

Tutorial Letter 201/2/2018

Integrated organisational communication COM2602

Semester 2

Department of Communication Science

This tutorial letter contains important information
about your module.

BARCODE

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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 Mr Peter Masepoga 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:

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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 (that is, your semester mark) contribute(s) 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 2: ASSIGNMENT 01 *** COMPULSORY FOR EXAMINATION ADMISSION ***

Due date	17 August 2018
Unique assignment number	870651
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
TOTAL	100 marks

QUESTION 1 COMMUNICATION IN THE ORGANISATION

1.1 Discuss the following fields of communication with specific references to their major emphasis:

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

“Emphasis” refers to the special importance, value, or prominence given to that field.

1.1.1 Corporate communication (3)

- Corporate communication is seen to cover various areas of the organisation’s communication.
- It has been described as the technical information system of the corporation; the marketing of an organisation’s products and corporate image; the development and maintenance of the corporate image through design; and as the communication that is required to achieve the overall objectives of the corporate strategy.
- The field typically covers corporate image and identity, corporate advocacy and advertising, media relations, financial communication, employee communication, community relations and corporate philanthropy, government relations and crisis communication. In addition, corporate communication focuses on the management of communication with all stakeholders (internal and external).
- Communication in the corporate field is mostly oriented towards groups.
- It has limited interest in dyadic communication.

1.1.2 Management communication (3)

- Management communication focuses on the effective use of communication by managers in endeavours to improve the profitable management of the corporate enterprise.
- It is a mix between business communication, organisational communication and management.
- It deals largely with speaking and writing. Communication is seen as a means to an end, and the field is largely practical.

1.1.3 Marketing communication (3)

- 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.

1.2 Explain the differences between “academic” organisational communication and “professional” organisational communication in terms of their goals. (4)

Your explanation should have included the following points as shown on page 28 of your prescribed book:

- Academic organisational communication focuses on the theoretical exploration of any topic that lies at the intersection of organisation and communication. There is little attention given to methods and skills.
- Professional organisational communication, on the other hand, focuses very specifically on professional practice, methods, skills and applications, rather than on theory or research.

1.3 Explain each of the following concepts of strategy and provide relevant examples in your explanation.

1.3.1 Strategy as ploy (3)

- It is a specific manoeuvre to outwit an opponent.
- Strategy is developed with the intention of protecting and supporting the organisation's competitive position.
- Provide example: 1 mark

1.3.2 Strategic planning

(3)

- Strategic planning is the process through which strategy is operationalised.
- In other words, strategic planning involves decisions on the implementation of strategy by various functions or departments in the organisation (Steyn & Puth 2000).
- Provide example: 1 mark

1.3.3 Corporate strategy

(3)

- Corporate strategy defines either the business domain in which an organisation operates at a certain point in time, or the range of business opportunities that are available to the organisation (Freeman 1984).
- Strategy at this level is seen as the responsibility of top management and the board of directors, and involves decisions such as the addition of new businesses (through mergers, acquisitions, internal development or strategic alliances) or the discarding of existing businesses.
- Corporate strategy is primarily financially oriented.
- Provide example: 1 mark

1.3.4 Communication of strategy

(3)

- This is the strategy developed by the communication function (division, department) itself. It is necessary to ensure consistency (strategic coherence) between the different levels of strategy formulation (enterprise, corporate, business, functional and operational) and implementation in an organisation.
- Provide example: 1 mark

[25]

QUESTION 2

THE RATIONALE FOR INTEGRATING ORGANISATIONS' COMMUNICATION

- 2.1 Define communication integration and give the three (3) main reasons for the move to integration. (10)

Definition

Communication integration is the *cross-functional process of creating and nourishing strategically determined relationships with stakeholders* by ensuring that the messages to these groups are as appropriate and beneficial to the business relationship as possible, and *engaging in purposeful dialogue* with them.

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

Reasons for the move to integration (Your reasons should have included any of the following points):

a) 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.

b) 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.

c) 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 You are the communication manager for Talkative, a manufacturer of mobile telephones. You have been tasked with integrating communication within the organisation, and in order to do so, you realise the need to align messages from all sources. Explain, with examples:

2.2.1 The names of the messages: (4)

- planned messages
- product messages
- service messages
- unplanned messages

2.2.2 The sources of the messages (4)

- **Planned messages**

Delivered through the traditional communication mix (marketing communication, PR and marketing PR, sales promotion, direct marketing and personal selling), and delivered exactly as the organisation intends. May be directed at customers as well as internal and other stakeholder audiences. Have the least impact, because they are perceived as biased, e.g. an advertisement on television.

