



**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE HUMAN RESOURCE**

**MANAGEMENT & INDUSTRIAL RELATION**

**BACHELOR OF BUSINESS AND ENTREPRENEURSHIP**

**COMMUNICATION AND SCHOLARSHIP**

**BUSINESS COMMUNICATIONS**

**CS 211/BC211/BC221**

**SESSIONAL EXAMINATION**

**Marks – 100**

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**Instructions**

1. The examination consists of Four sections: A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



**SECTION A MULTIPLE CHOICE QUESTIONS**

[25

marks]

**Answer ALL questions. Each question carries ONE (1) mark**

**Choose the best alternative that answers the question**

1. One of the roles of non-verbal communication is to \_\_\_\_\_.
  - A. Convey information efficiently
  - B. Keep the sender of a message aware of what is going on
  - C. Improve the listening skills of the receiver of the message
  - D. Give the sender feedback
2. Who should prepare the agenda for a meeting?
  - A. The committee member
  - B. The treasurer with the help of the deputy treasurer
  - C. The chairperson with the help of the secretary
  - D. Any member who has some spare time
3. Which of the following is a barrier to communication?
  - A. Constructive feedback
  - B. Channel breakdown
  - C. Regulations and guidelines
  - D. External communication
4. What would make the grapevine flourish in an organization?
  - A. All employees enjoy gossiping
  - B. Every organization has a culture of gossiping
  - C. People find it difficult not to gossip
  - D. If employees do not receive information they want or need
5. Which of the following would employers expect from you?
  - A. Listening only to supervisors
  - B. Organising ideas and information logically and completely



- C. Having passed English Language with an "A" at form five  
D. Speak first and then think later
6. One way of encouraging participation on quiet or shy participants during a meeting is \_\_\_\_\_.
- A. Drawing them out by asking for their input on issues that pertain to them  
B. Ignoring them so that they feel unimportant  
C. Showing them that you are the chairperson  
D. Not to invite them in the next meeting because their presence does not add value to the meeting
7. What is the purpose of feasibility reports?
- A. They are used to inform managers on how the organization is performing.  
B. They are used to inform management on how employees are performing.  
C. They are called for when managers need to explore the ramifications of a decision they are about to make.  
D. They are called for when employees have poor communication skills
8. The purpose of recommendations in a report is \_\_\_\_\_.
- A. To assist the organization in writing good reports  
B. To provide advice on solving a problem or approaching an opportunity  
C. To show your concluding thoughts on an issue  
D. To narrate what your findings have unearthed
9. One of the benefits of effective communication to an organization is \_\_\_\_\_.
- A. Increased productivity  
B. Sending employees for workshops to improve communication skills  
C. Employing people with good grades in English Language.  
D. High wages for employees
10. Organisational communication \_\_\_\_\_.
- A. Should flow upward and downward.  
B. Should increasingly flow downward



- C. Should flow upward, downward and horizontally.  
D. Should mainly flow upward
11. Supplementary parts of a report include \_\_\_\_\_.
- A. Appendices
  - B. Introduction
  - C. Recommendations
  - D. The body of the report
12. An advantage of technology enabled meetings is \_\_\_\_\_.
- A. That the meetings might be cheaper than conventional meetings.
  - B. That meetings can take too long.
  - C. That meetings can be less effective.
  - D. That meetings are more effective than conventional meetings.
13. A disadvantage of technology-enabled meetings is \_\_\_\_\_.
- A. Participants require suitable hardware, software and Internet access.
  - B. Meetings can be organised at short notice
  - C. Organisations are able to have easily between branches that are geographically dispersed
  - D. Meetings do not require large rooms or dedicated furniture
14. The primary role of the chairperson of a meeting is \_\_\_\_\_.
- A. To debate issues with other meeting participants
  - B. To encourage members to quickly agree on issues
  - C. To see that members do not make noise during the meeting
  - D. To act as facilitator so that objectives of the meeting can be achieved
15. Which of the following is an acceptable complementary close of a business letter?
- A. Yours truly
  - B. Yours sincerely
  - C. Your friend



