



CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) (i) Explain the meaning of the term “index” in the context of records management. (2 marks)
 - (ii) Highlight **FIVE** factors that could be considered while choosing the type of indexing system to be used in an organisation. (5 marks)
 - (b) Identify **FIVE** benefits of extranet network to an organisation. (5 marks)
 - (c) Discuss **FOUR** items that could be included in a newsletter of a company. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline **FOUR** challenges associated with grapevine communication. (4 marks)
 - (b) Explain **SIX** strategies that could be applied to improve record maintenance and access in an organisation. (6 marks)
 - (c) With reference to reports:
 - (i) Identify **FIVE** items that could be included in the terms of reference. (5 marks)
 - (ii) Summarise **FIVE** items that could be included in the appendix. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) List **FIVE** demographic factors that a speaker could consider while carrying out an audience analysis. (5 marks)
 - (b) In relation to records retrieval, summarise **FIVE** types of information that are included in a charge-out log. (5 marks)
 - (c) With regard to information technology and communication, distinguish between “video conference” and “webinar”. (4 marks)
 - (d) Analyse **THREE** characteristics of poor listeners. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) List **FOUR** situations when it would be appropriate to use telephone communication instead of email. (4 marks)
 - (b) Analyse **FOUR** key principles of an effective record management system. (8 marks)
 - (c) Discuss **FOUR** factors that the chairperson could consider while determining participants to be invited to a meeting. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight **SIX** characteristics of effective communication. (6 marks)
 - (b) Identify **SIX** essential features of a valid notice of a meeting. (6 marks)
 - (c) Ethical communication is essential for upholding a strong culture of compliance in the workplace.
- Discuss **FOUR** factors that could influence Ethical Communication. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Outline **FIVE** differences between “verbal communication” and “non-verbal communication”. (5 marks)
- (b) Explain **FIVE** advantages of online surveys. (5 marks)
- (c) Discuss **FIVE** ways in which social media has enhanced communication in organisations. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Highlight **FOUR** types of information that could be conveyed through upward communication in an organisation. (4 marks)
- (b) Summarise **THREE** differences between “interpersonal communication” and “intrapersonal communication”. (6 marks)
- (c) Explain **FIVE** disadvantages of written communication. (10 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) Outline **SIX** guidelines for drafting an effective memorandum. (6 marks)
- (b) Explain **FOUR** characteristics of active records. (4 marks)
- (c) “Despite the popularity of online meetings, most organisations prefer face to face meetings”.

Discuss **FIVE** reasons which make face to face meetings preferable to online meetings. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Highlight **SIX** tips of holding an effective telephone conversation. (6 marks)
- (b) Explain **FOUR** characteristics of archived records. (4 marks)
- (c) Discuss **FIVE** benefits an organisation gains by using intranet. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Summarise **FOUR** benefits of destruction as a method of records disposal. (4 marks)
- (b) Highlight **FOUR** guidelines to be followed when preparing a circular. (4 marks)
- (c) Explain **FOUR** non-verbal cues that a speaker could use to deliver an effective presentation. (4 marks)
- (d) Analyse **FOUR** reasons why team communication is important to business success. (8 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) State **SIX** objectives of writing minutes of a meeting. (6 marks)
- (b) Giving examples, distinguish between internal records and external records. (4 marks)
- (c) Communication noise is defined as anything that prevents a receiver from fully comprehending a message.

