Dear Students,

Please take note that there is not always one correct answer to the questions in this assignment. The questions are structured so that you can apply the communication theories that you are studying in Communication 1B. The answers provided here are not definite but guides only. Remember two students may provide completely different responses to the questions, but both can be correct because of the logical justification provided. I have included two students' responses in this letter, which I would like you to read and learn from carefully.

ASSIGNMENT 2

1. Write an essay in which you will explain Groupthink symptoms, which are present in the story above. Make sure that as you explain Groupthink symptoms that you use examples from the Jonestown story above. Do not write more than 400 words.

Your essay should have the following subheadings for 6 paragraphs. Remember to write in complete sentences.
a) **Introduction**  
3 marks

As has been explain in the previous tutorial letter, and during Vacation School, your introduction should include a definition of the topic of the essay and an explanation of what the essay will be about: Here is an example from one of yours: Groupthink is a psychological phenomenon that occurs within a group of people in which the desire for harmony and conformity in the group results in an irrational or dysfunctional decision making outcome (Wexler, Mark N. 1995). This essay discusses the devastating effects of groupthink in regard to Jonestown. *Nandy Spencer Tembo*

b) **Overestimation of the group**  
5 marks

This is when the group thinks highly of itself. The group members thought that Jonestown would be a paradise in the jungle. Two symptoms includes; Illusion invulnerability. Through the influence of the leader Jim Jones the group had a belief that they cannot fail. Because of this they took a huge risk to migrate to Johnstown. Belief in the inherent morality of the group, They had a belief that their decisions were morally ethical because the group was racially integrated which was particularly progressive at the time in America when racial segregation was high. *Nandy Spencer Tembo*

- They were expected to raise their children within the commune. As a show of commitment, People’s Temple members were asked to sign false testimonials that they had molested their children, which the church kept for potential blackmail”. With reference given above, the group has a common interest or shared goals that raising their children within the tradition of the church is the right thing to do and that any influence from outside might shatter their goal. It does not matter to them of any moral or ethical implication of the decisions they make, but what matters is that the group thinks they are right and subsequently the decisions they make should also be right. So, in the event that they had to sign false testimonials these was a belief that indeed it was right to do, self-censorship is evident because someone may have opposed but also needed to
belong to this community and they at the end of the day will retract their opinion and just go along with the group. Karobes Karobes

c) **Closed mindedness**

The tendency to ignore outside influence or advice. The two symptoms in this category are: Stereotypes of outsiders - The group believed that the world was evil. They were the only ones who were just. Collective rationalization - a situation in which group members ignore warnings from the outside of the group even when warnings are for their own good. In Jonestown, despite members being discouraged by their families, they ignored the warnings and thought the outside world was evil. Nandy Spencer Tembo

The People’s temple members rejected the views and influences of the outside world. Their willingness to settle in a secluded area, which was self-contained and self-governed was their way of outright asserting their intolerance of any external influence. The abandonment of contact with family outside of the church was a form of collective rationalization as the members of the church were not willing to listen to their families concerns regarding their faith. Lucy Pinto

> **Followers were expected to devote themselves completely to the church’s utopian project; they turned over their personal wealth, worked long hours of unpaid labour for the church and often broke contact with their families**. Even if there are warning signs the group members tend to ignore these signs and go ahead to reach the goals that are set whether or not it is realistic. This people were isolated and brainwashed, to the extent of cutting ties from their own people living outside of their community. Karobes Karobes

d) **Pressure toward uniformity**

The pressure to fit into the group - when group members feel the pressure to be like everyone else in the group they set themselves up for groupthink. The symptoms in this category are: Self-Censorship - the tendency of people to remain quite when they feel their views and opinions are different from those of
others. In Jonestown, group members maintained silence when they disagreed with the opinions of their leader. An illusion of unanimity - fear to voice out own opinion for fear of criticism. Silence signified consent. Self-appointed guards - group members who shields the group from outsiders. Jim Jones took it upon himself to bring everyone onboard. Pressure of dissenters- the pressure to abide and follow orders. Most of the members killed themselves by command. Nandy Spencer Tembo

The Jonestown community displayed signs of an impasse between the leader and his community towards the ultimate end of their lives, the people who attempted to leave the community with Congressman Ryan were a testament to the general self-censorship that had begun to surface. The mindguards were the individuals who acted as informants against their own family members who had dared to display any form of non-conformity. Direct pressure was put on dissenters when those who refused to drink the poisoned Kool-aid were shot. Lucy Pinto

Pressure Towards Uniformity is a community of American citizens existing as a self-contained and self-governing unit in a foreign land and which, for all intents and purposes, is furnishing to the residents all of the community services such as civil administration, police and fire protection, education, health care, etc., normally provided by a central government within its territory”. This wouldn’t allow outside influence; this is self-appointed mind guards. If you work for the church project, there could be nothing inappropriate about it, remember this people were not just in a concentrated camp but “Church” and for that reason they were also convinced that they were self-sufficient. Karobes Karobes

e) Lack of oversight and control 5 marks

Events quickly spiraled out of control when the congressman and his accompanying agents were murdered. The entire community was under the control and influence of one man and there was no voice apart from his which could offer a rational alternative which may have saved countless more lives Lucy Pinto
All the rules were made up by one person and therefore everything was done according to way that these people were manipulated. “Jones treatment of his followers was often less than human. Temple members were regularly humiliated, beaten, and blackmailed, and many were coerced or brainwashed’’ this could be different if there were sub committees in place and or advisers. But this was all one man’s doing to mistreat the members of the temple.

