



# Tutorial Letter 201/1/2018

## Integrated Organisational Communication COM2602

Semester 1

Department of Communication Science

This tutorial letter contains important information  
about your module.

BARCODE

## CONTENTS

	<b>PAGE</b>
<b>1 INTRODUCTION</b>	<b>3</b>
<b>2 ADMINISTRATIVE MATTERS</b>	<b>3</b>
2.1 Your lecturers for COM2602	<b>3</b>
2.2 Examination admission	<b>4</b>
<b>3 FEEDBACK ON ASSIGNMENT 01</b>	<b>4</b>
<b>4 FEEDBACK ON ASSIGNMENT 02</b>	<b>23</b>
<b>5 THE EXAMINATION</b>	<b>34</b>
5.1 Examination overview	<b>34</b>
5.2 Examination preparation	<b>35</b>
<b>6 CONCLUSION</b>	<b>35</b>

Dear Student

## **1 INTRODUCTION**

We hope that you have already made good progress with your studies and that you are finding this module interesting.

This tutorial letter includes information about Assignments 01 and 02, examination guidelines and general information about the module.

We hope you find it helpful.

## **2 ADMINISTRATIVE MATTERS**

### **2.1 Your lecturers for COM2602**

Ms Phumudzo Ratshinanga and Ms Ghazala Essop are your lecturers.

We are both available for enquiries for the duration of the module. However, if you are unable to reach us, you can contact one of the department's administrative staff and leave a message or a request for either one of us to contact you directly. If you do this, please supply a phone number at which we can contact you between 08:00 and 16:00 on weekdays.

Our contact details are as follows:

#### **Ms Phumudzo Ratshinanga**

Module coordinator

TvW Building, Room 7-85 (Muckleneuk campus)

E-mail: [ratshpt@unisa.ac.za](mailto:ratshpt@unisa.ac.za)

Tel: 012 429 4779

#### **Ms Ghazala Essop**

TvW Building, Room 6-85 (Muckleneuk campus)

E-mail: [essopgb@unisa.ac.za](mailto:essopgb@unisa.ac.za)

Tel: 012 429 6755

## 2.2 Examination admission

Those of you who have submitted Assignment 01 have now gained admission to the examination. It is not necessary to pass or obtain a minimum mark for Assignment 01 for you to be allowed to write the examination.

However, **if you did not submit Assignment 01, you will not be allowed to write the examination.**

The marks you obtain for your assignments contribute 20% to your final mark: your mark for Assignment 01 contributes 10% and your mark for Assignment 02 contributes 10%.

The mark you achieve for the examination itself contributes 80% to your final mark.

## 3 FEEDBACK ON ASSIGNMENT 01

### SEMESTER 1: ASSIGNMENT 01

**\*\*\* COMPULSORY FOR EXAMINATION ADMISSION \*\*\***

Due date:	19 March 2018
Unique assignment number:	838960
Total marks:	100
Contribution to semester mark:	50%
Contribution to final mark:	10%

### Mark allocation for Assignment 01

Question 1	25 marks
Question 2	25 marks
Question 3	25 marks
Question 4	15 marks
Technical presentation	10 marks
<b>TOTAL</b>	<b>100 marks</b>

## QUESTION 1

### COMMUNICATION IN THE ORGANISATION

1.1 The communication of organisations is addressed in a number of professional and academic fields. Discuss the following fields of communication with special emphasis on their origins and major emphases:

In this question, you had to show your ability to identify the origin and emphasis of each of the fields of communication.

#### **1.1.1 Business communication (5)**

- **Origin**

Business communication can be traced back to the earliest times of commercial activity.

Historical remnants of business-related writing, for example, have been found on Roman tablets. Business writing was taught in European universities as early as the 12th century.

The principles of early business communication drew heavily on rhetoric, particularly the rhetorical traditions of the 18th and the 19th centuries.

The origin of modern business communication can be linked more specifically to the establishment of land grant colleges in the United States of America in 1863.

Business communication secured a foothold in the business curriculum and originated in business writing and technical communication.

Until the 1960s, the communication that received the greatest attention in the field was written communication, but by the 1980s the scope of the field had expanded to include oral communication, interviewing and presentation skills.

- ***Emphasis***

Many business communication courses have a skills orientation.

The original scope of business communication is not universal. It focuses more on the communication that occurs within organisations defined as businesses and less so on the communication practised by other organisations.

The academic field also pays greater attention to communication that relates directly to business and less to communication that falls outside the business context.