- D. Yours lovely
16. During a presentation, introducing the subject in an interesting manner to capture the attention of the audience is important. Which of the following is not an attention-drawing introduction?
- A. Starting with an anecdote.
  - B. Starting with a startling statement
  - C. Starting with a rhetorical question
  - D. Starting by telling the audience your name
17. Which of the following is true for a fully blocked format of a business letter?
- A. The date is displayed near the right – hand margin and the complimentary close to the right of a central position
  - B. All the typed entries commence from the left hand margin, forming a vertical line down the page
  - C. The date and complimentary close are situated to the right of center and each paragraph is indented
  - D. The address of the writer is in a slanting position and the signature at the centre of the page.
18. One difference between a memorandum and a letter is that\_\_\_\_\_.
- A. It is cheaper to use a letter than a memo in the organisation.
  - B. It is cheaper to use a memo than a letter in an organization.
  - C. Both a memo and a letter can be used to inform employees in an organization.
  - D. A memo does not have a complementary close where as a letter does.
19. Which of the following is an advantage of the written medium?
- A. It can reach geographically dispersed audiences
  - B. It provides an opportunity for immediate feedback
  - C. It delivers messages quickly
  - D. It allows you to express the emotion behind your message



20. One of the following is not expected of a model member at a meeting. Which one is it?
- A. Staying until the end of the meeting
  - B. Building on others' contributions and strive to be supportive
  - C. Using inappropriate body language
  - D. Helping others to participate
21. When choosing media for a message, which of the following should be considered?
- A. Electronic versions of visual media
  - B. Good organization
  - C. Media richness
  - D. Media control
22. Which of the following belongs to the audible category of communication?
- A. Presentation, talk, meeting, interview
  - B. E-mail, letter, report, interview
  - C. Poster, graph, chart, tables
  - D. Telephone, voice-mail, alarm, timer bell or buzzer
23. How can a writer keep the reader's interest in a text?
- A. Include jokes in your business message
  - B. Use one sentence paragraphs only
  - C. Use a variety of long, medium and short sentences
  - D. Separate items by numbering them
24. When writing a business letter, choosing the direct or indirect approach is important. Which of the following would help you to choose the appropriate approach?



- A. The length of the letter
- B. How the reader is going to perceive the message
- C. If you have previously written a message to the reader, always use the direct approach
- D. The salutation that a writer uses determines the approach to be used

25. In group communication, conflict is constructive if \_\_\_\_\_.

- A. It diverts energy from more important issues
- B. It destroys the morale of group members
- C. It leads to a win –lose situation
- D. It forces important issues into the open

**SECTION B: TRUE OR FALSE  
MARKS]**

**[10**

**Answer ALL questions. Each question carries ONE (1) mark**

**State whether each of the following statements is TRUE or FALSE**

1. Information overload is a barrier to communication.
2. Every organization has an informal communication network.
3. Holding a meeting without a specific goal shows the creativity of a chairperson.
4. Analytical reports offer both information and analysis, and they can also include recommendations.
5. Electronic presentations created with Microsoft Power Point or similar programmes are no longer the visual of choice in most business situations today.



6. The middle section of an application letter for a job should clearly state your reason for writing and give the recipient a reason to keep reading.
7. Non-verbal communication is the interpersonal process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language.
8. Decision making meetings involve persuasion, analysis and problem solving.
9. In the communication process, the first step is for the sender of the message to transmit the message through a medium.
10. People find it much easier to deceive with non-verbal signals.

**SECTION C -SHORT ANSWER QUESTIONS**

[15

MARKS]

**Answer ALL questions from this section**

1. Give three (3) advantages and three (3) disadvantages of written communication. **(6 marks)**
  
2. Identify three (3) communication skills that successful employers expect from employees. **(3 marks)**
  
3. Discuss the three (3) functions of an effective introduction for a presentation. **(6 marks)**



**SECTION D: ESSAY QUESTIONS**

**[50**

**MARKS]**

**Choose any two questions from this section.**

**QUESTION 1**

**(25 marks)**

**Read the following and answer the questions that follow.**

**Katso Morupeng**

Everyone has a high opinion of Katso Morupeng. His superiors view him as an aggressive, but dynamic person who gets things done. His progress is largely due to that fact that he pushes himself and others mercilessly.

Katso was very good in sport both at school and University. He excelled at soccer and is very fond, although less successful, in boxing. He completed his degree in Chemical



Engineering in the prescribed time and started to work for your company as Junior Engineer. He succeeded in optimising an important process component, saving the company a substantial amount of money. Based on his success he was promoted to Superintendent. Katso was highly successful. His team progressed above average and achieved massively. At the same time, however, the high level of sick leave in Katso's team baffled you. When you discussed your concern with Katso he told you that he believes that it is simply a symptom of laziness and carelessness, but that he will have a chat with his people. Before he could do this, however, Katso was promoted to Area Manager, with a team of Superintendents reporting to him. As an Area Manager his role changed fundamentally. While, as Superintendent, it was expected of him to focus his and his team's energy on the end-result, it was now expected of him to integrate a variety of disciplines into a synergised strategy.

