INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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:

Internal Communication Challenges at Global Connect Ltd

Global Connect Ltd is a fast-growing telecommunications company operating in East Africa. The company recently expanded its operations to three new countries, but internal communication became a major challenge. Departments in different regions used different communication platforms, leading to confusion and duplication of work.

Top management relied heavily on email for decision-making, while field officers preferred instant messaging applications. Some managers ignored team input, resulting in poor morale and a sense of exclusion. Cultural differences also influenced communication styles for example, employees in Uganda valued polite indirect communication, whereas staff in Kenya and Rwanda preferred directness and brevity.

A new Communications Director, Mr. Emmanuel, was hired to address these issues. He introduced a corporate communication policy, standardized digital communication tools, and encouraged participatory meetings through video conferencing. In addition, he organized intercultural communication training and emphasized the importance of emotional intelligence in leadership communication.

After six months, communication improved significantly, with faster decision-making, better coordination among departments, and enhanced employee satisfaction.

a) Identify and explain four major communication problems that existed at Global Connect Ltd before Mr. Emmanuel’s intervention. (8 marks)

b) Analyze how technological diversity affected communication effectiveness in the company. (6 marks)

c) Discuss three benefits of the corporate communication policy introduced by Mr. Emmanuel. (6 marks)

d) Explain how intercultural communication competence can promote harmony in multinational organizations. (8 marks)

e) Describe the role of emotional intelligence in improving workplace communication. (6 marks)

f) Suggest two recommendations for sustaining effective communication in a growing multinational organization. (6 marks)

Question 2:

The CEO’s Speech Gone Wrong

During a company’s end-of-year party, the CEO decided to give an impromptu speech. However, she used complex vocabulary, quoted difficult theories, and failed to consider that most employees were non-professionals. Her tone was harsh, and her body language appeared intimidating. Employees left the meeting demotivated and confused.

Questions

a) What were the major communication mistakes made by the CEO? **(10 Marks)**

b) How did non-verbal communication contribute to the failure of the speech? **(10 Marks)**

c) Describe the principles of effective communication that were violated. **(10 Marks)**

d) If you were a communication advisor, how would you help the CEO improve her delivery next time? **(10 Marks)**

SECTION B

Chose any three questions from section B where each Question carries 20 Marks

Question 1:

Define communication and explain its key elements with relevant examples

Question 2:

Discuss the functions of communication in an organization.

Question 3:

Compare and contrast verbal and non-verbal communication, giving examples of each.

Question 4:

Examine the major barriers to communication and the strategies to overcome them.

Question 5:

With the help of diagrams, explain the three models of communication: Lasswell, Shannon & Weaver, and Osgood & Schramm.

Question 6:

Analyze the role of communication in leadership and management, giving examples of effective communication strategies used by leaders.

Question 7:

Explain the concept of persuasive communication and discuss techniques that enhance persuasion in professional interactions

Question 8:

Discuss the relevance of audience analysis before making a speech

Question 9:

Explain the deterninants of a speeh to make it more meaningful for all those present.

Question 10:

With the help of a diagram, explain the communication process.

Question 11:

With examples, explain how you would structure a persuasive speech.

Question 12:

Explain how critical thinking can improve decision-making in a business environment, giving at least three practical examples.