

**NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION**

**BACHELOR OF PUBLIC ADMINISTRATION**

**YEAR ONE**

**BPA 106 - ORGANISATIONAL COMMUNICATION**

**JUNE 2019 EXAMINATION**

**TME ALLOWED : THREE HOURS**

**INSTRUCTIONS TO CANDIDATES:**

1. This paper contains **SEVEN** questions.

Attempt any **FIVE** questions

1. Number each answer clearly in the left margin.
2. Start each answer on a new page.
3. Total Marks: 100

**DO NOT TURN THS PAPER UNTIL YOU ARE TOLD TO DO SO**

**PLEASE LEAVE THE ANSWER SCRIPT BEHIND AFTER THE EXAMINATION**

**QUESTION 1**

The following dialogue is taken from a meeting of the welfare Committee is of Zambezi Holdings PLC which was held at 4pm on Tuesday 21 March 2019 in the Chairperson’s office.

**Mrs. Tembo (Chairperson):** Well it’s 9o’clock and we all appear to be here so shall we get started? Andrew Lungu won’t be joining us as he’s attending a business conference this week. Do you all have the last meeting’s minutes?

Are there any amendments or can I sign them as a correct record?

Good, matters arising? Anything to report?

**Mr. Twaambo**: Yes, George and I visited Regina in hospital on the 16th to deliver our Committee’s basket of flowers and our good wishes for a speedy recovery. She hopes to be back at work a week on Monday so she’ll be with us again when we next meet.

**Chairperson**: That’s marvelous news. Right then, let’s move on to item 4. John, you were going to talk about the restaurant I believe. Did you bring along the accounts for the first quarter ending 31 March?

**Mr Chulu:** Yes, I have copies for everyone (distribute copies). As you will see, the accounts show that we made a profit of K1 300 over the first 3 months on the year. I’d like to suggest that we utilize some of this by buying a new coffee machine. The present one is rather old and frequently breaks down.

**Chairperson:** I think we’d better obtain some estimates first before a decision can be made. Could you ask around please and we’ll talk about it more next time?

**(Mr Chulu agrees)**

**Chairperson:** Right, we’ll move on to Washroom Facilities now. I’ve received several complaint about the female toilets on the second floor. I’ve been to see what all the fuss is about and I agree that they do need upgrading.

**Miss Munyama**: Yes these are near my office. Apart from several locks being faulty there are chipped tiles, and the state of decoration is very poor.

**Chairperson**: I’d like a volunteer to arrange for some local workmen to look at the washroom and give us an estimate on the cost of the repairs

**Miss Munyama:** gladly do that. Something needs to be done quickly.

**Chairperson**: Right, that’s something else to continue with next time. Richard, you are next, I believe?

**Mr Finshi:** Thank you. Well, as you know, as Training Officer, I have a lot of contact with our trainees. Many of them are attending NIPA College on evening courses which the Company sponsors. Examinations are coming up in December and these people don’t have much time to study. I’d like to suggest that they be given two weeks’ study leave prior to their exams.

**Miss Munyama**: That’s a valid point, Richard. Lubasi in my department, bless her, she works very hard for us and I know she goes to college three evenings a week. It would kill me!

**Chairperson:** I can sympathize, but I really don’t think it’s within our power as a committee to make such a decision. Can I suggest that you write a formal memo to the Board? They have a Board Meeting early in July I believe, so you should ask them to include this item on the agenda. By the time we meet again, we should have an answer form them

**Mr Finshi**: Yes, I think that will be best. I’ll get a memo out tomorrow.

**Chairperson:** Now, the final item. The Farewell dinner and dance of the outgoing Chief Executive. Miss Sitali, did you get some specimen menus from hotels?