In relation to the statement above, analyse **FIVE** types of communication noise that could interfere with effective decoding of a message. (10 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Explain **FOUR** characteristics of a good press release. (4 marks)
- (b) Identify **SIX** ethical standards that might be maintained while preparing visual aids. (6 marks)
- (c) Discuss **FIVE** reasons why written communication is important to an organisation. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) State **THREE** benefits of transferring records that are not used regularly. (3 marks)
- (b) Outline **FIVE** contents of a resume. (5 marks)
- (c) (i) Identify **FOUR** guidelines followed when installing filing equipment in an office. (4 marks)
- (ii) Describe **FOUR** measures that could be put in place while planning for an effective filing system. (8 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Describe **THREE** methods of delivering a speech. (6 marks)
- (b) Discuss **THREE** organisational factors that influence ethical dilemmas among employees. (6 marks)
- (c) Examine **FOUR** guidelines that could be followed to ensure confidentiality of records in an organisation. (8 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) List **SIX** guidelines that might be followed while constructing an effective questionnaire. (6 marks)
 - (b) Explain **FOUR** intrapersonal barriers to communication. (4 marks)
 - (c) Analyse **FIVE** ways in which technology could enhance the writing of business documents. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline **FIVE** non-verbal signals that could enhance team communication. (5 marks)
 - (b) Explain **FIVE** types of sitting arrangements that could be adopted in a meeting. (5 marks)
 - (c) Discuss **FIVE** common problems encountered in records management systems. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) State **SIX** factors that could trigger team conflict. (6 marks)
 - (b) Identify **SIX** steps that a filing clerk could follow to ensure effective retrieval of office records. (6 marks)
 - (c) Giving examples, discuss **FOUR** functions of horizontal communication in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight **FOUR** measures that a speaker could take to hold the audience's interest throughout the presentation. (4 marks)
 - (b) Confidentiality is an ethical concern with regard to virtual meetings.
State **SIX** measures that could be instituted to ensure confidentiality in virtual meetings. (6 marks)
 - (c) Outline **FIVE** differences between "a report" and "a proposal". (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain **SIX** receiver- oriented barriers to communication. (6 marks)
 - (b) Analyse **FOUR** causes of informal communication in an organisation. (8 marks)
 - (c) Based on their value, describe **THREE** categories of records in an organisation. (6 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight **FOUR** risks to security of records in an organisation. (6 marks)
 - (b) Outline **SIX** guidelines for conducting effective audio conferences. (6 marks)
 - (c) Describe **FOUR** stages of the electronic records life cycle. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Highlight **FIVE** reasons for selecting suitable filing equipment. (5 marks)
 - (b) In relation to records, discuss **FIVE** strategies that could be used to ensure adequate preparedness for disaster management. (10 marks)
 - (c) Summarise **FIVE** ways of ensuring efficient use of forms in an organisation. (5 marks)
- (Total: 20 marks)**
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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) Highlight **FIVE** record management processes that need to be documented in an organisation. (5 marks)
 - (b) Outline **FIVE** advantages of team communication. (5 marks)
 - (c) Describe **FIVE** stages of the listening process. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Identify **FOUR** factors that could determine the retention period of records. (4 marks)
 - (b) Analyse **THREE** qualities of a valuable business record. (6 marks)
 - (c) Describe **FIVE** steps that might be followed while writing a business report. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight **SIX** limitations of online surveys. (6 marks)
 - (b) State **FOUR** objectives of an annual departmental report within an organisation. (4 marks)
 - (c) Discuss **FIVE** measures that could be put in place to protect loss of vital records in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight **FIVE** advantages of using emails in an organisation. (5 marks)
 - (b) Identify **FIVE** characteristics of organisations that maintain effective records management systems. (5 marks)
 - (c) Discuss **FIVE** measures that could be undertaken to deal with ethical dilemmas in communication. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Identify **SIX** ways in which the sender oriented barriers could affect feedback in a communication process. (6 marks)
 - (b) State **SIX** guidelines for effective face to face communication. (6 marks)
 - (c) Analyse **FOUR** differences between oral communication and written communication. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight **FOUR** merits of vertical filing. (4 marks)
- (b) State **SIX** objectives of an effective records management system in an organisation. (6 marks)
- (c) Discuss **FIVE** communication barriers associated with the hierarchical nature of the organisation structure. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Highlight **SIX** ways of enhancing the effectiveness of a business proposal. (6 marks)
- (b) Identify **FOUR** reasons for using bullets while writing an office memorandum. (4 marks)
- (c) Analyse **FIVE** tips that you might consider while delivering a public speech. (10 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

