

Course Code: AE 103 (M) 2008

UNIVERSITY OF SWAZILAND
DEPARTMENT OF ADULT EDUCATION
PART-TIME DIPLOMA IN ADULT EDUCATION (YEAR I)
FINAL EXAMINATION PAPER, MAY 2008

TITLE OF PAPER : **COMMUNICATION & HUMAN RELATIONS**

COURSE CODE : **AE 103**

TIME ALLOWED : **THREE (3) HOURS**

INSTRUCTIONS : **1. ANSWER TWO QUESTIONS IN SECTION A.**
2. ANSWER TWO QUESTIONS IN SECTION B.

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SECTION A

Answer Question 1 and one other in this Section.

QUESTION 1

Read the case study and answer the questions.

“Nick Knox has worked as manager of the information services division of World Business Machines for fifteen years. His department’s ratings have always been high and he is liked by everyone he works with.

Because of energy shortages in the paper industry and because of new developments in the high-technology industry, World Business Machines plans to make some significant adjustments in the information services division. Any personnel changes resulting from these adjustments will be subject to strict adherence to Affirmative Action guidelines.

Both Nick and his boss agree that the changes will be for the benefit of the organization, will improve the working conditions for current employees, and will result in additional employment opportunities for members of the community. Nick’s boss has asked him to avoid discussing any of the planned changes until all of the details have been finalized.

Many of Nick’s subordinates have noticed that whenever they make suggestions about improving work procedures, Nick acts a little nervous and says, “Let’s talk about it later”. Additionally, Nick’s administrative assistant has unknowingly “leaked” to one of Nick’s subordinates that “some big changes are going to take place, and they have something to do with Affirmative Action”.

Nick’s subordinates begin to talk. Rumours are spread about lay-offs. Morale begins to drop noticeably. Tardiness and absenteeism rise sharply. Work begins to pile up and work quality starts to drop. Nick starts to spend most of his time disciplining his employees and writing reports for their personnel files”.

- (a) How did the people involved contribute to this situation? [20 marks]
- (b) What should have been done to avoid the mistakes? [10 marks]

QUESTION 2

(i) Draw, label and explain fully the “Baseless Triangle of Meaning”. [10 marks]

(ii) It is impossible to communicate without using words.

Comment on this statement and clarify your answer with an example. [10 marks]

QUESTION 3

Identify two beliefs within the Swazi culture which make it difficult for you to facilitate change in your target audience.

Explain clearly how these beliefs impede progress in your work. [20 marks]

QUESTION 4

“The message sent by the source is identical to the message received by the receiver.” Comment on this statement. [20 marks]

QUESTION 5

As a change agent working with adults, write a short paragraph explaining how you can use each of the following statements to good effect:

(i) People tend to resist perceiving threatening or unpleasant experiences. [15 marks]

(ii) Perception is an individual’s personal experience. [10 marks]

QUESTION 6

(i) What does it mean to say there must be an overlap between the sphere of experience of the sender and that of the receiver? [10 marks]

(ii) Why is it necessary for the sender to anticipate the receiver’s questions/difficulties as he/she (sender) prepares the message? Clarify with an example from your work experience. [15 marks]

QUESTION 7

Drawing from your experience as a change agent working with various groups, explain how silence can be a communication barrier.

In your answer consider both the sender and the receiver of the message. [25 marks]

QUESTION 8

We cannot communicate.

Comment on how knowing this information can help you as a facilitator or source of messages. [25 marks]