Conclusion 2 marks
The Jonestown massacre is a classic example of the symptoms of groupthink and the dire consequences that can accompany such a mindframe. The effects of this tragedy will forever mar the religious doctrines of Christianity.

QUESTION 2
In not more than 150 words, write a short essay about your preferred organizational culture informed by Arthur F. Carmazzi' Classification.

13 marks

Marks will be allocated as follow:

- Introduction /2/
- Body arguments /6/
- Conclusion /2/
- Language and communication clarity /3/

Jeremy Wihelm Resandt
This essay serves to outline my preferred organizational culture related to the classification made by Arthur F. Carmazzi. According to gothamculture.com, “organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization”. For instance, the organizational culture of an organization can be to be professional, dress formal, be honest, have integrity and be productive. Arthur F. Carazo classified organizational culture into five sections namely, the blame culture,
multi-directional culture, Live and let live culture, Brand congruent culture and leadership enriched culture. **Jeremy Wihelm Resandt**

My preferred organizational culture would be the Brand congruent culture. This is because, in this type of organizational culture there is a strong believe in the service or product of the organization. Employees of the organization are proud of the organizational goals and work together to achieve them. For instance, the employees of Shoprite having a strong sense of pride toward the brand and caring about their work. Thus, using their personal resources to get to work every day. Rather than having, a multi directional culture where there is a lack of cooperation between different departments which results in less productivity. **Jeremy Wihelm Resandt**

In addition my preferred organizational culture would be brand congruent culture. This is because according to carmazzi.net, “If your people do not live your brand, your company is not congruent with what you promise your customers”. For instance, if you promise your customers a professional service while you employees treat your customers with disrespect your company is not congruent with what you promise your customers. Thus, I choose this organizational culture where people have the common goal to maintain the brand reputation. Rather, than having the live and let live organizational culture where there is mental stagnation and low creativity. For instance, an organization where employees are left to do as they please and where employees are not motivated. Thus resulting in low creativity and low productivity. **Jeremy Wihelm Resandt**

Furthermore, I prefer the brand congruent culture. This is because in this culture employees will do tasks beyond their job descriptions in order to find solution when a problem occurs. For instance, when an employee is not picked up for work by their driver, they make another arrangement to get to work. Rather, than having the blame culture where employees blame others for their short comings to avoid being reprimanded. For instance, when an employee does not show up for work they blame
their driver for not picking them up rather than making the effort to arrange another transport to get to work. **Jeremy Wihelm Resandt**

I can therefore conclude that my preferred organizational culture would be the brand congruent culture. This is because in this organizational culture employees are proud of what the organization stands for; employees have a common goal and are passionate in doing their work. **Jeremy Wihelm Resandt**

**QUESTION 3**

Read the following paragraph, which is a theory on effects of mass media and then contrast it with the Uses Gratification Theory. Remember to use contrasting vocabulary such as; on the contrary, conversely, whereas, however, instead, on the other hand, while etc. Show at least six differences, written in bullet point format.

- The Uses Gratification theory focuses on what people do with the media whereas, the Influence of Mass Media theory focuses on the effect the mass media has on people.

- The Uses Gratification places more focus on the receiver of the message, whereas the Influence of the Mass Media theory places more focus on the message itself.

- The Uses Gratification theory sees the receiver as having power over the media they choose, whereas the Influence of Mass Media theory sees the users of media as passive consumers of the media.

- In The Uses Gratification theory the audience is seen as actively choosing the media that meets their needs best, while in the Influence of mass media theory focuses more on the force exerted by certain media.

- The Uses Gratification theory focuses on how the audience make use of certain media to achieve certain needs, while the Influence of Mass Media theory focuses on how the mass media can influence the audiences believes.
• The Uses Gratification theory emphasizes that social situations and psychological characteristics motivate the need for media, whereas the Influence of Mass Media theory emphasize the effects that arise from media influence, such as reinforcing of an believe.

• In the Uses Gratification theory there is emphasis on the media choice of the audience by analyzing their reasons for making use of certain media, while in the Influence of Mass Media theory there is emphasis on how the mass media has an impact on every aspect of human life.

• The Uses Gratification theory emphasizes that people needs influences what media they would choose, whereas the Influence of Mass Media theory emphasizes that people’s needs are influenced by the mass media.

Closing remarks
Your tutorial letter is a bit late but please go through it today.
Your Tutor Marker
Patrick P. Paulus