PILOT PAPER

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

December 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Identify seven methods of downward communication. (7 marks)
 - (b) State five non-verbal signals that could convey meaning during an interview. (5 marks)
 - (c) Explain the following barriers to effective communication.:
 - (i) Prejudice. (2 marks)
 - (ii) Stereotyping. (2 marks)
 - (iii) Pre-judgement. (2 marks)
 - (iv) Closed mind. (2 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline five benefits of computer networks in business communication. (5 marks)
 - (b) Highlight five advantages of using letters in business communication. (5 marks)
 - (c) Discuss five principles that should be followed while writing a good report. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explore six techniques of improving team communication. (6 marks)
 - (b) With reference to principles of communication, Explain the 7c's of effective communication. (14 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Analyse six objectives of carrying out an audience analysis. (12 marks)
 - (b) Outline eight steps of creating an effective records management system. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight four demerits of grapevine communication in an organisation. (4 marks)
 - (b) Demonstrate four reasons that makes pre-printed forms popular in business communication. (4 marks)
 - (c) Describe six stages of the communication process. (12 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Suggest five types of information that could be included in a persuasive message to make it convincing to the audience. (5 marks)
 - (b) Outline five precautions that a presenter could take while using humour during a presentation. (5 marks)
 - (c) Examine five objectives that an organisation could achieve from instituting effective document retention policy. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Identify eight components of minutes of a meeting. (8 marks)
- (b) Bela Ltd is a manufacturing company that produces animal feeds and supplies to wholesalers all over the country. It has been sourcing its raw materials from Wema Ltd for the last five years. There is an agreement that when Bela Ltd makes an order, Wema Ltd should supply the goods within two weeks from the date of the order.

Bela Ltd made an order on 1 October 2021 and by 30th of the same month, delivery had not been made. Due to this delay, production has been affected. Bela Ltd.'s customers have been inconvenienced and some have started buying their supplies from competitors. This has led Bela Ltd to experience loss of market share as well as reduced profits.

You have been requested by the management to communicate this problem to Wema Ltd.

Required:

Write a complaint letter.

(12 marks)
(Total: 20 marks)

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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) Discuss five roles that effective communication plays in an organisation. (10 marks)
- (b) Explain the meaning of the following models of communication:
 - (i) Linear communication model. (2 marks)
 - (ii) Interaction model of communication. (2 marks)
 - (iii) Transactional communication model. (2 marks)
- (c) Highlight four components of the communication process. (4 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Summarise four “chains of grapevine communication” as proposed by Prof. Keith Davis. (8 marks)
- (b) Outline four ways through which the following types of communication can be made more effective:
 - (i) Visual communication. (4 marks)
 - (ii) Written communication. (4 marks)
- (c) Identify four elements included in a circular letter. (4 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Identify six types of non-verbal communication. (6 marks)
- (b) Your company recently advertised a position for a communication officer. The human resource department received ten applications.

Required:

- (i) Examine five steps that could be followed in conducting interviews for the above ten candidates. (4 marks)
- (ii) Explain five types of interview tests that may have been administered during the interview. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss five principles of good record keeping practices in a business organisation. (10 marks)
- (b) Summarise five methods of disposing records used in organisations. (5 marks)
- (c) Highlight five uses of internet in an organisation. (5 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Examine five measures that an organisation could take to ensure effective records management. (10 marks)
- (b) (i) Analyse three parts of a research report. (6 marks)
- (ii) Outline four uses of a budget report. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Evaluate four causes of ethical lapse in the communication process. (8 marks)
- (b) (i) Explain the meaning of “wireless technology”. (2 marks)
- (ii) Suggest five uses of a wireless communication system in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Summarise six indicators of an active audience in a presentation. (6 marks)
- (b) Assess four barriers to effective cross-cultural communication in an organisation. (8 marks)
- (c) Explain three main parts of a well-structured presentation. (6 marks)
- (Total: 20 marks)**
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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