### ***1.1.2 Marketing communication***

**(5)**

- ***Origin***

Marketing communication has evolved in parallel with the marketing discipline.

It was originally seen as the communication required for marketing transactions – with emphasis given to the elements of communication that dealt most directly with transactions.

Traditionally, these were advertising, personal selling, sales promotion, publicity and, in some (but not all) forms, public relations.

- ***Emphasis***

In the last three decades, there has been a shift from an emphasis in communication that had as its end goal the transaction, to communication that results in an ongoing relationship between the organisation and all of its stakeholders, including the customer.

From the view that marketing communication is the management of the specific elements of the marketing communication mix, there is now the widespread view that it addresses all the communication necessary in building the brand relationship between the company and its market, including planned, unplanned, product and service messages.

### 1.1.3 *Public relations*

(5)

- ***Origin***

It originated in the early part of the last century as a practical means of generating favourable publicity and interest in the topic, product or event. It was primarily practised as a one-way persuasive communication, which is still occurring even today.

- ***Emphasis***

It deals primarily with the management and implementation of organisations' communication, in very much the same areas as corporate communication. Academically, it has been studied and taught primarily in faculties of journalism and communication studies.

It focuses on management of perceptions and strategic relationships between an organisation and its internal and external stakeholders through communication.

(15)

1.2 FJM Limited is an engineering company that operates in the North-West province of South Africa. Earlier this month, the company appointed a new chief executive officer (CEO), Mr James Thabo. The new CEO is an engineer by training. As a result of his training background, Mr Thabo is not familiar with strategy concepts. You have been a communication director at the company for five years.

As the communication director, explain each of the following concepts to the CEO: Looking at the marks, we have provided summarised answers to help guide you on how 2-mark questions can/should be answered.

#### 1.2.1 *Corporate strategy*

(2)

Corporate strategy is primarily concerned with the financial goals of organisations.

Examples of decisions at this level involve the addition of new businesses (through mergers, acquisitions, internal development or strategic alliances) or the discarding of existing businesses.

**1.2.2 Business strategy (2)**

Business strategy guides an organisation's efforts in establishing and maintaining a competitive advantage in a specific product, market or industry segment.

In other words, business strategy is primarily marketing oriented.

**1.2.3 Strategy communication (2)**

This refers to the role of communication in facilitating the strategy-making process (development and implementation); it is a dynamic approach to strategic management.

**1.2.4 Communication strategy (2)**

This is the strategy developed by the communication function (division, department) itself.

**1.2.5 Communication of strategy (2)**

Communication of strategy is the communication that occurs in order to ensure that people in the organisation are aware of the strategy and direct their endeavours to the attainment of that strategy.

(10)

[25]

**QUESTION 2**

**THE RATIONALE FOR INTEGRATING ORGANISATIONS' COMMUNICATION**

- 2.1 Duncan (2002) identifies three primary areas where change and evolution have led to the need for integration. Identify and briefly explain these reasons for the move towards an integrated perspective on communication, using relevant practical examples in your discussion. (10)

You had to give a summary of each of these and provide an example to show your understanding of the content.



- **External market trends**

The modern marketplace is characterised by a number of factors that favour an integrated approach to organisational communication.

The availability of products and services in almost every category has increased to the extent that there is a sense of product overload in the market.

Few products offer tangible differences, and new innovations can be copied easily and cheaply.

Owing to the availability of so many brands that offer similar value, consumers are less loyal to individual brands. As products in similar price bands differ little in terms of quality, customers tend to buy on price.

Consumers have become more sophisticated in their knowledge of products and less trusting of companies' claims. Commercial messages have saturated the market, with the result that fewer have a genuine impact on the consumer.

As economies become more service based and less product based, the interpersonal relationships that are required in services become increasingly important.

- **Trends within organisations**

A number of trends within organisations have increased the need for integration.

As organisations grow, the number of departments within them also grows, requiring better coordination. The existence of numerous functions that deal with communication in an organisation enhances the possibility of producing conflicting messages.

A central motivator in organisations (their mission) is often meaningless, with the result that the organisations do not drive staff to achieve a unified goal.

The attempt to integrate marketing communication efforts has led to the integration of all internal and external organisational communication efforts.

Integration of communication has become a central theme in corporate and marketing communication, and has expanded to embrace all commercial, external and internal messages generated by the organisation.