**Miss Sitali**: Yes, I have some samples for us to look at.

(**distributes copies)**

**Mr Finshi:** This one looks brilliant – the Intercontinental Hotel- quite reasonably prices too.

**Mr Twaambo:** I agree, it seems far superior to the others.

**Miss Sitali:** That’s what I thought too. I suggest we should confirm with the Intercontinental, if everyone agrees?

(**agreement)**

Chairperson: Has a date been agreed yet?

**Miss Sitali:** No, I suggest the last Saturday before the Trade Fair, the 25th if that’s OK?

**(agreement)**

**Chairperson:** Right then, Miss Sitali, can we have it to you to make all the necessary arrangements?

**Miss Sitali:** Oh sure, I’ll get in touch with the Intercontinental to confirm with them, and I’ll put up a notice on the staff bulletin board. I hope it will be as successful as last year’s.

**Chairperson:** With everything left to you, Miss Sitali, I’m sure it can’t fail to be successful.

Right, moving on, it there anything else anyone want to discuss? No?

Right, then let’s decide on a date for the next meeting….4 weeks’ time as usual? Can I suggest the 20th July then? Same time? Good, Ok then, thank you all for attending.

**TASK**

As Secretary prepare the minutes using the narrative style.

(20 marks)

**QUESTION 2**

‘The best system of communication is that achieved with the least paper work.’

1. Say how far you agree with this statement and: (6 marks)
2. Explain **THREE** disadvantages of the following:
3. Oral communication and (3 marks)
4. Written communication in business. (3 marks)
5. Give **TWO** reasons why written communication is most preferred in formal communication?

(2 marks)

1. The inability to communicate effectively is the root cause of much labour unrest in a business firm and leads to low productivity and bad interpersonal relations. Explain **FOUR** methods of effective communication whereby this situation can be rectified. (Use **FULL** sentences). (4 marks)

**[Total = 20 marks]**

**QUESTION 3**

1. How does the difference in various cultures impact the business communication? Explain with examples. (4 marks)
2. As a manager, what would be the steps taken by you to improve the communication skills of your subordinates? Explain in detail. (6 marks)
3. Explain in detail the role played by persuasion and motivation in business communication. Give examples. (6 marks)
4. With reference to the Symbolic Interactional Theory and citing relevant examples, discuss the potential problems that may be faced in cross cultured communication.

(4 marks) **[Total = 20 marks]**

**QUESTION 4**

You are in a meeting with the General Manager of a business organization. You were invited to drop by and discuss the topic of "organizational communication" by this particular manager after he heard you give a presentation on organizational communication at a local civic luncheon. During your "chat" in the manager's office, he reveals that his organization is not achieving the levels of effectiveness necessary for continued growth. After probing into various areas, you inquire as to whether the organization has considered auditing its communication as a constructive approach to the problems at hand.

1. Citing practical examples, explain why a communication audit is conducted in an organization. (2 marks)
2. How would you conduct such an audit in a large enterprise? Be specific.

(8 marks)

1. Briefly explain the SWOT analysis and its usefulness when conducting a communication audit. (8 marks)
2. As a manager, how can you impress on your employees the importance of including both negative and positive information in messages? (2 marks)

**[Total = 20 marks]**

**QUESTION 5**

1. Discuss what typically occurs during a Job Performance Appraisal interview?

(5 marks)

1. Why do employers conduct pre-employment testing? (2 marks)
2. Why are the questions you ask during an interview as important as the answers you give to the interviewer’s questions? Explain. (8 marks)
3. Identify and explain the three stages of every interview, and state in your own opinion which stage is the most important? (5 marks)

**[Total = 20 marks]**

**QUESTION 6**

You work, for Mr. Ryan Chungu, Office Manager of Langland Manufacturing Plc, Longolongo Road, Industrial area, Lusaka. The company makes household furniture.