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) Summarise five important steps that one could take to prepare an effective speech. (10 marks)
 - (b) Outline seven traits of an effective communicator. (7 marks)
 - (c) Identify three challenges associated with assertive communication. (3 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Highlight five ways in which oral communication could be carried in an organisation. (5 marks)
 - (b) Explain five roles that informal communication networks could play in an organisation. (10 marks)
 - (c) Discuss five measures that one might undertake to enhance communication skills. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Describe five stages of the records management life cycle. (10 marks)
 - (b) Discuss five benefits that accrue to an organisation that maintains a well designed filing system. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Outline five factors that could be considered while choosing an offsite facility to archive office records. (5 marks)
 - (b) Highlight five benefits of an intranet software to an organisation. (5 marks)
 - (c) Giving examples, explain five ways in which ethical communication is practiced in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain three merits of using visual aids in communication. (6 marks)
 - (b) Describe four ways in which paralanguage could be used to convey a message in a communication situation. (4 marks)
 - (c) Discuss five limitations of downward communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five advantages of using online surveys to collect data for research. (5 marks)
 - (b) Examine five measures that a speaker could employ to deal with nervousness during a presentation. (10 marks)
 - (c) Identify five mistakes that could expose an organisation to the risk of losing important records. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Describe four characteristics of nonverbal communication. (8 marks)
- (b) Summarise four ways in which we communicate nonverbally with our voices. (8 marks)
- (c) Justify four reasons for the growing popularity of virtual meetings. (4 marks)

(Total: 20 marks)

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CS FOUNDATION LEVEL

COMMUNICATION SKILLS AND RECORDS MANAGEMENT

WEDNESDAY: 15 December 2021.

Time Allowed: 3 hours.

Answer any FIVE questions.

ALL questions carry equal marks.

QUESTION ONE

- (a) Assuming that you are the Communications Manager of Upper Hand Advertisers Ltd., draft a memo to all the members of staff working under you inviting them for a meeting to plan activities for the second half of the year. (7 marks)
- (b) Explain four benefits of an effective records management system. (8 marks)
- (c) Outline five components of the introductory part of a research report. (5 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Examine four benefits which a speaker could derive from rehearsing a speech before delivering it. (8 marks)
- (b) With reference to meetings, outline two things that an attendee should do:
 - (i) Before the meeting. (2 marks)
 - (ii) During the meeting. (2 marks)
 - (iii) After the meeting. (2 marks)
- (c) Explain the following types of reports:
 - (i) Informative report. (2 marks)
 - (ii) Analytical report. (2 marks)
 - (iii) Special report. (2 marks)

(Total: 20 marks)

QUESTION THREE

- (a)
 - (i) Define the term "communication". (8 marks)
 - (ii) Summarise eight principles of effective face-to-face communication. (2 marks)
- (b) Explain five strategies that a sender may use in order to ensure effective communication. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss five ways in which a business could integrate business ethics in communication. (10 marks)
- (b) Summarise five factors that should be considered while talking to people from different cultures. (5 marks)
- (c) Identify five qualities of a good oral communicator. (5 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Examine four ways in which a speaker may attract, build and hold an audience's attention at the introduction stage of a speech. (8 marks)
 - (b) In the context of wireless technology, propose four reasons why there is increased use of Wi-Fi in communication. (8 marks)
 - (c) Identify four physical barriers to communication. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse five essential skills required for good interpersonal relationships. (10 marks)
 - (b) List five situations under which an organisation could engage in press advertisements. (5 marks)
 - (c) Explain five roles played by non-verbal cues in communication. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline six essential features of a valid notice of a meeting. (6 marks)
 - (b) Identify four types of interviews. (4 marks)
 - (c) Summarise five merits of using a visual medium in communication. (10 marks)
- (Total: 20 marks)**
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KASNEB

CS PART I SECTION 1

BUSINESS COMMUNICATION

MONDAY: 23 November 2015.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. All questions carry equal marks.

