



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

HCM 8110: MANAGEMENT COMMUNICATION AND MEDIA RELATIONS

Date: Wednesday, 17th March 2021

Time: 3 Hours

Instructions

Answer question one (1) in part A, and any two (2) questions in part B

PART A: Compulsory Question

Question 1 (24 Marks)

The press release from the Cabinet Secretary of Health in Kenya (see included) is about the return-to-work formula, and it is addressed to a number of stakeholders who may have different goals and are likely to be impacted in different ways by this communication. One of the key stakeholders is the media who can choose the way in which this press release can be reported.

- a) Highlight the key stakeholders targeted by this press release and the perceived intended impact. **(6 marks)**

- b) Analyse and explain the role of media relations in the process of communication and link your discussion to the press release from the Cabinet Secretary. **(6 marks)**

- c) Explain what good media relation practices are and discuss four (4) effective ways and in which the Cabinet Secretary can relate with the media.

(12 Marks)

PART B

Select ANY TWO questions from this part.

Question 2 (18 Marks)

Technology development has changed the way communication takes place and the constant development mean that there are many new ways in which an organisation can use technology to communicate with its audience. Digital and social media in particular has gained a lot of attention and has been adopted widely by many organisations. Using the example of your organisation, examine;

- a) The use of digital and social media in management communication and explain two (2) challenges and two (2) benefits of using digital and social media in communicating in your organisation.

(8 marks)

- b) Four (4) tools commonly used by your organisation to communicate with their internal and external audience and show the benefits as well as the challenges of each tool within your organisation.

(10 marks)

Question 3 (18 Marks)

An organisation has many different stakeholders, and they can vary in some sectors such as healthcare. Ensuring effective communication with all relevant audiences requires careful considerations and mapping of the stakeholders and assessing what value and impact they have on an organisation.

- a) Examine the three different levels of an organisation's stakeholders.

(6 marks)

- b) There are several ways to determine and map the stakeholders of an organisations, using processes such as the Salience model.
 - i. Explain how the Salience model works and highlight the key components of the model, using relevant examples to explain.

(4 marks)
 - ii. Identify four (4) stakeholder classifications of the Salience model and show how you can engage with them.

(8 marks)

Question 4 (18 Marks)

Management communication takes many different forms which enables the efficient and effective running of an organisation. A key consideration in effective communication is the style that each of us broadly fall into, that can impact the effectiveness of communication. As a manager in your healthcare organisation, demonstrate, with examples, the following.

- a) The different ways in which communication should flow in your organisation to ensure that you have engaged with relevant stakeholders. **(6 marks)**
- b) Highlight the different personal styles of communication and discuss how each can impact your message. **(12 marks)**

Question 5 (18 Marks)

Many organisations consider public relations (PR) an important part of their process of engaging with their various stakeholders. Assume that you work for an organisation that does not currently engage in PR activities and your task is to highlight to the organization's leadership about the role of PR.

- a) Explain to your organisation's leadership, what PR is and using relevant examples, show three (3) key roles it plays in management communication. **(8 marks)**
- b) Successful PR campaigns require careful planning. Provide a detailed discussion on how your organisation can plan a PR campaign, clearly identifying four (4) key points that you consider important in that planning process. **(10 marks)**