The management of Langland Manufacturing knows that a number of its staff are keen footballers. Some of these have recently been to see the director’s to ask if the company would support them if they formed a football team to play in the local league on Sundays. The directors have asked Mr Chungu to investigate this and he has asked you to produce a report with recommendations which the directors can consider. You have spoken to some of the staff and made the following notes:-

|  |
| --- |
| Lots of support for football team-they are asking us to buy the football strips for the team – they would have our name on the shirts and our company logo –good advertising.  Need not cost very much –one set of strips each season – we could probably get a better rate from a supplier.  The company would not have to run the team – committee would select the team and organize the games – good publicity if team is successful.  Some problems – what if other sports teams want support?  Can we support them all? Football team is men only – unfair to women – what happens if staff are injured and can’t come to work?  Good idea to try it for one season – suggest we should support one team for one year and review it after a year. |

**TASK**

Write the report with your recommendations. (20 marks)

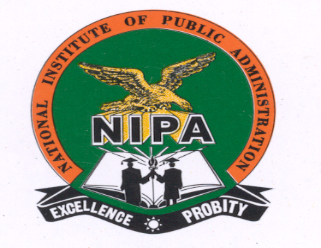
**QUESTION 7**

1. What is the purpose of feedback? (2 marks)
2. What are some basic guidelines for giving feedback? (6 marks)
3. Your boss often uses you as a sounding board for her ideas. Now she seems to want you to act as an unofficial messenger, passing her ideas along to the staff without mentioning her involvement and informing her of what staff members say without telling them you are going to repeat their responses.

What questions should you ask yourself as you consider the ethical implications of this situation? (6 marks)

1. Write a short paragraph explaining the ethical choice you will make in this situation. (6 marks)

**[Total = 20 marks**



**DIPLOMA IN ACCOUNTANCY AND GOVERNMENT ACCOUNTING**

**LEVEL ONE**

**DAG 106 - ORGANISATIONAL COMMUNICATION**

**JUNE 2018 EXAMINATION**

**END OF SEMESTER EXAMINATION**

**MARKING KEY**

**SAMPLE MODEL ANSWERS**

**QUESTION 1**

**COMPANY LOGO (1/2 mark)**

**NAME OF THE ORGANISATION (1/2 mark)**

**TITLE (1 mark) -**

**ATTENDANCE LIST (1 mark)**

**APOLOGIES (½ mark)**

**ABSENT (1/2 mark)**

**1.0** **OPENING REMARKS (2 marks)**

**2.0** **CORRECTION OF PREVIOUS MEETINGS MINUTES (2marks)**

**3.0 MATTERS ARISING (2 marks)**

**4.0 MAIN BUSINESS (6 marks)**

**5.0 ANY OTHER BUSINESS (1 mark)**

**6.0 CLOSING REMARKS (1 mark)**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**NAMES NAMES**

**(CHAIRPERSON) (1 mark) (SECRETARY) (1 mark)**

Date……………………….. Date………………………

. **(Total = 20 marks)**

**QUESTION 2**

1. Say how far you agree with this statement and: (6 marks)

* Candidates should state at least 3 benefits of using ICTs in business/ organizations as opposed to written communication.

i.e. - There is efficiency in discharging various roles/duties

1. Explain **THREE** disadvantages of the following:
2. Oral communication and (3 marks)

-No record is kept (A record of the correspondence is not kept hence not the best type of communication to use for important issues.)

- There is no contract of agreement (It does not form a basis of contract and agreement.)

1. Written communication in business. (3 marks)

-

- Feedback is not instant hence not the best to use for urgent matters (There is no instant feedback hence it’s not the best type of communication to use for urgent matters).

* There is no physical proximity (It does not allow for physical contact hence one is not able to determine the reaction or feelings of the other person as there is no physical proximity.)

1. Give **TWO** reasons why written communication is most preferred in formal communication?

* Candidates should give advantages of written communication

i.e

- There is a record kept for future reference

* - It forms a basis of contract and agreement and is able to communicate complex information.

