



**COM 401 – ORGANIZATIONAL COMMUNICATION APRIL 2024
JANUARY – APRIL 2024 EXAM
DEGREE PROGRAMME
DAY CLASS, THIKA ROAD CAMPUS**

Lecturer: George Onginjo

Section A – Compulsory Question

Question One

You are new in the public relations department of Silverline Division of Triage Corporation, a developer and manufacturer of educational products for young children. Your job is internal communications, and your boss, the head of public relations, has indicated that you have a major challenge before you.

The new head of Silverline Division is not trusted by many of the employees. Some grudgingly admit that Risper Makena (not her real name) came into a tough situation, but even her supporters say that she doesn't communicate well. During Makena's first six months, fifty employees were laid off; two long-term employees were demoted, resulting in grievances and lawsuits against Silverline; and significant dollars were moved from research and development to manufacturing to attempt to upgrade old systems presumed to be creating quality problems. Makena fired the research and development manager, a popular leader of eighteen years, and replaced him with a creative but emotional person from another division. Corporate organizational climate audits placed Silverline Division near the bottom among all Triage divisions in employee satisfaction. Employees focused numerous negative comments on Risper Makena. Employees were also vocal about the lack of recognition, a fear of reprisal for speaking up, the use of organizational resources, and the uncertainties surrounding their future.

Questions for Discussion

As the person responsible for internal communications, what would you do first when

- a) Receiving this information? **(2 marks)**.
- b) How might you gather information from employees? **(2 marks)**.
- c) Identify two people that would be involved in planning and decision making? **(2 marks)**.
- d) How would you advise Risper Makena? **(2 marks)**.
- e) What channels of communication would you use? **(2 marks)**.

Section B - Answer any three questions

Question Two

- a) For there to be effective communication, key competencies are required. Discuss **two** competencies that are required for an organization to thrive. **(4 marks)**
- b) Giving practical examples, explain **three** major perspectives or schools of organizational thought as learned in the Organizational Communication class. **(6 marks)**

Question Three

Using the Hierarchy of Needs Theory as developed by Abraham Maslow as your reference, describe your intrapersonal experience in an organization or institution that you were part of **(10 marks)**.

Question Four

- a) Explain **two** theories of leadership and management how they can be used effectively to boost the organization's communication. **(4 marks)**
- b) Using **three** relevant examples differentiate leadership from management, as an organizational communication student **(6 marks)**

Question Five

In any organization or institution, different groupings will always exist, either formally or informally. Using relevant examples, discuss **five** different types of groups that exist at PAC University as an organization **(10 marks)**.