New technologies have generated a range of communication opportunities that were inconceivable in the early 1990s, but these are frequently misused and in such cases are of little benefit.

- **Societies' demands for organisational integrity**

There is a growing societal demand for integrity in organisations of all kinds, be they businesses, services or governmental organisations.

Each organisation is a brand that is perceived positively or negatively.

All interaction between these organisations and their stakeholders, including the interaction that is inherent in the service, products and communication that these organisations provide, results in their brand images.

A holistic, integrated approach to communication has more chance of projecting a brand image of integrity than does a range of separate messages.

2.2 Discuss the historical development of communication integration, noting the evolution from prior to the industrial revolution into what communication integration is today. (15)

### **Prior to the Industrial Revolution**

- Most manufacturing and trade was undertaken by individuals who dealt directly with one another at their own premises or at markets.
- Relationships were direct, and personal communication was invariably interpersonal – only rarely was it mediated.

## **The Industrial Revolution**

- The process of production was significantly changed from custom manufacture to mass production. Communication was increasingly standardised and directed at a mass audience.
- Marketing communication lost its interpersonal nature as manufacturers and customers became separated.
- Communication was increasingly mediated through agents, distributors, retailers and the mass media.

## **1920s**

- The first consistent attempt to coordinate communication was through the widespread implementation of “house style manuals”.
- These offered clear and consistent guidelines on corporate design and corporate identity.

## **After the Second World War**

- Worldwide consumption increased.
- Companies focused on selling and promotion.
- While personal selling remained extremely important, marketing communication budgets swung strongly towards advertising, with up to 70% of the total marketing communication budget commonly being allocated to it.
- The rationale behind this shift was the fact that advertising, through the media of the time, could reach large percentages of the market and was perceived to be extremely powerful.

## **1950s**

- Despite the dominance of advertising and personal selling, many organisations focused on implementing marketing communication programmes in a harmonised manner.
- The 4Ps paradigm (product, price, place and promotion) dominated marketing practice.
- Organisations realised that if they were to function effectively, their marketing elements had to be coordinated.

## **1970s**

- Companies demanded more value for the money spent on marketing communication.
- Many companies cut back on advertising and increased expenditure on other areas of marketing communication.
- Many companies noticed that the messages delivered through the various elements of their communication mix were often different, and sometimes contradictory.
- Methods of consolidating diverse marketing messages were sought.

## **1980s**

- Integration was seen as the process of including a variety of forms of communication.
- Disciplines, and not only advertising, were included in the marketing communication plan to make it effective.

## **1990s**

- Many organisations saw marketing as the establishment of a relationship between brand and customer.
- Communication was understood to embrace all sources of information, including those not originating in the organisation itself.

## **2000s**

- The concept of communication integration extended from product brands to the organisations that market products.
- Organisations attempted to integrate all facets of their operations such as supply, finance and manufacturing, with the communication and technology that facilitated these processes becoming increasingly important.
- Greater efforts were made to manage the corporate brand in all relations with customers and other stakeholders.

## **Currently**

- Information technology has become central to most relationships and communication, both internal and external.
- The power balance continues to tilt away from the organisation towards its stakeholders, with ever-increasing access to information and more opportunity for anyone to initiate communication about the organisation.
- Fragmentation characterises all forms of media (be they traditional, digital or social); social groupings (alliances and formations become increasingly fluid and fickle); audiences (increasingly accessible only on their own terms), devices (TV, tablet, computer, billboard, phone and others); and roles (every individual has multiple roles, such as employee, customer, ally, opponent and communicator).

- Communication type, time and place are increasingly determined by consumers and less by communicators.
- Great media diversity, but also global consolidation in ownership and control of hardware and software platforms, search engines, digital, traditional and social media.
- Audiences' selective perception and cynicism about planned communication increases as they select, ignore, interpret, reformulate or reject messages in ways that are increasingly difficult to predict.
- Society increasingly demands ethical norms and open scrutiny into what organisations say and do.
- Organisations might initiate the conversation in everything they are, say and do, but are rarely able to control it.
- Communication is only one part messaging; the remainder is interaction with any stakeholders on an equal footing, on communication platforms chosen by them and not by the organisation.
- Organisations have "to integrate everything and everyone".

[25]

### QUESTION 3

#### COMMUNICATION INTEGRATION PROCESSES AND PRINCIPLES

3.1 Discuss any five (5) of the ten (10) drivers of integration. (15)

Any of the following five could have been discussed:

#### **Create and nourish relationships rather than just make transactions.**

- Maintaining existing customers is less expensive than acquiring new customers. To maintain a customer, it is essential to know this customer well. Use this knowledge when communicating with the customer and, through credible communication, to strengthen the relationship.