(2 marks)

1. The inability to communicate effectively is the root cause of much labour unrest in a business firm and leads to low productivity and bad interpersonal relations. Explain **FOUR** methods of effective communication whereby this situation can be rectified. (Use **FULL** sentences). (4 marks)

* Listening ( i.e. Poor listening skills will lead to labour unrest) (1 mark each)
* Reading (Lack of reading skill ….
* Writing (Poor writing skills…
* Speaking ( Lack of proper speaking skills)
* (Holding effective meetings more frequently

Having face to face discussions with staff

Sending different correspondence using letter, memo, reports

Having oral presentation on different topics for capacity building)

**[Total = 20 marks]**

‘

**QUESTION 3**

1. How does the difference in various cultures impact the business communication? Explain with examples. (4 marks)

ANSWER

**Customs, Mannerisms and Gestures**

When doing business with an affiliate from another country, consider the cultural differences that may be presented. This includes basic customs, mannerisms and gestures. For example, If a salesperson approaches a meeting with knowledge of a customer’s cultural background, then his words, body language and actions can all be adapted to better suit those of the customers. This in turn may lead to being better liked by the customer, ultimately increasing the salesperson's opportunity to close the deal.

**Language Barriers and the Importance of Tone**

In some countries, like the United States and Germany, it is common for people to speak loudly and be more assertive or aggressive when sharing ideas or giving direction. In countries like Japan, people typically speak softly and are more passive about sharing ideas or making suggestions. When interacting with people from different cultures, speaking in a neutral tone and making a conscious effort to be considerate of others' input, even if it is given in a manner to which you are not accustomed, can help foster effective business communication.

**Research the Target Audience**

When launching a marketing campaign or advertising to members of a different culture, always research the target market prior to beginning the campaign. Levels of conservatism, gender views and ideologies can vary greatly between cultures. Presenting a campaign that is not in line with specific cultural norms can insult the target audience and greatly hinder the campaign. Being aware of cultural norms can also help your company narrow down the target audience.

For instance, in Japan and Austria, men usually are in control of decision making, but women make the majority of purchasing decisions in Sweden.

**Technology and Time Differences**

Due to globalization, people from various cultures and countries increasing conduct business with each other. Technology enables people to easily connect with people around the world in a moment's notice, but there are a few rules to remember before doing so.

If making an international phone or video conferencing call, be conscious of the time zone differences and make sure to set a reasonable time for all involved parties to interact. It is important to remember that cultural differences can also affect availability. For instance, just because you schedule a conference call for the middle of the business day does not mean that the time will be favorable for the people you are conducting business with. Many Spanish cultures have longer lunch breaks than Americans are accustomed to, which means there may be a two- to three-hour time period during the day in which the person you would like to meet with is unavailable.

Asking for availability prior to making the call is the best way to avoid any confusion. Once you are able to connect, speak clearly and slowly.

**Politics and National Pride**

Political influences, both past and present, can potentially affect the way a person or company does business. Some cultures have a very strong sense of nationalism and government pride, and therefore, are more comfortable and willing to purchase from companies with some sort of government backing. Conducting business with those of differing cultures can also impact negotiations if there are on-going political disputes between the involved parties' countries of origin.

To avoid conflict, it is best to avoid discussing any political matter that does not directly pertain to the business at hand. This is also true for inter-office interactions

(b)As a manager, what would be the steps taken by you to improve the communication skills of your subordinates? Explain in detail. (6 marks)

ANSWER

**Get honest feedback**

This first step can be tough, but you need to find out what others really think about your communication skills. Ask your staff, colleagues and supervisors to share a frank assessment of your writing, speaking and presentation abilities. Explain that you want to refine these crucial skills and [would welcome all constructive criticism](https://www.roberthalf.com/blog/salaries-and-skills/how-to-deliver-constructive-criticism-in-the-workplace).

If you sense your employees might be hesitant to provide feedback because they fear negative repercussions, consider conducting an anonymous survey.