Two things happened. The first was that his original team suddenly started to flounder and lose steam, in spite of the fact that Katso's successor was a very mature and competent leader. The second thing that happened was that the team of Superintendents started to complain bitterly about Katso's unreasonableness. They complained that he wants to take over, that he interferes with their daily activities, and that he constantly wants to know what they are doing. They felt that he distrusts them and that he treats them like children. Katso, on the other hand, complained that his team members are "sissies" who still have to learn how to make a business work. When interacting with his peers, he goes into a silent mode, preferring not to participate in any discussion. While freely answering questions, he will not initiate discussion. At the same time he contributes strongly when order and structure is needed. Your boss, Madala Ralaeng, and CEO, complains that Katso avoids him. He will duck and dive to prevent any direct discussion with Madala.



You decided to intervene, both because you believed in the capabilities of Katso, but also because you were extremely concerned about the deteriorating relations within Katso's team.

You know the following about Katso's background.

He is now 28 and was born in Serowe. His father is a farmer and his mother a teacher. He talks lovingly of his parents, his childhood, and the warmth and camaraderie that exist between him and his two older brothers. His parents are, in his words, "the salt of the earth, and they believe that the earth is God's creation and that we have to treat it with respect and do our utmost to conserve and toil". You know that Katso is sincerely and strongly religious. He has no compunction to talk about his love for God and to reach out to others in need.

At school he was labelled as a gifted child and put into an accelerated development programme. He was captain of the school's first soccer team, head prefect in form five and achieved 6 distinctions in the form five examinations. He is married to Tlamelo, an extremely beautiful but demure person. They have no children though they both desperately want to start a family. Although they try, and they know that physically there is no reason why they should not have children, they were, until now, in Katso's words, "not chosen for that enormous responsibility".

You had an interview with Katso and the following is a synopsis of the most important detail:

You: "Hallo Katso, please take a seat. Would you like to have some tea or coffee?"



Katso: "No, thank you, I am OK for now. What is this all about? Did my team complain again?"

You: "No, Katso, this is a discussion between you and me about you. I am concerned that something is bugging you."

Katso: "Bugging me? Like what?"

You: "That is exactly what we need to find out"

Katso: "Nothing is bugging me...I really am OK"

You: "I am glad to hear that you are OK"

Katso: "So why do we have this conversation?"

You: "I am really concerned about you, Katso. You are an extremely valuable member of this organisation..."

Katso: "Uh...well to tell you the truth...I am not doing that well...I mean it seems that everybody is on my case...you talk about bugging...it seems that everything I do is seen as negative, you know...almost as if I am the bad guy...my team avoids me...my boss looks strangely at me...you know with that particular stare he has...almost as if you are a bug that he has sprayed with insecticide and now he is waiting for you to start to twitch and die...he gives me the creeps that one I tell you..."

You: "Uh-uh"

Katso: "I mean you know how important it is for me to do the right thing...look at my track record man...my whole life I tried so hard not to put a foot wrong...and as Superintendent it seems to go so well...I had the respect of my team...we achieved massively...and we were working closely together, man so close you wouldn't believe it...we were there for each other...now...I mean it gets lonely at the top you know...and the competition, I tell you the guys, sorry the people, in my team are so scared that one will move faster than the other...and make no any mistake, they are gunning for me...they want my job, oh man, they sure want to get me out of the way"

You: "You sure sound very bitter and upset, Katso"

Katso: "Well wouldn't you be? I mean what do they want from me...I mean, I am responsible for the performance of the plant...and I know what I am doing don't I?...so why not give me a little support? ...why do I constantly have to check up?...why do I have to do everything myself? ...I mean I am not that unreasonable am I?...shhhhhh"

You: "There are a lot of questions in your mind, Katso. It seems that you have more questions than you have answers for."

Katso: You can say that again...at night I dream about this place...it seems as if I can't switch off...on, and on, and on...and it is almost as if there is no way out...I sometimes think that I am in the wrong job, you know, I sometimes think what it would be like to be farming in Serowe, back at my parents place...but I know that will not work out..."

