



**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 4 December 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**This paper has seven (7) questions. Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Distinguish between an “advisory committee” and an “executive committee”. (4 marks)
  - (b) Explain **SIX** reasons why interpersonal communication is essential at the workplace. (6 marks)
  - (c) Analyse the importance of each of the **FIVE** stages of the listening process of communication. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) With reference to report writing:
    - (i) Highlight **FOUR** functions of the introduction part of a report. (4 marks)
    - (ii) Discuss **FOUR** reasons why reports are important tools in an organisation. (8 marks)
  - (b) Analyse **FOUR** approaches that a communication manager might use to prevent the spread of rumours in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** factors that could contribute to effective oral communication. (4 marks)
  - (b) Describe **THREE** major innovations that are reshaping the practice of communication in the 21<sup>st</sup> Century. (6 marks)
  - (c) Discuss **FIVE** reasons why online surveys have become more popular in business organisations. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Identify **FOUR** situations in which an organisation might issue a circular letter to the public. (4 marks)
  - (b) You have been appointed as a team leader in a group discussion. Discuss **FOUR** approaches that you could use to address the communication barriers within the group. (8 marks)
  - (c) Analyse **FOUR** benefits of giving feedback to customers in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise **FIVE** features of an effective curriculum vitae (CV). (5 marks)
  - (b) Highlight **FIVE** disadvantages associated with social media communication. (5 marks)
  - (c)
    - (i) Explain the meaning of “vertical communication”. (2 marks)
    - (ii) Discuss **FOUR** circumstances that may require an organisation to use vertical communication. (8 marks)
- (Total: 20 marks)**

### QUESTION SIX

- (a) (i) Explain the meaning of “ethical communication”. (2 marks)
- (ii) Examine **FOUR** organisational factors that might cause employees to engage in unethical behaviour. (8 marks)
- (b) Discuss **FIVE** guidelines that can be used to improve the understanding and interpretation of non-verbal communication. (10 marks)
- (Total: 20 marks)**

### QUESTION SEVEN

- (a) Highlight **FIVE** disadvantages of audio-visual communication. (5 marks)
- (b) Outline **SEVEN** reasons why most of the professionals prefer to use presentation softwares during conferences. (7 marks)
- (c) Describe **FOUR** characteristics of a good proposal. (8 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**  
**COMMUNICATION SKILLS**

**MONDAY: 21 August 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Highlight **FIVE** benefits of using visual aids in presentations. (5 marks)
- (b) Confidentiality is an ethical concern with regard to virtual meetings.

With reference to the above statement, explain **FIVE** measures that could be instituted to ensure confidentiality of virtual meetings' in an organisation. (5 marks)

- (c) Discuss **FIVE** differences between a “speech” and a “presentation”. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Identify **FIVE** roles of a receiver in eliminating barriers to communication. (5 marks)
- (b) Explain **FIVE** merits of digital communication in an organisation. (5 marks)
- (c) Analyse **FIVE** factors to consider when carrying out audience analysis. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** factors that a communication manager might consider when making negative organisational announcements. (4 marks)
- (b) Assess **FOUR** benefits that could accrue to an organisation from hosting webinars. (8 marks)
- (c) In the 21<sup>st</sup> Century, digital media has been identified as a key breeding ground for poor etiquette that has created negative public image to many organisations.

With reference to the above statement, explain **FOUR** strategies that you could apply to enhance high standards of etiquette in online communication. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise **FOUR** guidelines that you could follow in developing coherent paragraphs. (4 marks)
- (b) Analyse **FOUR** factors that an interviewee might take into account when preparing for a job interview. (8 marks)
- (c) Discuss **FOUR** limitations of upward communication. (8 marks)

**(Total: 20 marks)**

#### QUESTION FIVE

- (a) In relation to persuasive messages, highlight **FOUR** techniques that you could use to persuade and convince a hostile audience. (4 marks)
  - (b) Examine **FOUR** categories of communication barriers that occur within the communication process. (8 marks)
  - (c) Discuss **FOUR** reasons why face-to-face meetings are more popular than online meetings. (8 marks)
- (Total: 20 marks)**

#### QUESTION SIX

- (a) Outline **FOUR** strategies that could be used to improve non-verbal communication. (4 marks)
  - (b) Highlight **FOUR** functions of the minutes of a meeting. (4 marks)
  - (c) Explain **FOUR** factors to consider when designing a questionnaire. (4 marks)
  - (d) Discuss **FOUR** reasons why a supervisor could prefer to use formal communication when giving instructions to an employee. (8 marks)
- (Total: 20 marks)**

