



**Strathmore**  
UNIVERSITY

## **STRATHMORE BUSINESS SCHOOL**

**MASTERS OF BUSINESS ADMINISTRATION HEALTHCARE MANAGEMENT**

**END OF SEMESTER EXAMINATION**

**HCM 8110: MANAGEMENT COMMUNICATION AND MEDIA RELATIONS IN  
HEALTHCARE ENVIRONMENT**

**DATE:** Friday 10<sup>th</sup> March 2017

**Time:** 3 Hours

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### **Instructions**

1. The examination consists of **FIVE** questions
2. Answer **Question ONE (COMPULSORY)** and **ANY OTHER TWO** questions.

### **Question 1 (30 Marks)**

**Read the article below and answer the questions that follow.**

**An Investigation into Winning Employee Support by Jeffrey Caponigro. *The Crisis Counselor.***

The hospital's president and CEO had earned the trust and confidence of her employees since she became the chief executive five years ago. She was known best for her knowledge of the health-care business, her outstanding judgment, and particularly the warmth and sensitivity she showed all hospital employees.

She established three employee advisory panels from which she sought suggestions, and she would often walk the hospital floors to ask how things were going with the employees and medical staff. Her staff memos and email messages were extremely popular because of their candor, honesty, and humor.

Unfortunately, the president's assistant had difficulty meeting the CEO's high standards and eventually was terminated. The disgruntled employee contacted the local daily newspaper and accused the CEO of embezzlement of funds, harassment, and discrimination. A campaign was conducted by the disgruntled employee to seek the termination of the CEO through community and board action.

The CEO took a temporary leave of absence while an investigation was conducted by the board of directors. In the meantime, a group of first-shift employees met after work to plan its own campaign to register its strong support for the CEO. More than 80 percent of the employees and medical staff signed a "show of support" form for the CEO and a rally was held in the parking lot.

The hospital's executive vice president and COO, who was named the interim CEO during the investigation, kept employees and medical staff informed about the situation through memos and email messages. Employees were self-motivated to write letters to the editor of the local newspaper and sought additional support from local political officials.

The investigation soon ended. The CEO was reinstated, and the community gained a better appreciation of the strong support she had earned as the CEO. She is now in great demand as a speaker on management, leadership, and employee communication and is widely recruited for other CEO positions within the health-care industry.

### **Required**

- a) 'Crisis communication begins before a crisis happens'. In light of this statement, describe 3 proactive measures that the hospital ought to have put in place to minimize the effect of the crisis **(9 Marks)**
- b) Justify the choice of internal communication channels used by the employees in their campaign. **(3 Marks)**
- c) Analyse three lessons drawn from this article regarding crisis management **(6 Marks)**
- d) Explain, in a hierarchical order, the members of staff in that healthcare institution who should have spearheaded the crisis management talks. **(3 Marks)**
- e) Apply Marshall McLuhan's and John Fiske's idea on a specific communication related matter within a healthcare institution set-up. **(9 Marks)**

### **Question 2 (20 Marks)**

St. James Hospital in Westlands area of Nairobi is a 400-bed multi-specialty community hospital providing ambulatory care, acute care, and psychiatric care services to residents living within the suburbs of Museum Hill, Parklands and Chiromo. The population of this area is multi-cultural with nearly one-third of the population born overseas and thirty percent speaking a language other than English. The population of the area also differs from the population of Westlands in other demographic characteristics. These differences have presented the management and staff of St. James Hospital with special socio-cultural, financial, and communication challenges.

### **Required:**

Describe five cross-cultural challenges that the management and staff of this hospital may face, and in each case, indicate how you would overcome the barrier.

### **Question 3 (20 Marks)**

- a) Modern day employment interviews are twofold: the employer interviews the candidate as the candidate interviews the organization. With an example from a healthcare institution in each case, describe three management communication related practices that employees look for in an organisation that they are interested in working for. Examine the practice before, during and after the interview. **(12 Marks)**
- b) Using relevant examples, briefly explain, 4 ways in which you can use communication to improve relations with your internal publics. **(8 Marks)**

**Question 4 (20 Marks)**

Public Relations is both an art and a science. It can and should be measured.

**Required:**

- a) Explain 4 reasons why public relations effort should be measured. **(8 Marks)**
- b) Evaluation of public relations activities is done at various levels. With reference to a campaign of your choice within a healthcare institution, describe 3 ways in which you can measure effort at each of the following levels: **(12 Marks)**
  - i. Production
  - ii. Message Exposure.