NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF COMMUNICATION AND LANGUAGES

QUALIFICATION: BACHELOR OF COMMUNICATION	
QUALIFICATION CODE: 07BCMM	LEVEL: 6
COURSE CODE: GDC611S	COURSE NAME: GROUP DYNAMICS AND COMMUNICATION
SESSION: JULY 2024	PAPER: THEORY (PAPER 1)
DURATION: 3 HOURS	MARKS: 100

SUPPLEMENTARY/SECOND OPPORTUNITY EXAMINATION MEMORANDUM	
EXAMINER(S)	Dr. C PEEL, Mrs M MUBIANA and Ms E SHITAATALA
MODERATOR:	Mrs. A TJIRAMANGA

INSTRUCTIONS
1. Answer THREE questions. Note that Question 1 is worth 50 marks, is compulsory, and may not be substituted.
2. Read all the questions carefully before answering.
3. Number the answers clearly.
4. Please ensure that your writing is legible, neat and presentable.

THIS MEMORANDUM CONSISTS OF _6_ PAGES (Including this front page)

Note: changes in the marking
scheme for Qs. 1 and 3.

Question 2   **25 marks**

(a) During the course, you conducted a case study analysis of an organisation, its group dynamics, human relations and management philosophy. Discuss from your analysis how you compared the influence in the organisation of Human Relations Theory (Elton Mayo), Hierarchical Structure (Max Weber), and Scientific Management Theory (Henri Fayol)

15 marks

  (b)Justify, with examples, the merits of Gossip Theory in any organisation......10 marks

Answers:
(a)Candidates should recollect and review case studies they undertook and presented in class, in which they applied the above work management philosophies.
(b) According to Harari (2014), Gossip Theory is useful in maintaining strong teams through sharing information about the world (global economic trends and opportunities), about human needs, threats, achievements, and environmental developments. Give examples.

Question 3   **25 marks**

Military teams provide us with an excellent model to make sure communication is clear. They have developed rules, because miscommunication in the military can be fatal. Provide four military team practices that other teams can learn from, and explain why and how these practices should be emulated in an organisation familiar to you.
Answer:

- *In the military, team members monitor each other's performance and help each other out when they see a team member getting stuck. In an organisation, we should not work in silos, or look on while others fail, but we should provide support to those who need it. (The assumption is that all team members have the basic competence required to be in the team). 3 marks for the military practice, and 3 marks for its application in other organisation contexts.*

- *All military team members give each other feedback during debriefing sessions to improve performance. Likewise, it is important in all work environments to learn from mistakes or, even in the absence of error, to reflect on and discuss areas where the team could improve, because there is always room for improvement. 3 marks for the military practice, and 3 marks for its application in other organisation contexts.*

- *Internal communication happens in a closed-loop fashion, i.e. both the sender and receiver must acknowledge and ensure that everybody has received the correct meaning of the message. Team members often err through miscommunication and misunderstanding. It would be helpful in other organisations for communicators to request confirmation from receivers that they have understood messages sent, and*

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(b) Contrasts:

New members	Established members
Must "learn their place" and acquire behaviours required by the roles to which they have been assigned.	Evaluate new members for levels of commitment, perceive whether and how they might be valuable to the team.
Passive, conforming, and anxious about their roles. They must find their feet as quickly as possible and prove their worth.	May see newcomer as a potential threat likely to bring new ideas and perspectives and criticise the old ways.
Seek to be integrated into the team and must learn the norms and traditions to fit into the team culture.	May mentor, or remain aloof. Will be influential in establishing the work and social relationship with the newcomer.
Must constantly be alert to the group's expectations of them.	Are aware of expectations due to their familiarity with group tasks.

Similarities:

New members	Established members
Must learn and acquire behaviours required by the roles to which they have been assigned.	Might take on new roles within the group that force them to learn new skills and seek new challenges
Have roles to play in the group socialisation process.	Have roles to play in the group socialisation process.
Are impacted by joining the group.	Are impacted by new members joining the group. Socialisation involves both new and established members.
Once committed, they have a stake in the success of the group in its undertakings.	Already committed, established members have a stake in the group's success.

(c) Any group will suffice: a cohort (class) at NUST; a sports team; a new group of friends; a new workplace, etc.

Question 5   25 marks

(a)Summarise what is meant by the "cohesiveness" of a group...................... [5 marks]
(b) Identify and evaluate five specific qualities of a cohesive group. In your
answer, justify how each of those qualities may be beneficial in achieving the
group's success...[5x4 marks = 20 marks]

Answers: