



BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

**BACHELOR OF COMMERCE (HUMAN RESOURCE MANAGEMENT &
INDUSTRIAL RELATION)**

SUBJECT NAME: COMMUNICATION AND SCHOLARSHIP

SUBJECT CODE: SC 101

SPECIAL EXAMINATION

Marks – 100

Instructions to candidates:

1. Answer **all questions** from Section A, B and C.
2. Answer any two questions from Section D.
3. Begin each answer to a new question on a new page.
4. Write legibly in grammatical English.
5. Use examples where possible to support your explanations.
6. Time Allowed : 3 hours

SECTION A

Answer all questions from this section

Question 1

(25 marks)

1. When would you use the direct approach during a presentation?
 - A. If the subject involves negative news.
 - B. If the subject involves persuasion
 - C. If it a long presentation
 - D. If the subject involves routine information or good news
2. What is the goal of critical thinking?
 - A. To understand and retain the speaker's message
 - B. To understand and evaluate the meaning of the speaker's message on several levels such as the logic of the argument and the implications of the message
 - C. To understand the speaker's feelings, needs and wants so that they can appreciate the speaker's point of news
 - D. To truly hear and understand what the speaker is saying
3. Preparation for a meeting should include———.
 - A. Defining the objectives and desired outcomes
 - B. Clarifying and paraphrasing key ideas
 - C. Asking for different points of view and protecting new ideas
 - D. Recording ideas and notes on a flip chart
4. One of the disadvantages of written communication is that ———.
 - A. A record is available
 - B. There is instant feedback
 - C. It is difficult to modify once it has been transmitted
 - D. It increases understand of numerical information



5. Communication has many purposes. Which of the following is not a purpose for communication?
 - A. To establish relationships with others
 - B. To express feelings and opinions
 - C. To share experiences
 - D. To have a lifetime job

6. Gesture, uses of space, touch and facial expression are examples of _____.
 - A. Verbal communication
 - B. Upward communication
 - C. Non-verbal communication
 - D. Horizontal communication

7. When speaking to an international audience, which of the following should you keep in mind?
 - A. Speak slowly and distinctly
 - B. Let the visuals do the speaking for you
 - C. Do not repeat key words and phrases, this might confuse the audience
 - D. Let the body language do the work for you

8. Which of the following is not a characteristic of an ineffective group?
 - A. Constructive criticism, feelings aired
 - B. Frequent review of operations
 - C. Decision by consensus
 - D. Leadership role is jealously guarded

9. The following is expected of a model member at a meeting except _____.
 - A. Stays until the end of the meeting
 - B. Builds on others contributions and strives to be supportive
 - C. Uses inappropriate body language
 - D. Helps others to participate



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10. "I think that everybody nowadays has to be computer literate. Don't you" What type of question is this?
- A. Hypothetical
 - B. Leading
 - C. Reflective
 - D. Specific
11. One of the problems of open –ended questions in a questionnaire is that_____.
- A. The responses tend to be too long
 - B. The answers are difficult to quantify or classify
 - C. They do not have "yes" or "no" as the answer
 - D. They attract the same opinions from the respondents
12. Most paragraphs consist of _____.
- A. A topic sentence that reveals the subject of the paragraph
 - B. Related sentences that support and expand the topic
 - C. Sentences that support the many ideas in the paragraph
 - D. Transitional elements that help readers move between sentences and paragraphs
13. Feasibility reports are called for when managers _____.
- A. Require a variety of decisions and actions in order to capitalise on the opportunity
 - B. Need to understand why something is not working
 - C. Need to explore ramifications of a decision they are about to make such as replacing an advertising agency
 - D. Want to justify a decision that has already been made
14. The following apply to ethical communication, which one does not?
- A. Relevant information
 - B. It is true in every sense
 - C. It is not deceptive in any way
 - D. It is dominated by the grapevine
15. One of the causes of distortion of messages is _____.
- A. Group culture



- B. The inability to choose suitable words to express the message
C. Information that is put into language that expresses its true meaning
D. Use of appropriate vocabulary
16. One of the disadvantages of visual communication is that _____.
- A. There is no immediate feedback
B. There is no written record
C. It is difficult to modify once transmitted
D. It is difficult to interpret without the written or spoken word
17. Which of the following is not a summary?
- A. A précis
B. Minutes of a meeting
C. A journal
D. An abstract
18. When evaluating a business message that you have written, it is important to check if—
_____.
- A. You have used long sentences and big words to impress your readers
B. The message is written in point form because business messages should be written in point form
C. The message is written as a summary
D. The message is accurate
19. 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
20. Creating effective slides for a presentation can be a challenge. What should you develop first when creating a slide?
- A. Start with the graphics because they capture the interest of the audience
B. Start with the graphics because they show how creative you are