**Focus on all stakeholders rather than simply customers or shareholders.**

- A good relationship with all stakeholders, not only shareholders and customers, determines the long-term value of a brand and its profitability. To achieve this, the stakeholder perspective of public relations should be incorporated more fundamentally in the objectives of the organisation.

**Maintain strategic consistency rather than independent brand messages.**

- There is a communication dimension to all contact with a brand, and each area of brand contact should be infused with the "big idea" behind the brand to ensure consistency and integrity.

**Generate purposeful interactivity rather than merely a mass media monologue.**

- While it is important to speak to customers, it is just as important to listen to them. The greater the possibilities of feedback from customers, the greater the possibility of integrating their needs into the organisation's planning and operations.

**Market the corporate mission rather than simply product claims.**

- An organisation's mission contributes to the organisation only if it is integrated into every function of the organisation. Philanthropic and sponsorship activities that are centralised on the mission of the organisation contribute to strong stakeholder commitment.

**Use zero-based planning rather than adjust previous plans.**

- Analysis and prioritisation of the brand's strengths, weaknesses, opportunities and threats (that is, a SWOT analysis) should precede all communication programmes.
- Communication functions that serve the campaign objectives best and most cost-effectively are then selected.

- All communication strategies must be justified in terms of the degree to which they attain communication objectives and contribute to a favourable relationship with customers.
- The mere adjustment of previous plans should be avoided.

**Use cross-functional rather than departmental planning and monitoring.**

- A key concept in integration is the linking of expertise, knowledge and information across the organisation.
- Expertise and customer information can be shared and customers can be treated consistently through management planning and monitoring across functions such as sales, marketing and customer service, without these functions actually being merged.

**Create core competencies rather than merely communication specialisation and expertise.**

- Communication managers must thoroughly understand the strengths and weaknesses of individual communication functions and methods to be able to select and apply them in the most appropriate way.
- Expertise in the individual fields of communication is less valuable than generalised expertise and the ability to plan and integrate comprehensive communication programmes.
- Specialised skills can always be outsourced.

**Use an integrated agency rather than a traditional agency.**

- Integration should preferably be overseen within the organisation rather than by external agencies. But where agencies are used, even in the execution of specialist functions, they should understand integration. Traditional agencies that only understand a particular field of expertise should be avoided.



**Build and manage databases to retain customers rather than simply acquire new customers.**

- Information on customers' characteristics, transactions and other interactions with the organisation form the basis of a developed relationship between the organisation and the customer.
- This information must be collected, organised and shared within the organisation.
- Given the opportunities offered by modern technology, this has become far easier than was the case previously.

3.2 Van Riel (1995) identifies three (3) models that organisations use to integrate their corporate identity. Discuss Van Riel's three (3) models below and substantiate your discussions with examples.

**The most important thing about this question was for you to be able to provide examples after discussing each model.**

**3.2.1 Uniformity**

**(4)**

The entire organisation, which includes its subsidiaries and its brands, has one identity.

This model is generally applied in two situations.

In the first, subsidiaries with degrees of autonomy are portrayed with the same identity to convey the size of the entire organisation.

In the second situation, subsidiaries are operated and portrayed as parts of a whole, are strongly interlinked, and are partly or wholly managed by the parent organisation.

### **3.2.2 Endorsement**

**(3)**

Subsidiaries have their own identities, while the parent organisation's identity is present in the background.

This model is generally applied where the parent organisation has a strong influence over the management and operation of subsidiaries.

Internal stakeholders may be aware of this relationship, but it may not be evident to external stakeholders.

The link between the subsidiary and its parent organisation is established to endorse the subsidiary by association with the parent organisation.

### **3.2.3 Variety**

**(3)**

Subsidiaries have their own identities, and there is no apparent connection between subsidiaries or with the parent organisation.

Companies, their services and their products tend to be presented as a multitude of brands with different identities.

This model is usually applied where subsidiaries are viewed primarily as financial assets, and where there is little managerial involvement of the parent organisation.

**[25]**

## **QUESTION 4**

### **INTEGRATED COMMUNICATION MEASUREMENT**

- 4.1 Name and discuss the three (3) integrated communication models that will form the basic building blocks for developing an integrated communication measuring instrument. **(6)**

These important models are discussed at the beginning of the chapter 12.