QUESTION ONE

Nyondia Supermarkets Limited, a company incorporated in Kenya operates supermarkets in Uganda, Rwanda and Kenya. Strategic decisions are made by the Chief Executive Officer (CEO) with approvals from the Board of Directors. The board is headed by a Chairman and comprises of nine directors. The board carries out most of its functions through various committees. These committees include: the Executive Committee, Audit and Risk Committee, Finance and Planning Committee and Nominations Committee.

Some executive officers of the company such as the Chief Operations Officer and the Chief Finance Officer normally accompany the CEO to board meetings. The board meets once in every quarter but at times special meetings are held when deemed necessary. The quorum is made up of five directors.

During the last board meeting held on 13 August 2015, the board resolved that:

- The organisational structure be flattened in order to increase efficiency.
- The position of the Chief Procurement Officer be filled.
- A feasibility study on venturing into South Sudan be carried out.

It was agreed that the next meeting would be held on 23 November 2015 starting from 9.00 a.m.

Required:

Assuming that you are the company secretary of Nyondia Supermarkets Limited, using the above information and any other relevant information:

- (a) Prepare a board paper to guide members of the board during the meeting scheduled for today. (10 marks)
 - (b) Write the minutes of today's board meeting. (10 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Outline five benefits of intranets in an organisation. (5 marks)
 - (b) (i) Identify four benefits of diagonal communication. (4 marks)
 - (ii) Highlight four limitations of downward communication. (4 marks)
 - (c) Summarise seven psychological barriers to effective communication. (7 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) State six benefits of preparing an agenda for a meeting. (6 marks)
 - (b) Describe six characteristics of a good report. (6 marks)
 - (c) (i) Explain the term "progress report". (2 marks)
 - (ii) Describe the details that might be covered in a progress report. (6 marks)
- (Total: 20 marks)

QUESTION FOUR

(a) Describe the roles of the following during a meeting:

- (i) Chairman. (5 marks)
- (ii) Secretary. (5 marks)
- (iii) Ordinary members. (5 marks)

(b) Identify five benefits that could accrue to an organisation from the use of courier services over ordinary mail services.

(5 marks)

(Total: 20 marks)

QUESTION FIVE

(a) With the use of a suitable example, define the term "ethnocentrism".

(2 marks)

(b) State eight strategies the chairman of an organisation could employ during a shareholders meeting in order to enhance credibility of his presentation. (8 marks)

(c) With reference to instructions, outline ten measures a company secretary should take in order to elicit desirable behaviour from subordinates. (10 marks)

(Total: 20 marks)

QUESTION SIX

(a) Explain five principles of effective communication.

(10 marks)

(b) Analyse five types of committees likely to be found in an organisation.

(10 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Suggest circumstances under which the corporation secretary might prefer to communicate through letters instead of:

- (i) E-mail. (3 marks)
- (ii) Fax. (2 marks)

(b) Summarise five ways of enhancing the effectiveness of telephone calls.

(5 marks)

(c) Describe five parts of a formal report.

(10 marks)

(Total: 20 marks)

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CS PART I SECTION 1

BUSINESS COMMUNICATION

TUESDAY: 31 August 2021.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

Adolf Tech Ltd. is a recently established company in Kenya. The company has employed 20 new staff members who require employee orientation.

A human resource manager engaged by the company has recommended an orientation programme that will involve the following:

- Basic matters like working hours and vacations.
- Introduction to the management of the company.
- Introduction of the new employees to the other employees.
- Familiarisation with the work place.
- Personnel policies and the daily routines.
- Company organisation and operations.
- Safety measures and regulations.

The human resource manager has also identified four main objectives of the orientation programme which includes:

- To make new employees feel welcome and at ease.
- To reduce stress and entry shocks.
- To help new employees understand the firm in a broad sense.
- To help new employees understand the company's expectations in terms of work and behaviour.