- **Product messages**

Inferred from and comprising everything embedded in the product itself – design, functionality, problems it may give, satisfaction from owning it, perceived value, and the means of its acquisition and disposal. For example, the camera quality is better than that of any other phone on the market and this is a unique selling point of Talkative's latest handset.

- **Service messages**

These exist in the experience of dealing with the organisation and its staff, agents and products. The behaviour of staff, its service environment, and the systems and technology that are in place to support the service all send messages about the organisation. An example will be the quality of service at the repair centre. Both product and service messages have greater impact, because they are perceived as actual experiences.

- **Unplanned messages**

These are generated beyond the reach of the organisation – in the form of rumours, word-of-mouth snippets from other customers and the content of media messages. One example would be reviews in a technology magazine or website. They are the most believable, because their sources are perceived to be unbiased.

2.2.3 The impact and believability of each message, as well as how they contribute to integration. (7)

- Planned messages tend to have the least impact, because they are perceived as biased.
- Service and product messages have greater impact, because they are perceived as actual experiences.
- Unplanned messages are usually the most believable, because their sources are perceived to be unbiased.
- Duncan and Moriarty (1997) point out that integration exists when planned messages (what the organisation says) are confirmed by service and product messages (what the organisation does), and further confirmed by unplanned messages (what unbiased observers say) about the organisation, its services and its products.
- For the organisation's communication to be integrated, messages from all four sources must be coordinated, positive and strong. Communication integration at the corporate level deals with the problem of ensuring that the organisation generates such messages.

[25]

QUESTION 3

COMMUNICATION INTEGRATION PROCESSES AND PRINCIPLES

You are a consultant who has been called in to assist Coola Cola in the integration of their communication, which, until now, has been managed by an advertising agency. The organisation has an annual strategic plan, which is usually edited and re-used the next year. There is no official vision and mission document for Coola Cola.

Coola Cola has been marketing their product intensively to wholesalers, yet has not found a significant increase in sales. They have a customer feedback hotline, and the call centre operators are required to capture each telephone call in a database. However, this information is not being fed back to Marketing. Staff turnover is high, and there is little motivation for employees within the company.

You need to explain Duncan and Moriarty's ten strategies (or drivers) of marketing integration, which form the foundation of your proposal to the CEO of Coola Cola. Discuss these in detail, and conclude with five recommendations to be implemented in the company. (25)

Your explanation should have included the following points:

The first two strategies have a corporate focus.

a) 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, strengthen the relationship.

b) 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.

The next four strategies address operational processes.

c) 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.

d) 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.

e) 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 centred on the mission of the organisation contribute to strong stakeholder commitment.

f) 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.

The last four strategies relate to organisational infrastructure.**g) 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.

h) Create core competencies rather than merely communication specialisation and expertise.

- Communication managers must thoroughly understand the strengths and weaknesses of the 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.

i) 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.

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

- Information on customers' characteristics, transactions and other interactions with the organisation forms 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.

The following could be your recommendations to Coola Cola:

- ✓ Switch to an integrated communications agency instead of an advertising agency.
- ✓ Use zero-based planning.
- ✓ Focus on stakeholders other than wholesalers.
- ✓ Use databases effectively and share the information within the organisation.
- ✓ Integrate customer feedback into organisational planning.

The marker may have allocated marks for other points at his/her own discretion, based on the student's insight and merit.

[25]

**QUESTION 4
INTEGRATED COMMUNICATION MEASUREMENT**

4.1 The integrated marketing (IM) audit and the stakeholder relationship audit are both valuable in evaluating an organisation's relationship-building efforts.

4.1.1 Explain each of these models (4)

Your explanation should have included the following points:

- **The integrated marketing (IM) audit** is an in-depth research method used to evaluate an organisation's relationship-building efforts.
- **Stakeholder relationship audit** shows how stakeholders view their relationship with the organisation, attitudinal survey research is used to measure these stakeholders' perspectives.

