INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

# FACULTY OF BUSINESS MANAGEMENT

## END OF SEMESTER EXAMINATIONS - AUGUST 2025

**PROGRAMME: MBA**
**YEAR/SEM: YEAR 1/SEMESTER 1**
**COURSE CODE: MBA 714**
**NAME: ADVANCED COMMUNICATION SKILLS AND CRITICAL THINKING**

**DATE:**
**TIME:**

**INSTRUCTIONS TO CANDIDATES:**

## SECTION A

*Section A is compulsory*

**Question 1:**

### Case Scenario:

Global Tech Solutions, a multinational company, recently assembled a virtual project team with members from Uganda, India, Germany, and Japan to work on a product launch. Maria, the team leader from Spain, noticed growing tensions and a lack of cohesion within the group. Some members complained that their suggestions were being ignored, while others often remained silent during online meetings.

Maria also observed that emails were frequently misunderstood — with some members interpreting direct messages as rude or aggressive, while others complained about vague and unclear instructions. Despite everyone having excellent technical skills, project deadlines were constantly missed, and morale was dropping.

Maria decides to conduct a communication workshop to address these issues and improve collaboration.

a. **Identify the major communication problems in this case. (10 marks)**

b. **Explain how cultural differences can affect communication in a diverse team. (8 marks)**

c. **What advanced communication strategies could Maria use to promote better understanding and team cohesion? (8marks)**

d. **How can emotional intelligence improve communication in virtual multicultural settings? (8 marks)**

e. **Suggest three ways to ensure clarity and effectiveness in written communication, especially in emails. (6 marks)**

**Question 2:**

**At Blue Wave Advertising Agency, tension arose between the creative and marketing teams. The marketing team accused the creative team of being uncooperative and failing to meet campaign requirements. In**

**contrast, the creative team felt they were underappreciated and constantly criticized unfairly.**

**During a team meeting meant to address these issues, voices were raised, and no consensus was reached. The manager, James, realized that poor listening, lack of feedback skills, and emotional outbursts were affecting team performance. He decides to hold one-on-one sessions followed by a conflict resolution workshop focusing on advanced communication skills.**

**a. What role did poor listening and feedback play in the conflict between the teams? (10 marks)**

**b. How can active listening help resolve workplace misunderstandings? (8 marks)**

**c. Propose effective feedback techniques James should introduce during the conflict resolution workshop. (8 marks)**

**d. Explain the importance of managing emotions during difficult conversations. (8 marks)**

**e. Suggest communication tools or models that could help in resolving such conflicts constructively. (6 marks)**

## SECTION B

*Chose any THREE questions from section B*

**Question 1:**

Explain the process and importance of active listening in professional communication. What techniques can improve listening skills? ( 20 Marks)

**Question 2:**

Analyze the role of emotional intelligence in enhancing communication effectiveness, especially in high-pressure situations.

( 20 Marks)

**Question 3:**

Describe the barriers to effective communication in organizations. How can these barriers be overcome?

( 20 Marks)

**Question 4:**

Explain the components of effective communication and how they contribute to mutual understanding in a professional setting.

( 20 Marks)

**Question 5:**

Discuss the role of feedback in communication. How can constructive feedback improve performance and relationships?

( 20 Marks)

**Question 6:**

Examine the impact of digital communication tools (e.g., emails, video conferencing, instant messaging) on business communication.

( 20 Marks)

**Question 7:**

What is persuasive communication? Discuss strategies that enhance persuasion in business or leadership contexts.

( 20 Marks)

**Question 8:**

How can conflict resolution skills be enhanced through effective communication?( 20 Marks)

**Question 9:**

Define critical thinking. Why is it considered an essential skill in academic, professional, and everyday decision-making?

( 20 Marks)

**Question 10:**

How can biases and assumptions negatively affect critical thinking? What strategies can individuals use to recognize and overcome them?

( 20 Marks)

**Question 11:**

**Discuss the importance of non-verbal communication in interpersonal interactions.**
**( 20 Marks)**

**Question 12:**

Describe how cultural differences influence communication styles. How can professionals develop cross-cultural communication competence? ( 20 Marks)