#### QUESTION SEVEN

- (a) State **THREE** characteristics of a good report. (3 marks)
  - (b) Explain **THREE** roles of verbal communication. (3 marks)
  - (c) Outline **FOUR** factors that could lead to a successful virtual presentation. (4 marks)
  - (d) Analyse **FIVE** limitations of group decision making process. (10 marks)
- (Total: 20 marks)**

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**CPA FOUNDATION LEVEL**  
**COMMUNICATION SKILLS**

**MONDAY: 24 April 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Explain **FOUR** sources of secondary data that you could use to gather information on a research topic. (4 marks)
- (b) Outline **SIX** factors that you might put into consideration when writing a job application letter. (6 marks)
- (c) Analyse **FIVE** strategies which a management team could apply to improve digital communication at the workplace. (10 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Explain **FIVE** advantages of using questionnaires to collect research data. (5 marks)
- (b) Highlight **FIVE** factors you could take into account to enhance clarity when writing business documents. (5 marks)
- (c) Describe **FIVE** elements of the listening process. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a)
  - (i) Explain the term “grapevine communication”. (2 marks)
  - (ii) Summarise **FIVE** reasons why grapevine communication is essential in an organisation. (5 marks)
- (b) Explain **FIVE** techniques that could be used while creating effective persuasive messages. (5 marks)
- (c) You have been appointed as a moderator in a meeting. Discuss **FOUR** roles you could play to achieve an effective discussion. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Highlight **FIVE** errors that could be avoided while delivering a presentation. (5 marks)
- (b) State **FIVE** benefits of telecommuting to an employee. (5 marks)
- (c) Discuss **FIVE** measures that a manager could take to enhance ethical communication in an organisation. (10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **FOUR** examples of unethical behaviour in business communication. (4 marks)
- (b) With relevant examples, discuss **FOUR** ways in which non-verbal communication could reinforce verbal communication. (8 marks)
- (c) Analyse **FOUR** communication barriers that might be caused by the organisation set-up. (8 marks)

**(Total: 20 marks)**

### QUESTION SIX

- (a) Highlight **FOUR** elements of a good report. (4 marks)
  - (b) Explain **SIX** guidelines that might be considered while designing effective visual aids for a presentation. (6 marks)
  - (c) Discuss **FIVE** benefits of constituting an independent formal committee to resolve employee conflicts. (10 marks)
- (Total: 20 marks)**

### QUESTION SEVEN

- (a) Highlight **FIVE** reasons why an introduction session is vital in an oral presentation. (5 marks)
  - (b) Explain **FIVE** guidelines that an interviewer could observe while conducting a semi-structured interview. (5 marks)
  - (c) Discuss **FIVE** reasons why suggestion boxes are essential in an organisation. (10 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 5 December 2022. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) State **FOUR** characteristics of non-verbal communication. (4 marks)
  - (b) Explain **FOUR** benefits of effective listening. (8 marks)
  - (c) Analyse **FOUR** factors that make business letters valuable communication tools in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Outline **FOUR** preparatory duties performed by a secretary before a meeting is convened. (4 marks)
  - (b) You have been appointed as a communications manager in an organisation.  
Explain **FOUR** ways in which you could use the 7Cs of communication. (8 marks)
  - (c) Discuss **FOUR** causes of informal communication in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** characteristics of a good presenter. (4 marks)
  - (b) Explain the strategies that could be applied to overcome the following barriers to communication:
    - (i) Use of jargons. (2 marks)
    - (ii) Difference in perception. (2 marks)
    - (iii) Distortion. (2 marks)
    - (iv) Information overload. (2 marks)
  - (c) You have been asked to design a questionnaire to collect information on staff motivation in your organisation.  
Highlight **EIGHT** guidelines that you would take into account to ensure employees fill the questionnaire. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a)
    - (i) Explain the meaning of the term “ethical communication”. (2 marks)
    - (ii) Discuss **FOUR** reasons why ethical communication is essential in an organisation. (8 marks)
  - (b) You have been invited to give a public speech in a youth seminar.  
Analyse **FIVE** techniques you could use to arouse the audience at the introduction stage of the speech. (10 marks)
- (Total: 20 marks)**