4.1.2 Identify the unique benefits of both measuring instruments. (11)

Your discussion should have included the following points:

Benefits of the IM audit

- The IM audit is an extensive (and often expensive) research method. However, it has many benefits.
- For example, the results of an IM audit may highlight differences in opinion regarding objectives, a lack of coordination between various units, or message inconsistency.
- Furthermore, it encourages the people involved in IMC to carefully consider the process, and increase their competency in the use of various marketing communication tools.
- The findings of the audit also give an indication of how resources should be re-allocated.

Benefits of the stakeholder relationship audit

- The findings of this audit illuminate strengths and weaknesses in an organisation's relationships with stakeholders.
- IMC programmes can therefore be either developed or adapted to build on strengths and correct weaknesses in stakeholder relationships (Murphy et al 1999).
- Although this audit was initially developed to measure the efficacy of IMC, it can also be used to measure the effect of overall integrated communication.
- All relevant stakeholder groups (not only those affected by an organisation's marketing communication) can be identified, as well as a wide range of issues pertaining to each group.

[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 acquired?
- 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 have achieved.)

Your technical presentation marks were awarded as follows:

Title page: 1

You had to include a title page with your name, student number, the 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 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 explains 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 did not include in-text referencing, this 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 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* and 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 the 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 authentic 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**, in the format illustrated in the following example:

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

4 FEEDBACK ON ASSIGNMENT 02

SEMESTER 2: 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 taken into account 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	14 September 2018
Unique assignment number	894331
Total marks	100
Contribution to semester mark	50%
Contribution to final mark	10%

Mark allocation for Assignment 02

20 x 5 marks

TOTAL: 100 marks

Multiple-choice questions

Questions 1 to 4

A well-known conceptualisation of the strategy concept is Mintzberg's (1987) 5 Ps – five related definitions of strategy. Match the concepts in column A with the definitions in column B.

COLUMN A	COLUMN B
Q1 Strategy as perspective	(1) In some instances, strategy is not a preconceived plan but rather the result of a range of actions taken by an organisation. Therefore, strategy is detected in retrospect – looking back and discerning patterns in the organisation's behaviour.
Q2 Strategy as position	(2) Defined in this way, strategy is equated to the character of an organisation – a certain way of acting and responding, shared by the members of an organisation.
Q3 Strategy as pattern	(3) This definition implies that strategy is forward-looking – it is developed in advance of the actions it applies to. Strategy is intentional and purposeful.
Q4 Strategy as plan	(4) Strategy is seen as achieving the best fit between the internal context and capabilities of the organisation and the characteristics and demands of the external environment.

The correct options are as follows **Q1= (2), Q2= (4), Q3= (1), Q4= (3)**.

Q5 _____ during the evolution of communication, many organisations saw/see marketing as the establishment of a relationship between brand and customer.

- (1) In the 1980s
- (2) In the 1990s
- (3) In the 2000s
- (4) Currently

The correct option is **(2)**. In the 1990s, many organisations saw marketing as the establishment of a relationship between brand and customer. The timeline of the evolution of communication is given on page 4-43 of the prescribed book.

Q6 When organisations grow, the number of departments within them also grow, requiring better coordination. This is an example of the primary area of _____, where change and evolution have led to the need for integration.

- (1) market orientation
- (2) external market trends
- (3) alignment of messages from all sources
- (4) trends within the organisation

The correct key is option **(4)**. Duncan (2002) identified three primary areas where change and evolution have led to the need for integration. It is in the “*trends within the organisation*” area where the number of departments within organisations also grow as the businesses mature, requiring better coordination. The three primary areas are shown on page 43-44 of the prescribed book.

Q7 The following statement is **not** one of Duncan and Moriarty’s 10 drivers for marketing integration:

- (1) Do not just market the product claims, but also the corporate mission.
- (2) Do not just make transactions, but create and nourish relationships.
- (3) Rather use an integrated, rather than a traditional agency.
- (4) Use departmental rather than cross-functional planning and monitoring.

The correct option is **(4)**. A key concept in integration is the linking of expertise, knowledge and information across the breadth of 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. The 10 strategies (or drivers) suggested by Duncan and Moriarty (1997a) are shown on page 49-50 of the prescribed book.