**2. Know your audience**

One size does not fit all when it comes to effective communication. Good leaders understand the diverse needs of their staff and tailor their messages accordingly.

For example, your Gen Z workers may want frequent but informal in-person feedback, while your boomer employees may prefer to receive emails and attend monthly touch-base meetings.

**3. Put in extra effort at crisis time** Good communication is especially critical during major endeavors like a merger. But it can be tempting, with everything else you have to do, to eschew “nonessentials” like one-on-one meetings and staff updates.

A time of change is the precise time to keep people *more* in the loop, however. Failure to do so can lead to frustration, confusion and low morale. So, make staff communication a non-negotiable aspect of project and change management.

**4. Listen more (and more closely)** Listening is [a critical nontechnical skill for all accounting and finance professionals](https://www.roberthalf.com/blog/salaries-and-skills/nontechnical-skills-essential-for-accounting-and-finance-jobs) to master, but especially managers. Your staff members need to know that you’ll take their concerns seriously when something is on their mind or if they have questions. But if you’re the one who is doing all the talking, all the time, you can’t tune in.

Active listening means giving the other person your full attention, noting their nonverbal cues and focusing on their words rather than silently formulating a response while they are speaking to you.

**5. Be available** In this era of open office spaces and remote working, a literal "open door" policy may not be relevant. However, the concept of keeping the door open to communication is still very much applicable in the modern workplace.

Be an accessible boss, both physically and digitally. Give employees plenty of options for communicating with you, such as in person, email or phone. Most of all, make sure your team members feel welcome and not like they’re interrupting you.

**6. Paint the big picture** whenever possible, [help people understand the connection between their duties and the broader strategic goals](https://www.roberthalf.com/blog/management-tips/dont-leave-accounting-and-finance-staff-puzzled-explain-their-impact) of the organization. Engagement and productivity rise when employees know their work matters.

Some questions you might want to address include: How do your employees fit in the organization? What are the key objectives that all team members need to work toward? And how do their contributions specifically help the business to realize those goals?

**7. Embrace straight talk** Research by our company shows that workers value integrity above all other traits in business leaders. So, be sure that quality shines through in all interactions with your staff.

It can be tempting to sugarcoat difficult messages or gloss over facts when you want to help your employees feel secure and motivated. However, such tactics, as well-meaning as they might be, are likely to backfire in time. And if your employees don’t trust you, communication will break down completely and morale will plummet. Straight talk is hard, but sincerity is a much better communication strategy than being vague or over-promising.

Effective communication is an overused phrase, but there’s a reason for that: It’s an absolute requirement for today’s finance leaders — and a skill set that many executives need to improve.

**(c)Explain in detail the role played by persuasion and motivation in business communication. Give examples. (6 marks)**

ANSWER

1. *Establish your credibility*  
   In the workplace, credibility comes from expertise and relationships. People are considered to have high levels of expertise if they have a history of sound judgment or have proven themselves knowledgeable and well informed about their proposals. They have demonstrated over time that they can be trusted to listen and to work in the best interests of others.
2. *Frame your goals in a way that identifies common ground with those you intend to persuade.*  
   It is a process of identifying shared benefits in which it is critical to identify your objective’s tangible benefits to the people you are trying to persuade. If no shared advantages are readily apparent, it is better to adjust your position until you find a shared advantage. The best persuaders closely study the issues that matter to their colleagues. They use conversations, meetings and other forms of dialogue to collect essential information. They are good at listening. They test their ideas with trusted contacts and question the people they will later be persuading. Often this process causes them to alter or compromise their own plans before they even start persuading. It is through this thoughtful, inquisitive approach they develop frames that appeal to their audience.
3. *Reinforce your positions using vivid language and compelling evidence*.  
   Persuasive people supplement data with examples, stories, metaphors and analogies to make their positions come alive. Vivid word pictures lend a compelling and tangible quality to the persuader’s point of view.
4. *Connect emotionally with your audience.*  
   Although we like to think decision-makers use reason to make their decisions, we will always find emotions at play if we scratch below the surface. Good persuaders are aware of the primacy of emotions and are responsive to them in two important ways. Firstly, they show their own emotional commitment to the position they are advocating (without overdoing it, which would be counter-productive). Secondly, they have a strong and accurate sense of their audience’s emotional state, and they adjust their tone and the intensity of their arguments accordingly.

