



Pan Africa
Christian University

PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR OF ARTS IN
COMMUNICATION**

JANUARY-APRIL 2026 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNICATION, LANGUAGES, AND LINGUISTICS

COURSE CODE: COM 401

COURSE TITLE: ORGANIZATIONAL COMMUNICATION

INSTRUCTOR: DR. CALEB RATEMO

INSTRUCTIONS

Read the instructions and questions carefully before you write the answers.

Section A is Compulsory. Attempt any TWO questions from Section B.

QUESTION ONE (COMPULSORY) – 10 MARKS

A county government department has experienced low employee morale, frequent internal conflicts, and resistance to new digital reporting systems.

a) Analyse FOUR ways in which organizational culture may be contributing to the challenges facing the department.

(4 marks)

b) Examine THREE ways managerial communication can address employee resistance to technological change.

(3 marks)

c) Propose THREE organizational communication strategies that can improve employee relations and performance in this context.

(3 marks)

SECTION B; ANSWER THREE QUESTIONS

QUESTION TWO – 10 MARKS

“Effective management of workforce diversity in multinational organizations operating in Kenya enhances organizational effectiveness, but also presents communication challenges that require proactive leadership to promote inclusivity and positive human relations.” Discuss

QUESTION THREE – 10 MARKS

An organization undergoing rapid expansion has reported increased internal conflicts between departments.

a) Analyse FOUR organizational factors that may contribute to interdepartmental conflict during periods of change.

(4 marks)

b) Examine THREE ways communication systems may prevent or escalate organizational conflict.

(3 marks)

c) Recommend THREE conflict management approaches leaders can adopt to sustain productivity.

(3 marks)

QUESTION FOUR – 10 MARKS

A newly recruited employee struggles to adapt to the norms, communication styles, and expectations of an established organization.

a) Assess FOUR ways organizational socialization processes influence employee integration and performance.

(4 marks)

- b) Examine THREE roles informal communication networks play in shaping employee behaviour within organizations.
(3 marks)
- c) Evaluate THREE ways organizational culture can support or hinder effective socialization.
(3 marks)

QUESTION FIVE – 10 MARKS

A private firm has been accused of unethical communication practices, including misleading internal memos and lack of transparency in decision-making.

- a) Analyse FOUR ethical and legal implications of unethical communication practices in organizations.
(4 marks)
- b) Assess THREE ways leadership communication can restore trust and credibility after an ethical breach.
(3 marks)
- c) Design THREE communication measures organizations can implement to promote ethical behaviour and accountability.
(3 marks)