Q8 It is rare that an organisation's messages will be accepted, perceived or integrated exactly as intended by the organisation. The main reason for this is:

- (1) Stakeholders experience a lot of noise.
- (2) Stakeholders have unique frames of reference.
- (3) Stakeholders suffer from information overload.
- (4) Stakeholders have various degrees of intelligence.

The correct option is **(4)**. No matter how carefully an organisation's messages might be formulated, stakeholders might perceive these messages very differently from the way in which the organisation intended them to be perceived. The picture that the stakeholder's brain assimilates is subjective and, to a greater or lesser degree, unique to each individual. This discussion is shown on page 51 of the prescribed book.

Q9 The messages inherent in marketing are _____.

- (1) immediate
- (2) short term
- (3) medium term
- (4) long term

The correct option is **(3)**. Generally, the impact of marketing communication is short term; the messages inherent in marketing are medium term; and image, which is the accumulated "residue" of all communication and interaction, is long term. It is therefore important to consider the effect of different types of messages, as communication that might be effective in the short term could prove detrimental in the long term. For example, an effective advertising campaign for a defective radio might yield short-term sales but will prevent repeat purchases in the future. The time perspective of various types of communication is discussed on page 52 of the prescribed book.

Q10 Rules or directives, sequencing, routines and group problem solving are methods of:

- (1) managing communication integration
- (2) integration processes
- (3) corporate guidelines
- (4) planned communication

The correct option is **(1)**. Van Riel (1999) describes four methods for managing communication integration or, as he terms it, communication orchestration. They are rules or directives; sequencing; routines; and group problem solving. They are not in themselves integration processes; they are methods for managing communication integration. The discussion for managing communication integration is shown on page 53-55 of the prescribed book.

- Q11 Regular, informal discussions between a communications manager and the CEO of an organisation before a communication strategy is developed and implemented, to ensure that communication is aligned with the organisation's overall objectives, is an example of:
- (1) rules or directives
 - (2) sequencing
 - (3) routines
 - (4) group problem solving

The correct option is **(3)**. Routines are implicit protocols that structure the processes of communication professionals' tasks. Unlike the rules, directives, operational guidelines or group problem solving, routines are not overtly specified. They are processes that have become common practice through education, training, or experience. The discussion on routines is shown on page 55 of the prescribed book.

- Q12 The following statement is associated with which of Duncan and Moriarty's brand equity drivers? "All communication objectives and strategies must be justified in terms of what needs to be done to manage relationships better".
- (1) Zero-based planning
 - (2) Core competencies
 - (3) Corporate mission marketing
 - (4) Strategic consistency maintenance

The correct option is **(1)**. Duncan and Moriarty (1998) mention that organisations should use zero-based planning rather than adjust previous plans. Analysis and prioritisation of the brand's strengths, weaknesses, opportunities and threats (SWOT analysis) should precede all communication programmes. Communication functions that best and most cost effectively serve the campaign objectives are then selected. All communication objectives and strategies must be justified in terms of the degree to which they advance communication objectives and contribute to a favourable relationship with customers. The mere adjustment of previous plans should be avoided. The discussion on the Duncan and Moriarty's brand equity model is shown on page 426-428 of the prescribed book.

Q13 Implementing a system of computerised decision-making support systems is an element of:

- (1) the definition of common starting points
- (2) the use of common operational systems
- (3) the coordination of decision making in communication
- (4) the preparation of communication activities

The correct option is **(2)**. Van Riel (1995) formalises three key issues in corporate communication policy. One is the use of common operational systems. If all communication functions in an organisation use the same operational system, it will be easier for the organisation to coordinate all forms of internal and external communication, for example in the same way that financial systems in an organisation are commonly applied and financial reporting is standardised. A way of doing this is to implement a system of computerised decision-making support systems. The discussion on the three key issues in corporate communication policy is shown on page 428-429 of the prescribed book.

Q14 Who does Ehlers (2002) propose should be responsible for coordinating communication in the organisation?

- (1) the communication department
- (2) the CEO
- (3) the integrator
- (4) the stakeholders

The correct option is **(3)**. Employees constitute various areas of expertise in an organisation, and genuine integration is possible only when cross-functional relations exist between the different parts of the organisation. Ehlers (2002) proposes that an “integrator” or “team of integrators” that have a total stakeholder focus should be responsible for coordinating communication in the organisation. The discussion on the Ehlers’s model for structuring integrated communication is shown on page 429 of the prescribed book.