**(d)With reference to the Symbolic Interactional Theory and citing relevant examples, discuss the potential problems that may be faced in cross cultured communication.** **(4 marks)**

**ANSWER**

The central theme of **symbolic interactionism is** that human life **is** lived in the **symbolic** domain. **Symbols are** culturally derived social objects having shared **meanings** that **are** created and maintained in social **interaction**. Through language and communication, **symbols** provide the means by which reality **is** constructed.

**[Total = 20 marks**

**QUESTION 4**

* 1. Citing practical examples, explain why a communication audit is conducted in an organization. (2 marks)

To understand how effective your communication tools and methods are, determine the strengths and weaknesses of each and provide recommendations for improvements. A communication audit can help your organization answer the following questions:

* I your communication plan working?
* Are the messages you are conveying about your organization and what it does clear? Consistent? Unified?
* Are you reaching the right audiences with your message?
* What are they doing with your messages/information?
* How effective are the methods you use?
* What are you doing that you should not be doing?

The audit is thus a valuable tool for enhancing internal motivation, loyalty and efficiency and for beefing up market position. It can be handled internally but there are also benefits from using an external consultant. Employees might feel inhibited about expressing their real view to another company member, whereas an outsider, who guarantees their anonymity, will be less of a threat.

* 1. How would you conduct such an audit in a large enterprise? Be specific.

A communications audit uses processes such as observations, analyses and evaluations, focus groups, interviews and surveys of employees and other key audiences whose support is needed to improve communication, understanding and collaboration in the organization. The following steps can help you conduct an audit:

**Step 1: Determine key areas to be audited**

Look at both internal and external communications. Include standard identity pieces (business cards, letterhead, logo), promotional materials, website, etc.

**Step 2: Choose your research methods**

To conduct your audit, select among the many research methods such as focus group discussions, on-on-one interviews, telephone interviews, questionnaires, and media analyses.

**Step 3: Collect and evaluate your past communications**

Review all of the previous year’s communications pieces both internal and external. Take time to analyse each communications piece and create a list of what worked and what didn’t.

**Step 4: Query your customers**

Choose neutral researchers to query your customers. One-on-one interviews, telephone interviews or focus groups can be used. Ask questions such as: What are your impressions of our communications? What do you think of our identity pieces, web site and other marketing materials? How could we improve our communications?

**Step 5: Query your community**

Find out what the community knows about your organization. Take a broader look at the impact of your communications. Ask questions to reveal public perceptions. Conduct a formal survey or informally interview community members.

**Step 6: Query your staff**

Collect staff opinions about your communications. Ask: What do you think of the communications in the past year? What was effective? What wasn’t? What could be improved? Did internal documents serve your information needs? What future communications could help you function as part of the organization? You will need to determine if all communications were understood by all internal audiences.

**Step 7: Analyse your media coverage**

As in step 3, review your media coverage. Look at the frequency and reach of your coverage. What is the impact of the coverage? Are your key messages being promoted? Are your audiences being reached? What media opportunities have you missed? Track your coverage in the press.

**Step 8: Conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis**

Pull all your data together from the previous steps and do a SWOT analysis of your communications. Analyse how you can capitalize on strengths, stop weaknesses, maximize opportunities and defend against threats.

**Step 9: Analyse and strategise**

Put together a team to help you analyse your audit results and strategise about future actions.

**Step 10: Put together a plan for future communications**

Use your research as a starting point for creating a Communications Pan for your organisation

1. marks)
   1. Briefly explain the SWOT analysis and its usefulness when conducting a communication audit.

