



**SCHOOL OF HUMANITIES & SOCIAL SCIENCES**  
**BACHELOR OF ARTS IN COMMUNICATION**  
**SPECIAL EXAMINATION**  
**BAC 4202: STRATEGIC COMMUNICATION**

**Date: 11<sup>th</sup> May 2023**

**Time: 10:30 – 12:30**

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**Instructions**

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

**QUESTION 1**

**(30 MARKS)**

**Job Advert: The Nature Conservancy**

**Associate Director Advocacy & Strategic Communications - Africa Region**

We work with local communities, governments and organizations to conserve Africa's important places. Africa is special. Its wild lands and waters are home to incredible numbers and diversity of species living close to people. For most rural Africans, connection to place takes on unique meaning, more so than anywhere else on Earth because their daily existence depends on the productivity of their natural resources. Challenges in Africa Some 60 percent of Africa's lands and waters - community property, in a sense - are managed by the people who live on them. These people are undoubtedly the most vulnerable on Earth. A continuing threat is their lack of control over the communal lands and waters they depend on for survival. And as the people struggle, so too does the wildlife that relies on the same resources. An absence of strong institutions and governance further compounds these challenges. Therefore, our work in Africa is focused on perfecting and exporting the best examples of community-led conservation across the continent's vast shared lands and waters.

We're looking for someone who is passionate, creative, and a problem solver who will lead and implement integrated strategic communication promotions to grow the organization's influence. We invite you to attend an interview at which you will be required to pitch to the board by:

- a) Discussing and justify a step-by-step process of developing an awareness campaign strategy about our work in Africa **(20 marks)**
- b) List and discuss 5 elements of the communication model you will use as a foundation to your strategy **(10 marks)**

## QUESTION 2

(15 MARKS)

Pick a higher Education institution of your choice.

- a) List 4 of the most important stakeholders (**not** the primary audience) and advice the Institution on steps of effectively engaging and communicating with its stakeholders (8 Marks)
- b) Give benefits of having a proactive strategic communication planning to engage its stakeholders (7 marks)

## QUESTION 3

(15 MARKS)

You have been invited for a job interview as the Strategic Communication Director at I&M bank:

- a) explain and justify to the interview board, the 5 factors **needed** to ensure strategic communication works (7 Marks)
- b) Explain the ideal positioning of Strategic Communication within an organization by creating an organogram that visually represents its hierarchical placement and discuss the rationale behind its strategic positioning, highlighting its contributions to organizational effectiveness and communication flow. (8 Marks).

## QUESTION 4

(15 MARKS)

Conducting research is key to fully understand how to gain the attention of an audience when building a communications campaign.

- a) Discuss this statement as you illustrate the importance of research in the Strategic Communication process (7 Marks).
- b) List and discuss at least 4 most important components that you must include in your research for a communication strategy (8 Marks).

## QUESTION 5

(15 MARKS)

Like other institutions in the hospitality industry in Kenya, the Amboseli Lodge has been struggling financially amid swelling operational costs and lower revenues in the wake of an economic slowdown worsened by the outbreak of the Covid-19 pandemic. The Lodge is planning for massive layoffs and salary cuts. The Strategic Communication Director's role will be to communicate this forthcoming change. **Communications will impact employees' reactions – and because of this, it will *determine the outcome of the change.***

- a) List 5 common communication failures to look out for when communicating this transition (5 Marks).
- b) List the 4 stages of change that staff will go through during this change period and how you will communicate through each stage (10 Marks).