Q15 What is one of the challenges of integrating online and traditional research methods?

- (1) Online research methods are expensive to implement.
- (2) Traditional research methods have become obsolete.
- (3) Online research methods are time-consuming.
- (4) Efforts need to be coordinated properly.

The correct option is **(4)**. Selecting the optimal combination of traditional and online research methods depends on the scope of evaluation and measurement required, as well as on the profiles of various stakeholder groups targeted. The various traditional and online research efforts need to be coordinated properly to fulfil the objectives, and to meet budgets and human resources requirements. A comprehensive picture of the organisation’s integrated communication efforts must be formed through analysis and integration of the research findings. The discussion on the challenges of integrating traditional and online research methods is shown on page 437 of the prescribed book.

Q16 Operational guidelines are specifications for the implementation of communication projects, such as:

- (1) The company should engage their stakeholders in one social-media channel.
- (2) The central message should be adapted to fit different communication material.
- (3) Specific procedures could be set for the transformation of every customer contact into a communication opportunity.
- (4) Different advertising agencies should be used for projects, according to their expertise.

The correct option is **(3)**. Options (1), (2) and (4) are incorrect, because the company should actively engage its stakeholders in a range of social media. The central message should be standardised for all promotional communication. An advertising agency should be selected according to its ability to implement integrated campaigns. The discussion on operational guidelines is shown on page 54 of the prescribed book.

Q17 Companies, their services and products that tend to be presented as a multitude of brands with different identities is an example of the _____ model.

- (1) uniformity
- (2) variety
- (3) endorsement
- (4) integration

The correct option is **(2)**. With the variety model, subsidiaries have their own identities with no evident connection between each other or the parent organisation. This model is usually applied where subsidiaries are viewed primarily as financial assets and where there is little managerial involvement by the parent organisation. The discussion on the Van Riel's (1995) three main models for the application of corporate identity is shown on page 56-57 of the prescribed book.

Q18 The social and associated aspects of marketing and business in general depend on _____.

- (1) profit
- (2) relationships
- (3) dialogue
- (4) databases

The correct option is **(2)**. Duncan and Moriarty (1998) claim that the social and associated aspects of marketing and business in general depend on relationships, and therefore their brand equity model is based on understanding the role of communication in establishing and maintaining profitable stakeholder relationships. The discussion on the Duncan and Moriarty's brand equity model is shown on page 426 of the prescribed book.

Q19 Which of the following drivers, according to Duncan and Moriarty (1998), has a corporate focus?

- (1) mission marketing
- (2) cross-functional management
- (3) stakeholder focus
- (4) zero-based planning

The correct option is **(3)**. Duncan and Moriarty (1998) identify 10 brand relationship drivers used by organisations that benefit from IMC. Relationship management and stakeholder focus have a corporate focus. Strategic consistency, purposeful interactivity, mission marketing and zero-based planning represent operational processes, and cross-functional management, core competencies, data-driven marketing and working with an integrated agency are infrastructural/organisational drivers. The 10 strategies (or drivers) suggested by Duncan and Moriarty (1997a) are shown on page 49-50 of the prescribed book. As mentioned earlier, the first two strategies outlined in the prescribed book have a corporate focus.

Q20 _____ is necessary to ensure consistency (strategic coherence) between the different levels of strategy formulation (enterprise, corporate, business, functional and operational) and implementation in an organisation.

- (1) Communication of strategy
- (2) Communication strategy
- (3) Strategy communication
- (4) Strategic planning

The correct option is **(1)**. Communication of strategy is necessary to ensure consistency (strategic coherence) between the different levels of strategy formulation (enterprise, corporate, business, functional and operational) and implementation in an organisation. This is discussed under the relationship between strategy and communication, which can be found on page 34-36 of your prescribed book.

TOTAL

[100]

For examination preparation, please note:

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

Merely repeating the key concepts we have identified will not earn you enough marks to pass the examination. During the examination, you will have 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
Total:	100 marks

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 given 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. Watch the broadcasts we have done during the year – 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 the assignment questions, for **both semesters 1 and 2**, as set out in *Tutorial Letter COM2602/101*. You will be expected to answer short as well as longer 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, yet cover every aspect of the questions.

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
