the cover page as “Assignment 03”.
- Remember to include the unique number on the cover sheet.
- Your portfolio should be addressed to:

The Registrar  
PO Box 392  
UNISA  
0003

If submitting your portfolio examination by hand, place the envelope into an assignment box located on the various Unisa campuses.

We strongly suggest that you **make a copy of your portfolio examination**.

Submit the copy and keep the original. Should the South African Post Office mislay your examination portfolio, the onus is on **you** to provide proof that you did indeed post or submit your portfolio.

For detailed information and requirements as far as portfolio assignments are concerned, see *Study @ Unisa*, which you received with your study material.

## PORTFOLIO EXAMINATION

### ASSIGNMENT 03

Angelopulo and Schoonraad (2006:14) indicate that organisational communication can be seen as dealing with both the use of instrumental communication (functionalist perspective) and social construction of reality within an organisation milieu (interpretive perspective). In other words, organisational communication can be seen as the process of interaction through which meaning and experience of the organisation is constructed, maintained and adapted.

Your portfolio examination requires you to visit an organisation of your choice – any organisation, small or large (for example, the local grocery store, hardware store, local school, a bank, a law firm or a non-profit organisation) – and **observe** the organisational communication aspects of this organisation for a full business day. Acknowledge that the organisational communication aspects refer to formal and informal communication, flow of communication, management approaches, organisational culture and climate, elements of organisational culture, and lastly, the research process used to assess organisational culture.

#### Instructions for completing the portfolio:

You don't need to do anything at this organisation; you should merely act as an **observer**. To do so, you need to obtain permission and cooperation for your visit from the organisers or managers of the organisation (if necessary, you can show them this Tutorial Letter 101 and the portfolio assignment). Submit this letter along with your portfolio, attached as Addendum A. The diary entry should be attached as Addendum B.

In addition to the above, you are required to answer all the questions below.

**QUESTION 1**

**COMPANY PROFILE**

**[5]**

- 1 Write a brief background on the company you have chosen to observe. (5)

**QUESTION 2**

**COMMUNICATION IN THE ORGANISATION**

**[20]**

- 2.1 Briefly discuss the difference between formal and informal networks. (4)
- 2.2 Identify the formal and informal channels of communication within your chosen organisation. Also indicate if you think these communication channels are appropriate for the specific organisation. (6)
- 2.3 Describe the flow of communication within organisations in general, with specific reference to upward, downward and horizontal flow of communication within organisations. (6)
- 2.4 How would you describe the flow of communication in the organisation you visited? Illustrate your answer by drawing an organogram of the flow of communication within the organisation. (Use networks or channels of communication as guidelines.) (4)

**QUESTION 3**

**THEORETICAL APPROACHES TO ORGANISATIONAL MANAGEMENT**

**[20]**

By observing organisational aspects in your selected organisation, you would have noticed a specific managerial approach and accompanying communication approach.

- 3.1 Differentiate between the three management approaches that are often identified in organisations. Explain your answer by defining each approach, identifying the principles of each approach and describing the nature of communication of each approach. (10)
- 3.2 What management approach is evident in your organisation? Substantiate your answer with examples from your observation of this organisation. (5)
- 3.3 With reference to the managerial approach discussed in question 3.2, discuss the communication approach that is evident in your organisation. In your opinion, do you feel that this communication approach is best suited for reaching organisational objectives? Give reasons for your answer. (5)

**QUESTION 4**  
**ORGANISATIONAL CULTURE**

[15]

4.1 Many people do not know the difference between “culture” and “climate”, and sometimes even use these words synonymously. However, culture and climate are different concepts.

Define and differentiate between the following terms:

4.1.1 Define organisational culture and climate. (2)

4.1.2 Differentiate between organisational culture and climate. (3)

4.2 Communication plays a pivotal role in facilitating people’s understanding of the various elements of organisational culture. This understanding is important for how members of an organisation interact, not only with each other, but also with external stakeholders. Briefly **discuss** and **provide examples** of **any five elements** that exhibit organisational culture. (10)

**QUESTION 5**  
**THE THEORY AND PRACTICE OF ASSESSING ORGANISATIONAL CULTURE** [25]

According to Grunig and Grunig (2011), no organisation’s communication is ever completely excellent. Thus, there is always an opportunity for improvement. By conducting research, a researcher is able to identify which aspects of organisational communication can be developed further.

With the above in mind, **identify** an internal communication problem within the organisation and **critically discuss** how you would proceed with compiling a research proposal, by completing **steps 1–4** of the research process. (Remember to read through examples provided in the prescribed book.) (25)

**QUESTION 6**  
**DIARY ENTRY** [5]

Based on question 5, complete a diary entry addressing the questions below:

6.1 Based on your observation of the organisation, what communication challenges are being experienced? (3)

6.2 Make recommendations on how your chosen organisation can improve their communication process. (2)

**TECHNICAL PRESENTATION****[10]**

As indicated in Tutorial Letter CMNALLE/301, you are required to include the following for your technical presentation:

- declaration of own work submitted
- table of contents
- introduction
- conclusion
- referencing – the in-text referencing techniques and list of sources consulted

In addition to the portfolio examination, the letter obtained from the organisation contributes towards the technical presentation.

**TOTAL: 100****NOTE:**

**10 percent (10%) will be deducted off the final mark, should you not submit the letter from the organisation.**

**9 FREQUENTLY ASKED QUESTIONS**

The *Study @ Unisa* brochure contains an A–Z guide of the most relevant study information. Please refer to this brochure for more information. If you have any module content enquiries, you can contact the module coordinator directly for more assistance.

**10 IN CLOSING**

We trust that you will enjoy learning more about organisational communication during the course of this semester. Please do not hesitate to contact us if you need any assistance with your studies.

We wish you success!

**THE COM2601 TEAM**

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