- **Duncan and Moriarty model**

This brand equality model provides a framework for integrating communication in a broader context.

- **Van Riel's model**

This model focuses on organising and coordinating the communication process.

- **Ehler's model**

This is a framework for structuring integrated communication in a South African context.

4.2 Explain and provide practical examples of the following three (3) dimensions of integrated communication evaluation and measurement:

The most important thing about this question was for you to be able to provide examples after discussing each dimension.

**4.2.1 *Process of integration* (3)**

This is an assessment of how integration is implemented.

The aspects that are assessed include cooperation, coordination between functions, degree of cross-functional planning, internal communication between functions, degree of consistency in messages and media, degree of inclusion of customer and other stakeholder views, and database management.

Example:

An evaluation process (using forms or SurveyMonkey) which can be circulated after the integration implementation process is completed.

### **4.2.2 Output of integration**

**(3)**

It is understood as the product of integrated communication: the brand messages (not the effects of communication).

Outputs include all messages: product, planned or unplanned and service, with the emphasis being placed on the consistency of the messages, not the process involved in their production.

Example:

Evaluating all the communication produced by organisation.

### **4.2.3 Outcomes or effects of integration**

**(3)**

The degree to which stakeholder relationships are affected and managed, in nature, quality and degree.

One way of assessing this is in changes in stakeholder attitudes or behaviour.

Example:

A communication satisfaction survey with customers.

**[15]**

**TECHNICAL PRESENTATION**

**[10]**

**TOTAL**

**[100]**

### **SELF-ASSESSMENT AND SELF-REFLECTION**

- What have you learnt (what knowledge have you gained) by doing the assignment?
- What skills, abilities and orientations (attitudes and values) have you accomplished?
- Which strengths could you apply in your future life and work environment?
- Which shortcomings do you need to address in future?
- To what extent have you achieved the learning outcomes formulated for each study unit? (Remember to specify which learning outcomes you achieved.)

***Your technical presentation marks were awarded as follows:***

**Title page (1)**

You had to include a title page with your name, student number, module code and date. The title page had to be the first page of your assignment

**Declaration (1)**

You had to include a declaration that the work you submitted was your own, and that you had not plagiarised any parts of your assignment answer.

The inclusion of such a declaration is compulsory in respect of any work submitted to the Department of Communication Science, and without it, your assignments may not be marked.

**Table of contents (2)**

The inclusion of a table of contents is this an academic convention, but it is also a compulsory technical component of any assignment submitted to the Department of Communication Science.

Please read Tutorial Letter CMNALLE/301 carefully. It details all aspects of the table of contents.

**Referencing technique (2)**

You had to reference the sources you consulted both *in the text* of your assignment and in a list of sources at the end. If you had not included in-text referencing, this would have pointed to plagiarism.

It is very important that you should learn the referencing techniques (both in the text and in the list of sources consulted) now, as it will become increasingly important.

When you are in your final year, for example, you could even receive 0% for an *entire* assignment if you do not reference adequately.

## List of sources

(2)

You needed to reference each and every source you used in your assignment in this list –including your *tutorial letters* as well as your *study guide* (along with all the other sources, such as your prescribed book).

Remember, in the absence of this list, an academic assignment is regarded as plagiarised in its entirety.

## Spelling and grammar

(1)

Your spelling and grammar should be impeccable. Please make use of the spelling and grammar check provided by Microsoft Word. Also check for unnecessary typing and punctuation errors.

## Assignment formatting

(1)

Your assignment needed to be structured with an introduction, a conclusion, headings, sub-headings and numbering (according to your table of contents). Please see Tutorial Letter CMNALLE/301.

## **Technical presentation**

### **Content of the answers**

In marking the assignments, we were flexible about where you included an introduction and conclusion – you could either have written an introduction and conclusion for each question or a single introduction and conclusion for the assignment as a whole. However, there were definite specifications governing the table of contents and list of sources: You had to supply a single table of contents at the beginning of the assignment (after the cover page and declaration) and a single list of sources at the end of the assignment (after the conclusion).

Although technical presentation was generally satisfactory, we noticed particular problems in a number of assignments.

Many of you did not state the module code, assignment number and title at the beginning of the assignment. The University needs this information in order to identify the assignment. As your lecturers, we also require a declaration of work as it indicates that you have acknowledged the sources used and did not plagiarise your work – most of you did not provide this.

