



**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
BACHELOR OF ARTS IN COMMUNICATION
BAC 4202: STRATEGIC COMMUNICATION
END OF SEMESTER EXAMINATION**

DATE: 18th March 2026

TIME: 13:30 – 15:30

Instructions

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

QUESTION ONE

(30 MARKS)

A national tourism body in Africa has experienced a sharp decline in international arrivals following global health concerns, negative international media coverage, and increased competition from emerging destinations. The organization is under pressure from government, investors, local communities, and the private sector to restore confidence, rebuild its brand, and demonstrate return on investment (ROI). The tourism body contracts you to develop a strategic communication plan to address the challenging issues.

- a) Define strategic communication and explain how it differs from traditional public relations or advertising in this context. (2 marks)
- b) Apply the three levels of strategic communication (macro, meso, and micro) to analyse the situation. (6 marks)
- c) Explain how research would inform the communication strategy and guide decision-making. (6 marks)
- d) Identify and prioritise key stakeholders, explaining how messages would be tailored for at least three stakeholder groups. (6 marks)
- e) Propose appropriate message strategies, media choices, and evaluation measures, showing how the organisation would demonstrate ROI. (10 marks)

QUESTION TWO**(15 MARKS)**

Discuss how communication theory strengthens the practice of strategic communication. Using any two relevant theories, explain how theory guides: strategic planning, message development and stakeholder engagement. Use practical examples relevant to organizational or public-sector communication to illustrate your answer.

QUESTION THREE**(15 MARKS)**

A large non-governmental organisation is undergoing major structural change, including staff restructuring and the introduction of new digital systems. Employee morale is low, rumours are spreading, and senior management is concerned about resistance to change. As a strategic communication professional:

- a) Analyse the situation using strategic communication principles. (7 marks)
- b) Explain the role of internal communication and leadership in managing change. (4 marks)
- c) Propose two strategic communication interventions that would help restore trust and alignment within the organisation. (4 marks)

QUESTION FOUR**(15 MARKS)**

A non-profit organisation running a behaviour change communication (BCC) campaign on public health receives criticism from activist groups who claim the campaign is manipulative and culturally insensitive. Using concepts from strategic communication:

- a) Identify the key ethical and societal issues raised in this case. (3 marks)
- b) Explain how stakeholder analysis and segmentation could have prevented the backlash. (6 marks)
- c) Demonstrate how the organisation can ethically revise its messaging strategy while still achieving its objectives. (6 marks)

QUESTION FIVE**(15 MARKS)**

Citing a case study of your choice, evaluate the importance of measurement and results-based management in strategic communication. In your answer, discuss why strategic communication must be measurable and the role of monitoring and evaluation (M &E).