You: "Uh-uh"

Katso: "What does uh-uh mean? Tell me what to do man...don't just sit there with your secret thoughts...I know you shrinks...you look beyond the eyelids right into my brain...and that sure does hurt man...shhhhhh...that sure does hurt".

You: "What hurts so much...tell me Katso, what causes you so much pain?"

*Katso starts to cry uncontrollably. It is clear that a lot of pent up emotions simply spilled over.*

1. How would you describe the personality of Harold Carter? Give three responses. **(6 marks)**
2. What triggered the existing emotional and behavioural patterns as described in the case study? Give three reasons **(6 marks)**
3. If you were Katso's boss, what would you do with him? **(1 mark)**
4. What is Katso saying (in his mind)? Give three reasons **(6 marks)**



5. How is Katso feeling? Give three reasons? (6 marks)

**QUESTION 2** (25 marks)

**Read the following answer the questions that follow.**

**CINECOMPLEX**

CineComplex is a chain of cinemas in Gaborone. They are opening a new complex in Block 8 and have asked you to help them with their business communications planning. The aim of the complex is to attract both regular customers and casual visitors to the area. The complex will have seven projection rooms each showing a movie. The plan is that movies will run several times a day and may be available in different projection rooms at different times of the day. The complex will consist of :

- Seven projection rooms /auditoriums
- A Box office where people can buy tickets in advance
- A self service ticket machine
- Cashier points for ticket purchase
- Refreshments/sweet/popcorn counter
- A cafe serving tea/coffee and snacks
- An upcoming movies display area

1. Imagine the role of the “ Front of House” Manager who is responsible for all the staff that customers will come into contact with. When allocating colleagues to a team (who have been asked to prepare a presentation) what six main considerations need to be met to ensure the task is achieved and the presentation



is prepared?

(6 marks)

2. You have decided to apply for the position of “ Upcoming Movies Display Area Supervisor” at the CineComplex. This position reports to the Front of House Manager. As part of the selection process you have been invited to give a presentation outlining your suitability for the post. Give four main characteristics of a good presentation and four characteristics of a presenter. Relate your answer to the position applied for.

(8 marks)

3. Provide four key steps that should be undertaken when planning an oral presentation. Relate your answer to the position applied for. (4 marks)
4. From the point of view of the presenter, what are the main seven things to remember before and during a presentation? Relate your answer to the position applied for. (7 marks)

### QUESTION 3

(25 marks)

Read the following answer the questions that follow.

#### BUSINESS ETHICS

The issue of third world poverty is one which is rarely far from Western headlines, sometimes as the result of a particular humanitarian crisis or natural disaster but often in association with debate about the effects of globalisation, and in particular the impact of global business activities on individuals and communities in poor countries. It is an issue which inspires heated argument, as well as demands for money, or action or both. A comparison between the agendas of Live Aid and Live 8 for example, show a shift from demands for charity to concern about the trading position of third world countries



in a global context ; hence the lobbying of the G8 leaders at the 2009 summit to maintain levels of aid to poor countries despite the global recession.

Discussion of the topic often tends to focus on the behaviour of specific business organisations and the ethical status of their activities in poor parts of the world. Some participants in the debate question whether business can ever truly be ethical because its very existence depends upon acts of exploitation. So can business ever really help improve the conditions of poor people in developing countries?

When considering such issues. It is important to consider that poverty is not the same as helplessness. The development of the African Bank in an African country illustrates one way in which ingenuity coupled with enterprise can present an alternative to charity and government aid as a route out of poverty.

Adapted from Mullins L. J. (2010) Organisational Behaviour.

1. Give three causes of poverty in developing countries. **(6 marks)**
2. Explain the debate between the agenda of Live Aid and Live 8. Give two (2) responses. **(4 marks)**
3. Why are business organisations being blamed on the perpetuation of poverty in poor countries? Give two (2) responses. **(4 marks)**
4. Suggest three ways in which business can improve the condition of poor people in African countries such as Botswana. **(6 marks)**
5. What is the difference between poverty and helplessness? **(2 marks)**
6. How can the African Bank help alleviate the problem of poverty in Africa? Give three responses. **(3 marks)**



Degree  
July-December  
Communication

**CS 211 Communication And Scholarship/ Business**

**Sessional Examination**

**END OF EXAMINATION**