A small number of students submitted answers that were longer than eight typed pages. In such cases, the answers were only marked up to the end of the required page length.

More common were mistakes in the way in which sources (such as the prescribed book) were acknowledged. Please refer to Tutorial Letter CMNALLE/301 for information on the technical standards that we require you to meet in your assignments.

In the body of your assignment, you should make use of **in-text referencing**.

For example, in the case above, the following two references are used:

- “Communication integration is ...” (Angelopulo & Barker 2013:41)
- According to Angelopulo and Barker (2013:41), communication integration is ...

#### 4 FEEDBACK ON ASSIGNMENT 02

### SEMESTER 1: ASSIGNMENT 02

**\*\*\* This assignment is COMPULSORY! \*\*\***

Remember to enter the unique assignment number correctly in the space provided when submitting this assignment.

Although Assignment 02 is not considered for examination admission, you must nevertheless submit it, as it will be very difficult to pass this module without the mark this assignment contributes towards your semester mark.

Due date:	20 April 2018
Unique assignment number:	853144
Total marks:	100
Contribution to semester mark:	50%
Contribution to final mark:	10%

## Mark allocation for Assignment 02

**TOTAL** **100 marks**

Q1 Which of the following elements does **not** form part of the definition of communication integration?

- (1) Stakeholders
- (2) Cross-functional process
- (3) Organisation
- (4) Purposeful dialogue

The correct option is **(3)**.

As per the definition, Communication integration is the cross-functional process of creating and nourishing strategically determined relationships with stakeholders by controlling or influencing all messages to these groups and engaging in purposeful dialogue with them.

Q2 In which time line in the Evolution of Communication Integration was co-ordination of communication first attempted?

- (1) After World War II
- (2) The 1920s
- (3) The 1980s
- (4) The Industrial Revolution

The correct option is **(2)**.

The first consistent attempt to co-ordinate communication were introduced in 1920s through the widespread implementation of “house-style manuals”.

The timeline of the evolution of communication is on page 4-43 of the prescribed book.



Q3 Duncan (2002) identifies three (3) primary areas where change and evolution have led to the need for integration. Which primary area does this statement represents:

*The availability of products and services in almost every category has increased to the extent that there is a sense of product overload in the market.*

- (1) Trends within the organisation
- (2) External market trends
- (3) Market orientation
- (4) Societies' demands for organisational integrity

The correct option is **(2)**.

It is within the external market trends that the availability of products and services in almost every category has increased to the extent that there is a sense of product overload in the market.

Option **(3)** was a distractor, as it does not form part of the primary area that have led for the need for integration.

Q4 Which of the following statements is **not** correct?

- (1) Communication integration is the alignment of all the organisation's messages.
- (2) The attempt to integrate the marketing communication efforts has led to the integration of all internal and external organisational communication efforts.
- (3) Communication integration occurs only externally.
- (4) Each organisation is a brand that is perceived either positively or negatively.

The correct option is **(3)**.

Communication integration does not only occur externally – it focuses on aligning all messages of the organisations.

That is both internally and externally.

The rest of the statements are correct and can be read in chapter 2 of the prescribed book.

Q5 Market orientation is the responsibility of ... .

- (1) the chief executive officer
- (2) the communication manager
- (3) everyone
- (4) the marketing department

The correct option is **(3)**.

Market orientation is the responsibility of everyone in the organisation, as it is a practical method of identifying customer's needs, aligning the organisation's attempts to meet these needs, and maintaining a dialogue with customers and other stakeholders throughout the process.

Q6 *Take-5 Stationers* has developed a new pen that is of high quality stainless steel, with ink that never runs dry. It is very expensive and is marketed to successful businessmen.

This is an example of a ..... message.

- (1) planned
- (2) product
- (3) service
- (4) unplanned

The correct option is **(2)**.

Product messages are inferred from, and comprise everything embedded in the organisation's product.

These include the product's design, the way in which it works, any problems it might have, its functionality, the satisfaction of owning it, the means of its acquisition and disposal, and its perceived value.

The statement provided above is describing the product itself and its functionality (design and how it works).

Q7 ..... messages tend to have the least impact.

- (1) Planned
- (2) Product
- (3) Service
- (4) Unplanned

The correct option is **(1)**.

Planned messages are the easiest for an organisation to implement and control, but they tend to have the least impact because they are often perceived as biased.

Service (3) and product (2) messages have greater impact because they are perceived as actual experiences of the organisation and what it does or produces. Unplanned (4) messages are usually highly believable because their sources tend to be perceived as unbiased.