### QUESTION FIVE

- (a) Highlight **FIVE** factors that could be considered when designing a brochure for an organisation. (5 marks)
  - (b) Identify **FIVE** ways in which wireless technology has enhanced modern communication. (5 marks)
  - (c) Describe **FIVE** factors that might be considered when communicating with people from different cultures. (10 marks)
- (Total: 20 marks)**

### QUESTION SIX

- (a) Highlight **FOUR** common complaints on the use of emails at the workplace. (4 marks)
  - (b) With reference to meetings:
    - (i) Explain **THREE** differences between “minutes” and “resolutions”. (6 marks)
    - (ii) Discuss **FIVE** strategies that could be applied in an organisation to overcome barriers associated with ineffective meetings. (10 marks)
- (Total: 20 marks)**

### QUESTION SEVEN

- (a) State **FOUR** objectives that could be achieved by using upward communication channels. (4 marks)
  - (b) Highlight **FIVE** factors that might be considered when replying to a request for credit from a loyal customer. (5 marks)
  - (c) Outline **FIVE** uses of bullets in a business letter. (5 marks)
  - (d) Summarise **SIX** factors that might be put into consideration when writing a business report. (6 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 1 August 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Distinguish between “solicited proposal” and “unsolicited proposal”. (4 marks)
  - (b) Explain four roles of a sender in the communication process. (4 marks)
  - (c) Analyse six circumstances which might necessitate a presenter to make use of visual aids. (12 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain four functions of non-verbal communication. (4 marks)
  - (b) Discuss four types of listening. (8 marks)
  - (c) Assume you are a manager in an organisation, describe four factors that you might take into consideration when giving oral instructions to employees to perform a task. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Justify five reasons why an executive summary is important in a report. (5 marks)
  - (b) Suggest five ways in which a code of conduct might assist an organisation in promoting ethical behaviour. (5 marks)
  - (c) You have been tasked by your organisation to create a media advertisement of a new product. Assess five factors that you may consider while creating the advertisement to avoid criticisms. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) (i) Explain the meaning of “letter of transmittal”. (2 marks)
  - (ii) Highlight four items that should be included in a letter of transmittal. (4 marks)
  - (b) Explain four physical barriers to effective communication. (4 marks)
  - (c) Citing relevant examples, analyse five effects of modern communication. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise five demerits of grapevine communication. (5 marks)
  - (b) Explain five tips that you could use when writing an official memo. (5 marks)
  - (c) You have been requested by a manager of Ring long organisation to write a speech for him for an occasion he had been invited as a guest. Describe ten preparatory steps you could take to develop an effective speech. (10 marks)
- (Total: 20 marks)**

### QUESTION SIX

- (a) Assess five roles of electronic communication in managing modern organisations. (5 marks)
- (b) Analyse five ways on how you could use voice to enhance effective presentation in an annual general meeting. (5 marks)
- (c) Highlight five ethical issues in communication. (5 marks)
- (d) Explain five roles of circulars and newsletters in communication. (5 marks)

**(Total: 20 marks)**

### QUESTION SEVEN

- (a) Summarise five powers of a person chairing a meeting. (5 marks)
- (b)
  - (i) Explain the meaning of “lateral communication”. (2 marks)
  - (ii) Assess five advantages of lateral communication. (5 marks)
- (c) Discuss four organisational barriers that might interfere with the transmission of information in an organisation. (8 marks)

**(Total: 20 marks)**

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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 4 April 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks. Do not write anything on this paper.**

**QUESTION ONE**

- (a) You have been nominated by your organisation to make a media announcement of a new product. Propose five factors that you might consider when choosing the media for press release. (5 marks)
  - (b) Explain five disadvantages of using questionnaires to collect information. (5 marks)
  - (c) With relevant examples, analyse five characteristics of a good sales speech. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) (i) Explain the meaning of “interpersonal communication”. (2 marks)
  - (ii) Analyse four reasons why good interpersonal communication is essential at the workplace. (8 marks)
  - (b) Examine five benefits of forming departmental committees as a strategy to improve internal communication in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Discuss five functions of non-verbal communication. (5 marks)
  - (b) Assess five benefits of conducting businesses through video conferencing in the 21<sup>st</sup> century. (5 marks)
  - (c) Examine five types of unethical behaviour in communication. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Propose five strategies that could be used to overcome sender-oriented barriers in a telephone conversation. (5 marks)
  - (b) Explain five disadvantages of written communication. (5 marks)
  - (c) Discuss five reasons why organisations prefer to use oral presentations than poster presentations when holding conferences. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight five uses of social media applications in business communication. (5 marks)
  - (b) (i) Explain the meaning of the term “memorandum”. (2 marks)
  - (ii) Outline three purposes of a memorandum. (3 marks)
  - (c) Describe the five steps of the listening process. (10 marks)
- (Total: 20 marks)**