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- C. Start with the graphics so that they become the focus of your slides rather than the message
- D. Start with the message and text and then think about graphics so that if you run out of time at least you will have the message in place.
21. 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
22. Communication is essential in an organisation because_____.
- A. It makes stronger decision making and faster problem solving possible
 - B. It allows colleagues to socialise
 - C. It enhances frustration of employees
 - D. It enables social activities to increase in an organisation
23. One of the advantages of a memorandum is that _____.
- A. More paper is used which results in redundancy
 - B. There might be lack of confidentiality
 - C. It is a permanent record
 - D. It is suitable for only single recipients
24. Which of the following would characterise an ineffective group?
- A. Informality, involvement and interest
 - B. Disagreements are examined without dissenters being overpowered
 - C. Constructive criticism
 - D. Formality, tension, indifference and boredom
25. Why is it important to end a negative message on a positive note?
- A. It gives a positive outlook on the future
 - B. To falsify reality
 - C. To flatter the reader
 - D. To encourage feedback

SECTION B

(10 marks)

State whether each of the following is True or False

1. The physical factors that influence perception include assumptions, attitudes, bias and mood.
2. It is a widely –held view among many organisations today that communication must be multi-dimensional.
3. Handouts must always be distributed at the end of a presentation.
4. Selective attention as a barrier to communication happens when the receiver pays attention to all aspects of the communication.
5. When writing content for text slides, limit each slide to one thought, concept, or idea.
6. When writing a message, use the indirect approach when your negative answer or information will have minimal personal impact.
7. In a group where power culture dominates, one person may determine what the group should or not discuss.
8. Organisations with tall structures may unintentionally restrict the flow of information.
9. The beginning and end of a message have the least impact on your readers, so spend a few minutes on them when writing a message.
10. Effective listeners assume they already know everything that is important to know.

SECTION C

(15 marks)

Answer all question from this section

1. Give four advantages of working in teams. (4)
2. Define culture and explain how culture can be learned. (5)
3. Explain the difference between the direct and indirect approaches to negative messages, including when it is appropriate to use each one. (6)



SECTION D

(50 marks)

Answer any two questions from this section

QUESTION 1

COMMUNICATION AT TELLABS

Few reports get as much scrutiny as corporate annual reports, and the feedback from many readers is not particularly positive.

These compliance reports are required of every company listed on U.S. stock exchange and they are pored over by investors looking for clues about a company's financial health and prospects. However, investor surveys suggest that many readers don't believe they are getting the information they need in order to make intelligent decisions about investment in a company's stock. Some companies have even been sued in recent years over their annual reports, with investors accusing them of withholding or obscuring vital information.

In this environment of uncertainty and outright mistrust, writers who communicate clearly and openly tend to stand out from the crowd. One such writer is George Stenitzer, vice president of corporate communication for Tellabs, a major producer of equipment for Internet service providers based in Naperville, Illinois. According to one widely respected consultant who assesses the quality of annual reports, Stenitzer's work practically demands to be read, thanks to its brevity, forthright style, full disclosure of important financial information, numerous features that enhance readability, and attractive design.

While annual report writers must comply with a complex array of legal compliance requirements, Stenitzer's view is that accuracy and compliance -while vital- are not enough. He recognises that many companies still lean in the direction of minimal disclosure, saying just enough to satisfy government regulations, but Stenitzer's goal is to help investors truly understand the nature of Tellabs's business and its financial performance. As he puts it, "The test

for investor communications is shifting from technical accuracy and legal compliance to clear communication and investor understanding.”

The proof of his approach seems to bear out in investor surveys. In an environment in which many investors are extremely skeptical of, or even confused by, what they read in annual reports, one of Tellabs’s recent annual reports was rated “good” or “very good” by an overwhelming 83 percent of readers.

1. Give three reasons that would make a company not to publish correct information about its financial position.
(6)
2. Why do readers prefer companies that provide accurate information about the financial position of a company? Give two reasons.
(4)
3. Do you think that these annual reports serve any purpose at all to both the readers and the companies? Give two reasons.
(4)
4. What has made Stenitzer’s approach to writing annual reports work? Give two reasons.
(4)
5. Justify the scrutiny that the annual reports get from the readers. Give three responses.
(6)
6. If you were an investor, what would you do if you think a report contains inaccurate information? (1)

QUESTION 2

COMMUNICATION AT HEWLETT- PACKARD

Presentations make everyone nervous, but imagine how nervous you might be if you were making a presentation with millions of dollars or billions of dollars on the line. That's business as usual for Dan Talbott of HP Managed Services, a unit of Hewlett- Packard that manages computer operations for other companies.