Q8 The communication competencies needed at the location where the organisation's service is delivered to the consumer, customer or client is at the ..... level.

- (1) strategic
- (2) managerial
- (3) communication management
- (4) task

The correct option is **(4)**.

The communication competencies needed at the location where the organisation's service is delivered to the consumer, customer or client is at the task level, and some expertise is required at the implementation levels of marketing communication, business communication and public relations.

Option (3) is the distractor in this question.

Q9 Duncan and Moriarty (1997) suggest ten (10) specific strategies for marketing integration.

To generate purposeful interactivity rather than merely a mass-media monologue has a/an ..... focus.

- (1) operational process
- (2) corporate
- (3) organisational infrastructure
- (4) integration

The correct option is **(1)**.

Duncan and Moriarty (1997) identify four strategies or drivers that specifically address operational processes, namely to maintain strategic consistency rather than independent brand messages, to generate purposeful interactivity rather than merely a mass-media monologue, to market the corporate mission rather than simply product claims, and to use zero-based planning rather than adjust previous plans.

The other strategies are within the corporate focus and organisational infrastructure. See page 49 in the prescribed book for this.

Q10 To a greater or lesser degree, ..... are separated from their environments by some form of boundary and they are more or less self-regulating in terms of their objectives, performance, control and degree of internal and external cooperation.

- (1) employees
- (2) organisations
- (3) stakeholders
- (4) managers

The correct option is **(2)**.

The other options are entities that help the organisation accomplish its goals.

Q11 Traditionally, ... communication dealt with communication as it exists within formal, hierarchical, public and private organisations, and between these organisations and their environments.

- (1) organisational
- (2) corporate
- (3) marketing
- (4) business

The correct option is **(1)**.

This answer to this is on page 16 of the prescribed book.

The rest of the options are the different academic and professional fields that address the communication or organisations.

Q12 For communication to succeed at the location where external stakeholder's expectations of the organisation, its products and services are formed, the communication must ... .

- (1) make a lot of promises
- (2) be supported by the messages that are conveyed in planned communication
- (3) be sustained by a strong and positive organisational reputation
- (4) be sustained in the short-term

The correct option is **(3)**.

For communication to succeed at this point, it must be sustained by a strong and positive organisational reputation that can only be achieved through ongoing, satisfactory interaction with stakeholders, only make promises that will be kept, be sustained in the long run and be supported by messages that are conveyed in unplanned communication, over which the organisation has little or no control.

Q13 In ... model of integrated communication measurement, the stakeholders of an organisation should be the starting point.

- (1) Ehlers'
- (2) Van Riel's
- (3) Barker and Angelopulo's
- (4) Duncan and Moriarty's

The correct option is **(1)**.

Ehlers (2002) proposes a framework for structuring integrated communication in South African organisations. In her model, the stakeholders of an organisation should be the starting point, and those employees able to influence interactions with other stakeholders should be considered part of the stakeholder orientation.

Option (3) is a distractor as Barker and Angelopulo are the editors of the book.

Option (2) and (4) are the other models discussed in chapter 12.

Q14 Information collected from research and other sources can be stored and used for effective planning.

This is an example of ... .

- (1) infrastructure
- (2) databases
- (3) relationship management
- (4) integrated agency

The correct option is **(2)**.

Databases are a central force in the integration process. When centrally kept, information collected from research and other sources can be stored and used by all concerned for effective planning.

This effective planning can also be for option (3), relationship building.

Q15 ..... refers to the product of integrated communication (brand messages).

- (1) Throughput
- (2) Outcomes
- (3) Output
- (4) Input

The correct option is **(3)**.

There is a distinction to be made between the output and the outcomes of integration.

Output (3) is understood as the product of integrated communication (brand messages), while outcomes (2) are understood as the effects of those messages on stakeholder relationships.

Q16 Which of the following is not evaluated in the integrated marketing (IM) audit?

- (1) Internal and external communication networks
- (2) Identification and prioritisation of stakeholder groups
- (3) The organisation's customer database
- (4) The organisation's profitability

The correct option is **(4)**.

The internal and external communication networks, the relevant people's knowledge of, and concurrence with the marketing communication objectives, identification and prioritisation of stakeholder groups, the organisation's customer database, all marketing communication messages and marketing managers', top management's and agency manager's knowledge of and attitude towards IMC are evaluated in the IM audit.