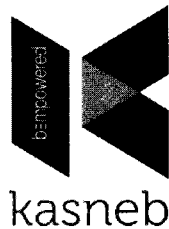
**QUESTION SIX**

- (a) Summarise six features of a good business proposal. (6 marks)
- (b) Explain six areas that should be included in a formal report. (6 marks)
- (c) Discuss four steps that an organisation could take to enhance ethical communication. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Highlight four key elements that should be considered when writing a paragraph. (4 marks)
- (b) Summarise four commonly used methods of upward communication in business. (4 marks)
- (c) Assess six factors that could contribute to ineffective group communication. (12 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**WEDNESDAY: 15 December 2021.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions. ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Outline ten rules for effective writing of business letters. (10 marks)
  - (b) Analyse five types of meetings that could be held by an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Outline five roles of a secretary during a meeting. (5 marks)
- (b) Explain five advantages of using wireless networks. (10 marks)
- (c) There are many achievements that have been made in the East Africa telecommunication sector over the last decade. Among them is the modern marvels of technology in teleconferencing.

With reference to the above statement, list five advantages of teleconferencing. (5 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Identify six internal communication challenges in an organisation. (6 marks)
  - (b) Summarise six types of non-verbal communication. (6 marks)
  - (c) Analyse four principles of ethical communication. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Quite often, senior management officers in an organisation are called upon to deliver oral presentations in various forums within and out of the organisation.

In relation to the above statement, propose five steps followed in the preparation stage of a presentation. (10 marks)

- (b) Explain five benefits of external communication to a business organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Describe the three stages of interpersonal communication. (6 marks)
  - (b) Explain five sections of a formal report. (10 marks)
  - (c) Outline four factors that might be considered while presenting a business proposal. (4 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight six guidelines which are likely to be followed when designing a notice of a meeting. (6 marks)
- (b) Outline four features of each of the following types of interviews:
- (i) Screening interviews. (4 marks)
  - (ii) Selection interviews. (4 marks)
- (c) Discuss six benefits of social media to an organisation. (6 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Summarise five limitations of face to face communication in an organisation. (10 marks)
- (b) Good listeners actively try to overcome barriers to successful listening.

In relation to the above statement, examine five differences between effective listeners and ineffective listeners.

(10 marks)

**(Total: 20 marks)**

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**CPA FOUNDATION LEVEL**

**PILOT PAPER**

**COMMUNICATION SKILLS**

**December 2021.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

- (a) Identify six merits of grapevine communication in an organisation. (6 marks)
  - (b) Distinguish between “active listening” and “emphatic listening”. (4 marks)
  - (c) Examine five ways in which written communication could be made reader friendly. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) In the context of communication process, define the following terms:
    - (i) Encoding. (2 marks)
    - (ii) Decoding. (2 marks)
    - (iii) Feedback. (2 marks)
  - (b) Outline six ways through which management could enhance the effectiveness of vertical communication. (6 marks)
  - (c) Discuss four merits of effective listening. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight eight benefits of using non-verbal cues in communication. (8 marks)
  - (b) Analyse six essentials of a good business letter. (12 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Outline five roles played by the secretary after a meeting. (5 marks)
  - (b) Identify five non-verbal signals that could indicate positive communication. (5 marks)
  - (c) Discuss five psychological barriers to communication. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight six benefits that could accrue to an organisation from the use of intranet. (6 marks)
  - (b) Distinguish between “interpersonal” and “intrapersonal” communication. (4 marks)
  - (c) Examine five guidelines that a speaker could follow to ensure effective presentation. (10 marks)
- (Total: 20 marks)**

### QUESTION SIX

- (a) Justify five reasons why it is important to observe ethics during a presentation. (5 marks)
  - (b) Identify five challenges associated with interviews. (5 marks)
  - (c) Assess five characteristics of a good report. (10 marks)
- (Total: 20 marks)**

### QUESTION SEVEN

- (a) Outline eight roles played by a chairperson in a meeting. (8 marks)
  - (b) Highlight six benefits that an organisation could achieve from effective communication. (6 marks)
  - (c) Explain three factors that could guide a presenter while choosing a topic for presentation. (6 marks)
- (Total: 20 marks)**
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