Pull all your data together from the previous steps and do a SWOT analysis of your communications. Analyse how you can capitalize on strengths, stop weaknesses, maximize opportunities and defend against threats. (8 marks)

* 1. As a manager, how can you impress on your employees the importance of including both negative and positive information in messages? (2 marks)

**-Candidates should effectively explain the benefits of including both positive and negative feedback in their messages.**

**-Positive shows what strategies are working**

**-Negative highlights the cons of strategies that are not working**

**[Total = 20 marks]**

The audit is a systematic approach that forces an organization to look at what it is really doing as opposed to what it believes it is doing. The audit will look at the people who send and receive messages; the means of communicating—which extend beyond the obvious use of the telephone, meetings, conferences, e-mail etc. to encompass dress code, office layouts, desk-tidy policies—in order to build up a comprehensive picture of what is happening. Every aspect of communication provides another piece of the jigsaw and, once this is complete, you have the basis for an evaluation.

**QUESTION 5**

**(a) Tips for Interviewers**

**1. Write down a list of questions that directly relate to the job's responsibilities.** "If you don't have a job description, list the key responsibilities of the position, and then draw up a list of questions that relate to those responsibilities," says John Dooney, manager of strategic resource for the Society for Human Resources Management, a nonprofit association for human resources professionals.

**2. Ask behavioural questions,** as in "tell me about a time when you..." Ask for specific examples of past performance and behaviour, says Dooney. Previous successes are a good indicator of future performance.

**3. Review the candidate's resume before the interview.** This may seem obvious, but by [preparing your interview questions](https://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/interviewing-candidates/interviewer.aspx) and [reviewing the resume](https://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/attracting-job-candidates/resume-review.aspx), you are showing the candidate you have taken the time to ensure a productive interview.

**4. Outline the interview structure for the candidate.** First, give a brief description of the company, and then outline the job duties. Finally, ask the applicant questions. After that, the candidate will have the opportunity to ask you questions. This sets up the parameters of the interview, keeps you both focused, and gives the candidate an idea of what to expect.

**5.** [**Don't talk too much during the interview process**](https://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/interviewing-candidates/how-to-interview.aspx)**.** Dooney suggests hiring managers should talk only about 30 percent of the time. Allow candidates time to describe their skills and qualifications during the interview. "Make sure you've covered all your questions and you haven't missed anything," Dooney adds.

**6. Extend professional courtesies, says Dooney.** Offer candidates a glass of water, and ask if they had difficulty finding the place. Be on time. Consider giving them a tour of the office. Give them an opportunity to speak with other team members or prospective coworkers, if appropriate.

**7. Watch nonverbal signals.** Just as you are looking for eye contact and appropriate dress, the candidate is looking for those unspoken signals from you. Be sure your tone of voice is appropriate and professional. Clearly articulate the job's duties and the company's mission. Dress as you normally would, and pay attention to manners. You are a representative of your company and department, so make sure your actions reflect this.

**8. While being polite and professional, don't get too chummy.** "Keep all your questions job-related," says Dooney. If you spend the interview chatting, you may make a hiring decision because you liked the candidate versus whether the person is truly qualified for the job, he explains.

**9. Whether it's by email or phone, follow up** to let candidates know whether they got the job. This is one more way of extending a professional courtesy and gives the interview process closure.  (4 marks)

(b)How should you respond if an interviewer at a company where you want to work asks you a question that seems too personal or unethical?

-Students should clearly explain how they would go about answering the question without sounding rude.

- Candidate should also state valid reasons why they question would not be answered as requested by the interviewer. (4 marks)

(c)How does a structured interview differ from an open-ended interview and a situational interview?

- Questions in a structured interview are well phrased or structured because enough time was put into preparing the questions as opposed to the situational and open- ended interview.