Option (4) is the responsibility of a different function within an organisation.

Q17 Which one of the following research tools is used in the integrated marketing (IM) audit?

- (1) Interviews
- (2) Contact point analysis
- (3) Mystery shoppers
- (4) All of the above.

The correct option is **(4)**.

The three primary research tools used in the IM audit are questionnaires, communication network interviews and content analysis. In addition, interviews may be conducted with vendors, suppliers and other stakeholders.

Another frequently used research tool is contact point analysis. A contact point is any experience or encounter that a stakeholder has with the organisation.

In the case of organisations operating in the retail sector, mystery shoppers are used to evaluate the total shopping experience.

Option (3) is a distractor as you had to put the answer in context.

Q18 The ..... audit can be used for both planning and evaluation purposes.

- (1) stakeholder relationship
- (2) process of integration
- (3) output of integration
- (4) integrated marketing (IM)

The correct option is **(1)**.

The stakeholder relationship audit can be used for planning and evaluation purposes. The findings of the audit illuminate strengths and weaknesses in an organisation's relationships with stakeholders. IMC programmes can therefore either be developed or adapted to build on strengths and correct weaknesses in stakeholder relationships.

Options (2) and (3) are not audits but dimensions of integrated communication evaluation and measurement.



Q19 The ..... dimension of strategic management has to do with the ethical behaviour of organisations and the economic, social and environmental impact of their actions.

As society is becoming more and more aware of the negative impact organisations can have, pressure is increasing on organisations to earn their “license to operate”.

- (1) value creation
- (2) responsibility
- (3) responsiveness
- (4) strategic planning

The correct option is **(2)**.

Option (4) is incorrect as it is an *extension of the strategic concept* and within this extension, it has three dimensions being options (1), (2) and (3).

Q20 What level of strategy is the broadest in scope and is not always formally or explicitly articulated?

- (1) Corporate strategy
- (2) Business strategy
- (3) Enterprise strategy
- (4) Operational strategy

The correct option is **(3)**.

Enterprise is the broadest in scope and is not always formally or explicitly articulated.

The discussion of the five different *levels of strategy* can be found on page 33 of the prescribed book.

**TOTAL**

**[100]**

***For examination preparation, please note:***

Our feedback here is brief and to the point – you need to do more in-depth studying for your examination preparation.

Merely repeating the key concepts we have identified will not earn you enough marks to pass the examination. During the examination, you will need to apply theory with the aid of examples.

## **5 THE EXAMINATION**

### **5.1 Examination overview**

The COM2602 examination consists of one **two-hour paper** for a total of 100 marks.

The examination question paper consists of shorter and longer **essay-type questions only**.

There will be **four questions**. You will have to answer **all of them**.

Each question corresponds to one of the four study units of the module.

Marks will be allocated as follows:

Question 1:	25 marks
Question 2:	25 marks
Question 3:	25 marks
Question 4:	25 marks
<b>Total:</b>	<b>100 marks</b>

The examination paper is based on the prescribed book, the study guide, all the tutorial letters and the assignments.

Write your answers to the examination questions in the answer books that will be given to you at the examination venue. Make sure you follow all the instructions stated on the question paper.

## 5.2 Examination preparation

In preparing for the examination, start by reviewing this year's COM2602 curriculum in its entirety, read through the prescribed chapters and study units (study units 1 to 4) in your prescribed book and study guide. Complete the activities in both of these sources. Watch the broadcasts we have done during the semester; the link provided on myUnisa is still active. You are welcome to call us to get clarity on any matter regarding the content of the module.

The examination questions are closely aligned with assignment 1 questions, for **both semesters 1 and 2**, as set out in Tutorial Letter COM2602/101. You will be expected to answer short questions as well as essay-type questions.

Revise your assignments to ensure that you can answer more extensive questions on the topics covered in them. This is very important! Focus on these questions and other key concepts in your study guide and textbook in preparation for the examination. You have limited time in the examination – you have **two hours** (120 minutes) in which to answer **four questions worth 25 marks each** (a total of 100 marks). Therefore, you will have to make sure that your answers are concise enough for you to complete the exam in the allotted time, but that you cover every aspect of the question.

## 6 CONCLUSION

Due to the limited time between registration and the examination, we have combined information about the assignments and examination in this tutorial letter. We will not send out another tutorial letter this semester; therefore, we would like to take this opportunity to wish you every success in your studies.

Best wishes

**THE COM2602 TEAM**

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