A great example was the pursuit of a huge contract with Procter and Gamble (P&G), the consumer – products giant that markets over 300 brands, including Charmin, Crest, and Tide. P&G was looking to lower its costs by hiring an outside organisation to take over its global information system- a network of more than 80 000 computers. HP was facing two tough competitors for the contract, Electronic Data Systems and IBM, and had to be considered a distant third- place contender because it had never landed a contract the size of the P&G deal. And as if that wasn't enough, P&G had published a 10 000 – page request for proposals (RFP) limited the response time to just 56 days – 9 to 12 months is typical on projects of this magnitude.

As a seasoned industry veteran but a rookie at HP, Talbott was eager to show that he could bring his new employer this mammoth piece of business. He moved his team into an HP office near P&G's Cincinnati headquarters, tapped the brainpower of 80 colleagues from around the world and began developing the series of presentations that were specified in the RFP. Talbott told the group, "Our job is to ensure that every conversation is a win." However, HP's initial presentation was shaky, so he asked the presenters to print their Power Point slides- over 200 in all – and post them on the walls of a conference room. He conducted a slide –by-slide critique, questioning every slide that lacked a clear message. The team revised and kept revising until the presentation was audience centered and crystal clear from beginning to end.

The rigorous review produced a string of successful presentations that ultimately helped Talbott and his team win a 10-year contract worth \$3 billion – a stunning success that announced HP's arrival as a serious contender in computer services.

1. Suggest three things that would make one appear confident during a presentation.
(6)
2. Identify three things that did not favour Hewlett Packard to win the contract.
(3)
3. What do you think made Talbott and his team win the contract? Give three reasons.
(6)
4. Illustrate three things that motivated Talbott when preparing the presentation.
(3)
5. Explain two things that P&G did to make the competition tough.
(4)
6. How did getting colleagues around the world probably help Hewlett Packard to win the contract? (2)



QUESTION 3

SHOEBOX

Miss Tshepiso enjoys teaching kindergarten very much. Her love for children has allowed her to be a “natural” in the classroom. She has been so comfortable instructing kindergarten that she has never felt unprepared for any situation that might occur in her daily classroom routines. Miss Tshepiso is confident in the reputation she has gained with her students and their parents.

Miss Tshepiso started this particular school year with a few students coming from outside the city. Her self-confidence did not waver as she carefully planned her lessons with those children from the village in mind. Miss Tshepiso continued to strengthen her teaching skills as she observed the progress of her students, including those from the village who had become very much a part of the kindergarten class. One certain student Naledi from the village was learning English at a slower rate than the other students from the village. Miss Tshepiso attributed Naledi’s reluctance to speak the language to her shyness and lack of confidence. Furthermore, Naledi’s parents had never responded to Miss Tshepiso’s notes and invitations. Miss Tshepiso decided to give the situation more time and not to worry about rushing to conclusions.

In February, Miss Tshepiso sent home notes with her students informing parents about the coming Valentine’s Day Kindergarten party. She asked parents to send a shoebox to school in order to decorate it, in preparation for the special day. The next day Miss Tshepiso’s eager students began bringing their boxes. When Naledi presented a nicely wrapped box to Miss Tshepiso, the classroom grew silent. For the first time in her teaching career, Miss Tshepiso was not prepared for this moment. She asked Naledi if she could open the box. Naledi smiled and nodded for her teacher to unwrap the box. When Miss Tshepiso unwrapped the shoebox, she realised that Naledi’s parents had only wrapped the box but had put something in it. Miss Tshepiso slowly opened the shoebox as everybody watched. Much to Miss Tshepiso’s surprise, the box contained a brand new pair of lady’s shoes. All of the kindergarteners laughed, all except Naledi.



1. After observing Naledi's hesitation to speak English, what approaches could Miss Tshepiso pursue to assess the situation? Give four suggestions. (8)
2. What three steps can Miss Tshepiso take to assume parental communication and involvement? (6)
3. Assess the situation and come up with four possible conclusions that Miss Tshepiso might have had. (8)
4. Give three possible reasons why Naledi did not laugh with the other children. (3)

END OF EXAM