<table>
<thead>
<tr>
<th><strong>PROGRAM</strong></th>
<th>PUBLIC RELATIONS AND COMMUNICATION MANAGEMENT DIPLOMA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUBJECT</strong></td>
<td>COMMUNICATION MANAGEMENT</td>
</tr>
<tr>
<td><strong>CODE</strong></td>
<td>COM2AA2/CPR2AA2/CPP2A11</td>
</tr>
<tr>
<td><strong>DATE</strong></td>
<td>WINTER EXAMINATION JUNE 2015</td>
</tr>
<tr>
<td><strong>DURATION</strong></td>
<td>3 HOURS</td>
</tr>
<tr>
<td><strong>WEIGHT</strong></td>
<td>50: 50</td>
</tr>
<tr>
<td><strong>FULL MARKS</strong></td>
<td>100</td>
</tr>
<tr>
<td><strong>TOTAL MARKS</strong></td>
<td>100</td>
</tr>
<tr>
<td><strong>EXAMINER</strong></td>
<td>R.V.S. MABADA</td>
</tr>
<tr>
<td><strong>MODERATOR</strong></td>
<td>D.R. BENECHE</td>
</tr>
<tr>
<td><strong>NUMBER OF PAGES</strong></td>
<td>4 PAGES</td>
</tr>
<tr>
<td><strong>INSTRUCTIONS</strong></td>
<td>READ QUESTIONS CAREFULLY. ANSWER WHAT IS ASKED. DON'T PROVIDE UNNECESSARY INFORMATION. YOU MUST WRITE IN FORMAL ENGLISH.</td>
</tr>
<tr>
<td><strong>REQUIREMENTS</strong></td>
<td>UJ ANSWER BOOK</td>
</tr>
</tbody>
</table>
SECTION A: Carefully read the case study below and answer the questions that follow. All questions are based on the case study.

Namaste? Solar retains its employees with bi-annual retreats and an anti-hierarchy office environment.

MAY 30, 2012

It sounds like the ideal place to work: flexible hours, a decentralized, anti-hierarchy office environment and at least two retreats per year in the mountains—all expenses paid, of course. Based in Boulder, Colo., Namasté Solar—a company that installs solar panels—seems to be just like any other organization trying to attract young talents, but this company's culture goes beyond conscious business practices with a democratic culture that's basically unheard of anywhere else.

A Fair Compensation Policy

Discussing one's salary is a sensitive topic and often considered taboo in most workplaces, but that doesn't stop people from wondering how much their colleagues make. Blake Jones, co-founder and CEO of Namasté Solar, says that all of this information is transparent at his company, and the disclosure means that those in charge of assigning salaries have to be "thoughtful and justify why they're paying one person more than another."

The salary package is no longer between the boss and the employee, but rather between the boss and everyone in the company. "Usually, salary is an emotional and sticky situation," Jones says. "They have an emotional impact on all of us and in the end, people actually waste more time and energy wondering how much Bob or Jill is making and thinking the worst."

Seven years ago, the company adopted a compensation policy in which no employee is allowed to make more than twice another employee's salary. Since then, the company has grown to 108 employees and its compensation policy has changed to say no employee can make four times as much as another, but this includes all benefits in the salary package, which is converted into dollar amounts. To avoid further competition amongst colleagues, the company also pays equal bonuses to everyone.

An Egalitarian Voting System

In order for the company to change any of its policies, including compensation, proposed policies must be approved unanimously by the board, which is made up of basically everyone in the company. Every employee is given the option to buy stocks and acquire one voting right. This system meant that Jones and his co-founder Ray Tuomey had to give up a lot of ownership, but it also produced a sense of responsibility for every person involved.
COMMUNICATION MANAGEMENT (COM2AA2) WINTER EXAM

Since everyone is essentially a co-owner, if the company loses money, everyone loses money, and if the company succeeds, everyone succeeds. "We're all employee owners, and we love it," Jones says. "We wanted to have an elite team that's going to contribute. When you have different people weighing in with different decisions, you create this team-oriented, open environment."

**Long-Term Goals Are Transparent**

Every month, Namasté Solar conducts "big-picture" meetings to discuss finances and productivity. "When everyone knows how his or her role fits in with the larger goals and missions of the company, they work on their own assignments better," Jones says. "And if you know what's going on with your company, you can make better decisions." Jones says that the company policies and culture isn't always the easiest route to take. After all, it's expensive to bring everyone to the mountains twice a year, but the co-founder stands by the practice, saying that "It's worth it and produces a healthier, stronger and tighter culture."


---

**QUESTION 1**

Discuss Namasté Solar’s organisational culture using the FOUR (4) major types of organisational culture. Your answer must identify and explain in detail ONE (1) of the four major types of organisational cultures which Namasté Solar has fully adopted and embraced as its own. Your answer must provide reasons as to why you think the company has adopted this type of organisational culture and not the others. [25]

---

**QUESTION 2**

"You have overheard a conversation between your manager and the manager of a department in which your best friend is employed. From their conversation, it is apparent that your friend is not pleasing her manager and she will definitely be passed over for the promotion she badly wants. You don’t want to see her hurt, and you happen to know she has a job offer from another department from your organization. Should you tell her about the conversation and urge her to take the new offer? Should you remain silent because of the manner in which you heard the information? Should you go to your boss and tell him that you accidentally overheard the conversation and are concerned because your friend might turn down a good job offer? Should you urge your friend to confront her boss?"
What would you do? What should you do? Discuss what you would/should do in developing ethical standards in organisational communication. If what you would do and what you should do are different, motivate and state why. Your answer must be guided by the four guidelines for evaluating behaviour in organisational communication situations. [25]

SECTION A TOTAL: [50]

SECTION B: ANSWER ANY TWO (2) QUESTIONS OF YOUR CHOICE

QUESTION 3

Discuss the challenges of making ethical decisions in organisational communication. Your answer must focus on the definition of ethics and three (3) general ethics decision-making approaches. Provide appropriate examples to illustrate your points. [25]

QUESTION 4

Evaluate the importance of the informal channels of communication in an organization. Your answer must provide the advantages and disadvantages of the informal channel. You must provide appropriate examples where necessary. [25]

QUESTION 5

Discuss how you will deal with the ethical implications of the following recurring organizational communication situations. Use appropriate examples in your discussions.
5.1. Communication behaviours and technology (9)
5.2. Communication behaviours related to money (8)
5.3 Personal communication behaviours (8)

SECTION B TOTAL: [50]

GRAND TOTAL 100