

The
Management
University
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DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA COMMON UNIT

DCU 100 : COMMUNICATION SKILLS

DATE: 3RD AUGUST 2026

DURATION: 2 HOURS

**MAXIMUM
MARKS: 70**

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

VIRTUAL CHAOS AT VITALINK LTD

Vitalink Ltd., a mid-sized tech startup in Nairobi, recently shifted to a fully remote working model. The CEO believed it would improve productivity and reduce overhead costs. However, within three months, the company saw a spike in employee turnover, missed deadlines, and customer dissatisfaction. Internally, employees complained of poor coordination, confusion over responsibilities, and feelings of isolation.

A recent internal audit revealed:

- Overreliance on WhatsApp for official communication
- Important updates shared informally or not at all
- Managers using personal emails instead of company domains
- Zoom fatigue due to excessive meetings without clear agendas
- Lack of feedback mechanisms and broken communication loops
- Promotional messages to clients were inconsistent and often duplicated

Despite introducing Slack, Google Workspace, and Asana, few staff members were trained to use them effectively. Moreover, leadership communication lacked emotional intelligence and motivation. Efforts at AI automation—like chatbots for customer queries—led to public frustration due to poor design and errors.

Now, the CEO has hired you as a communication consultant to resolve the issues and realign the company's communication strategies with its operational goals.

Required:

- a) Identify and explain at least five major communication breakdowns in the case.

(10 marks)

- b) Propose a comprehensive internal and external communication strategy that addresses the breakdowns while integrating modern digital tools and emerging trends.

(10 marks)

- c) Discuss how leadership communication and emotional intelligence can be leveraged to enhance virtual collaboration and team morale. Include at least three practical interventions.

(10 marks)

QUESTION TWO

- a) Differentiate between written, and visual communication. Provide one realistic organizational scenario for each where its use would be most effective.

(6 marks)

- b) Evaluate how formal and informal communication networks influence workplace decision-making.

(4 marks)

QUESTION THREE

- a) A company is preparing to launch a new product. Using the principles of communication, design a brief outline for a promotional strategy incorporating personal selling, public relations, and direct mail. **(6 marks)**

- b) Assess the ethical implications of using AI-driven marketing communication tools in advertising and customer engagement.

(4 marks)

QUESTION FOUR

- a) Critically analyze the role of communication in conflict resolution within managerial functions. Support your answer with an example of a workplace conflict and how it can be resolved through strategic communication. **(6 marks)**

- b) Discuss two advantages and two disadvantages of remote work on organizational communication, referencing current trends.

(4 marks)

QUESTION FIVE

- a) Develop a framework for cybersecurity and ethical use of communication technology in an organization dealing with sensitive customer data. **(6 marks)**
- b) Explain how misinformation can impact business reputation and customer trust. Propose two strategies to counter such risks.
(4 marks)

QUESTION SIX

- a) Compare and contrast three digital communication platforms used in professional settings. Highlight one advantage and one limitation for each. **(6 marks)**
- b) Describe how data privacy concerns affect professional communication and suggest two practical measures organizations should implement. **(4 marks)**