- the interviewee also has enough time to prepare for the upcoming structured interview as opposed to an open-ended question. (Candidate can give more responses) (4 marks)

(d) Why are the questions you ask during an interview as important as the answers you give to the interviewer’s questions? (4 marks)  **[Total = 20 marks]**

**QUESTION 6**

1. Title (1 marks)
2. Introduction (3 marks)

-Should give a brief background/History of the issue

-Should state the purpose of writing the report

1. Procedure (3 marks)

i.e.

- Meetings

- Interviews (Should be explained in detail)

- Questionnaires

- Observations

1. Findings (6 marks)

* Candidate should state the issues discovered through the above stated procedures that have contributed/ Lead to the problem at hand.

1. Conclusion (3 marks)

* A summary of the issues discussed in the report.

1. Recommendations (3 marks)

* Candidate should state the possible solutions to the problems discussed in the findings.

Signature (1/2 mark)

*Nam*e (1/2 mark)

**(Total = 20 marks)**

**QUESTION 7**

1. The **purpose** of giving **feedback** is to improve the situation or the person's performance. You won't accomplish that by being harsh, critical or offensive. You'll likely get much more from people when your approach is positive and focused on improvement. (2 marks)

**Feedback** is valuable information that will be used to make **important** decisions. Top performing companies are top performing companies because they consistently search for ways to make their best even better. ... Effective **feedback** has benefits for the giver, the receiver, and the wider organization.

1. (6 marks)
2. Feedback needs to be given with straightforward and objective words. Ambiguous and subjective language that try to judge internal states of mind are not useful, and can be counterproductive. For example, statements like, "It seems you’re careless, lazy, unenthusiastic, unaware, disorganized, or out-of-touch" only add resentment and lessen acceptance of the behavioral message.
3. When you give positive statements watch for the use of "but." Rather than giving pure praise or appreciation, we often feel obligated to add a negative (or corrective feedback) statement to balance the communication. Such mixed messages can weaken your feedback. Some people hear only the positive; some hear only the negative; and others discount both messages.
4. It’s often best to make your specific behavior-focused feedback "short and sweet." Rather than combining both positive and negative feedback in one exchange or overloading a person with several behaviors to continue or change, focus your advice on one area of performance. 14. It’s much better to give people brief and specific feedback messages over weeks or months than to give people fewer but longer feedback sessions with mixed and potentially confusing motivators and directives.
5. Motivational feedback to increase or decrease the frequency of behavior should follow the target behavior as soon as possible. On the other hand, when the purpose of behavioral feedback is to shape the quality of a response, it often makes sense to give such direction as an activator (preceding the next opportunity to perform the target behavior). Remember, the ABC model of behavior change reflects the basic principle that behavior (B) is directed by activators (A) and motivated by consequences (C). Activators precede our actions and are most apt to influence the quality of our performance (how we do things); consequences usually influence the quantity of our performance (how often we do things).
6. Receiving feedback about errors (a consequence) can be perceived as punishing and frustrating if an opportunity to correct the observed errors is not available in the near future. When the person eventually receives an opportunity to correct the behavior, the advice might be forgotten. By giving corrective feedback as close as possible to the next opportunity for the behavior to reoccur, you increase its directive influence and reduce the potential negative effect of catching a person making a mistake.
7. Feedback should fit the situation. Specific and well-timed feedback must be appropriate for the needs, abilities, and expectations of the person on the receiving end. It should be expressed in language the performer can understand and appreciate, and it should be customized for the performer’s abilities at the particular task.
8. (i) - Is it right to divulge information given in confidence to your supervisor?

Confidentiality- the student should consider confidentiality because not all

responses are meant for the bosses ears.

- Would the staff be honest with their responses if they had to speak straight with their supervisor? (6 marks)

(ii) Students should clearly indicate whether it is ethical for them to divulge

information to their boss that is said in confidence to them by their colleagues. This may question their loyalty to their peers. (6 marks)

**[Total = 20 marks)**