



Strathmore
UNIVERSITY

SCHOOL OF HUMANITIES & SOCIAL SCIENCES

BACHELOR OF ARTS IN COMMUNICATION

END OF SEMESTER EXAMINATION

BAC 4202: STRATEGIC COMMUNICATION

Date: Tuesday 20th April 2021

Time: 15:00 – 17:00

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

Question 1

Davis and Shirliff - Powering the Continent

One out of every one water pump in Kenya is a Davis & Shirliff pump. For seventy years, the multi-billion-shilling company has provided water and energy solutions not just in Kenya but a total of 8 African countries, with plans to expand its footprint to the entire continent. The company initially started as a water company, sinking boreholes, constructing swimming pools and providing water treatment, to a technology leader that seeks to improve people's lives including in provision of advanced solar energy. With its expanded mandate and innovation, Davis & Shirliff needs a strategic communications partner that understands their product and has mastery of the media landscape to be able to deliver impactful results that positioned them properly just where they wanted to be.

- a) Your Communication Agency is shortlisted by Davis and Shirliff to develop a strategic communication plan to position and promote it during its 70th anniversary. Write a description of the elements of the communication strategy that you will pitch to the board and justify every step you propose **(10 Marks)**
- b) As the lead in strategic communication, discuss **why** your position is critical if the organization is to achieve its strategic goals and objectives, and why you need to seat on the decision-making table at senior management level **(15 Marks)**
- c) Discuss with the recruitment board at least 5 challenges and opportunities facing the study and practice of Strategic Communication **(5 Marks)**

Question 2

Write brief notes on each of the following models and discuss in depth how each of them can be applied by organisations in strategic communication.

- a) Linear model **(5 Marks)**
- b) Integrative model **(3 Marks)**
- c) Transactional model **(7 Marks)**

Question 3

Carrefour was launched in the region in 1995 by UAE-based Majid Al Futtaim, which is the exclusive franchisee to operate Carrefour in over 30 countries across the Middle East, Africa, and Asia, and fully owns the operations in the region. The Middle East based group is currently operating more than 140 Hypermarkets and Supermarkets in 15 countries, with more than 25 000 employees from 70 nationalities. Carrefour has appointed a new CEO to manage its business in Kenya. The Strategic Communication Director's role will be to communicate this change. Poor or insufficient internal communications can cause a wide variety of problems during this period of change.

- a) Discuss in detail, how you will strategically communicate this change to internal audiences for a smooth transition. **(7 Marks)**
- b) What communication tools and tactics will you utilize during the change process? Justify the choice of tools and tactics. **(8 Marks)**

Question 4

You have been invited for a job interview as the Strategic Communication Director in a private company. Explain and justify to the interview board, the factors necessary for strategic communication to drive organizational goals and vision. **(15 Marks)**

Question 5

The role of Strategic communication is to identify and engage stakeholders because stakeholders can affect the success or failure of a company and its programs.

- a. What is stakeholder engagement? **(2 Marks)**
- b. Raise 5 arguments illustrating the benefits of engaging stakeholder strategically **(5 Marks)**
- c. If you are to advice an institution on stakeholder management, discuss at least 8 tips for effectively communicating for stronger stakeholder recruitment and engagement **(8 Marks)**