

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MKT 321: INTEGRATED MARKETING COMMUNICATION

DATE: 15TH APRIL 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 **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 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:

Zawadi Cosmetics, a homegrown beauty company in Kenya, has made steady gains over the past five years by appealing to urban millennials with its line of organic skin and hair care products. In a bid to expand its market, the company decided to rebrand in 2024 under a new name – “Pulse of Africa” – aiming to reposition itself as a Pan-African lifestyle brand.

The rebranding process was driven by a need to connect with the emotional and cultural identity of younger African consumers. The company engaged a creative agency to craft a comprehensive integrated marketing communication strategy. They developed a new brand slogan – *“Beauty by Nature, Bold by Identity”* – and launched campaigns on YouTube, TikTok, and Instagram using African influencers and content creators to narrate stories of African beauty, identity, and resilience.

A key part of the campaign included a documentary series featuring real-life users of Pulse of Africa products from across the continent, whose testimonials were embedded in micro-stories tailored to specific markets like Ghana, Nigeria, and South Africa. While the social media engagement rates were impressive, traditional media outlets remained less responsive.

Internally, the company faced challenges in aligning its departments with the new brand messaging. The sales team complained that their promotional materials were outdated, while customer service struggled to understand the new brand tone. Furthermore, the company had not fully updated its website or packaging by the launch date, leading to customer confusion and some backlash.

Now halfway through the campaign, Pulse of Africa's marketing team has been tasked with evaluating the communication strategy's impact, optimizing the media spend, and ensuring alignment across departments.

Required:

- a) Identify and explain the key elements of the Integrated Marketing Communication (IMC) strategy used in this case. **(8 MARKS)**

- b) Analyze the internal communication challenges faced by the company during the rebranding campaign. Suggest practical solutions to overcome them.

(6 MARKS)

- c) Based on the situation described, recommend how Pulse of Africa can improve the alignment of traditional and digital communication channels in the second half of the campaign.

(6 MARKS)

- d) Explain how Pulse of Africa could measure the effectiveness of their IMC campaign using appropriate metrics.

(5 MARKS)

QUESTION TWO

- a) You are the marketing director for a startup launching eco-friendly fashion in East Africa. Apply a communication model of your choice to illustrate how you would design the communication flow to ensure customer engagement, brand awareness, and feedback.

(5 MARKS)

- b) A regional social media influencer posts a negative review of your product based on a misunderstanding. Analyze the effects of personal influence in this situation and explain how you would manage the situation using communication principles.

(5 MARKS)

- c) Distinguish between linear and interactive communication approaches, and recommend which is more effective in managing brand conversations in real-time digital platforms. Justify your answer with an example.

(5 MARKS)

QUESTION THREE

- a) Imagine you are launching a new premium organic juice. Use cognitive or perception theories to design a message that would attract health-conscious university students.

(5 MARKS)

- b) A customer's attitude toward a local restaurant changed after a food blogger gave a scathing review. As a communication consultant, explain how you would use attitude-change strategies to rebuild the brand's image

(5 MARKS)

- c) Discuss how businesses can use understanding of consumer memory and learning to design more impactful advertising campaigns. Provide an example. **(5 MARKS)**

QUESTION FOUR

- a) A company that sells e-learning solutions is struggling to convert website visitors into customers. Using the consumer decision-making process, identify where the problem might be and how to solve it. **(5 MARKS)**
- b) A mobile phone brand wants to sell to both Gen Z consumers and corporate executives. Recommend two different target marketing strategies it should use for each group. **(5 MARKS)**
- c) Based on involvement theory, explain how consumer responses might differ between high-involvement (e.g., real estate) and low-involvement (e.g., toothpaste) products in communication design. **(5 MARKS)**

QUESTION FIVE

- a) A local health NGO wants to run a campaign promoting mental health among youth. Draft a campaign plan outline including key research, media, and budgeting considerations. **(5 MARKS)**
- b) Your school is hosting a regional entrepreneurship conference. Recommend three marketing communication tools to attract students, corporate sponsors, and the general public. Justify each tool. **(5 MARKS)**
- c) A fintech company wants to promote its app in rural Kenya. Propose an integrated media strategy using both traditional and digital platforms to maximize reach. **(5 MARKS)**

QUESTION SIX

- a) You are a communications consultant for a government anti-corruption agency. Explain how you can ensure that your campaign is ethically sound and avoids unintended consequences, especially on social media **(5 MARKS)**
- b) Evaluate how the interdependence between organizations and information systems influences how businesses approach integrated marketing communications in the digital age. Use a relevant example. **(5 MARKS)**
- c) Given the rise of artificial intelligence and chatbots, Assess three emerging trends in marketing communication that brands should adopt to stay competitive in the next 5 years. Explain the strategic impact of each.

(5 MARKS)