Required:

As the human resource manager, using the above information and any other relevant information, write a report to the director of human resource justifying the need to hold an employee's orientation programme. **(Total: 20 marks)**

QUESTION TWO

(a) Describe five sender oriented barriers to effective communication. **(10 marks)**

(b) Discuss five steps to effective communication. **(10 marks)**

(Total: 20 marks)

QUESTION THREE

(a) Barora Holding Company (BHC) directors will hold a meeting on Wednesday, 10 September 2021 at 9.00 a.m. in the company's board room.

The meeting will discuss matters regarding sports and operations of the company's social club.

Required:

Prepare an agenda for the above meeting. **(10 marks)**

(b) Analyse five stages of the listening process. **(10 marks)**

(Total: 20 marks)

QUESTION FOUR

- (a) Highlight six purposes of holding meetings. (6 marks)
- (b) Suggest six ways in which e-mails have changed the way businesses operate today. (6 marks)
- (c) Examine four benefits of effective internal communication in a newly formed organisation. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

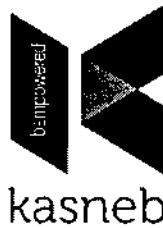
- (a) (i) Distinguish between "a solicited proposal" and "an unsolicited proposal". (4 marks)
- (ii) Enumerate six guidelines for writing solicited proposals. (6 marks)
- (b) Discuss five interactions between verbal and non verbal communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Many inexperienced speakers face stage fright while addressing a huge crowd.
- With reference to the above statement, outline six measures that a speaker should make use of to handle stage fright. (6 marks)
- (b) Explain four components which may constitute proper planning of mailing services in an organisation. (4 marks)
- (c) Highlight five guidelines on use of humour during a business presentation. (5 marks)
- (d) List five principles of form design. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Examine five measures that team members should take to ensure effective communication while handling a group assignment. (5 marks)
- (b) In the context of oral communication, explain seven ways in which one could build rapport with his audience. (7 marks)
- (c) Ethical persuasion is a human being's internal ability to treat others with respect, understanding, caring and fairness.
- With reference to the above statement, evaluate four requirements of ethical persuasion. (8 marks)
- (Total: 20 marks)**
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CS PART I SECTION 1

BUSINESS COMMUNICATION

TUESDAY: 18 May 2021.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

As the human resource manager of Sanaa Co. Ltd., you have been requested by the general manager to investigate and report on performance of the company's office assistants who were unable to meet the agreed set targets for the year.

Methods you employed to collect data:

- Questionnaires were given to the office assistants.
- Office assistants were interviewed one-on-one.
- Data was also collected through personal observation.

Findings:

- Office assistants were not motivated.
- The office lay-out was poorly done.
- Most of the office assistants complained of being overworked.
- There was a problem of unequal distribution of work.
- Office assistants felt unappreciated and left out.
- Communication from management to workers was poor.
- Inadequate remuneration for overtime work.
- Wrong employee placement.

Required:

- (a) Using the above information, prepare a report for presentation to the general manager. (12 marks)
- (b) Outline eight factors you took into account while writing your report. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Interviewing is a skill.

With reference to the above statement, explain seven strategies employed by the interviewer while asking questions to an interviewee. (7 marks)

- (b) When communicating, there are many interactions between verbal and non-verbal communication.

In the context of the above statement, analyse four relationships between verbal and non-verbal communication. (8 marks)

- (c) Describe five ways in which social media has enhanced communication in organisations. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Summarise six non-verbal messages which might be derived from one's mode of dressing. (6 marks)
- (b) With reference to group communication, distinguish between "panel discussions" and "Buzz groups". (4 marks)
- (c) Discuss five techniques of conducting interviews. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Illustrate four patterns of grapevine communication in an organisation. (12 marks)
- (b) Examine four reasons which might make a business to use unethical advertisements while promoting their products. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight six measures a member of a meeting might take to enhance its effectiveness. (6 marks)
- (b) Outline six reasons which could make an organisation to adopt a centralised filing system. (6 marks)
- (c) Outline four contributions of feedback in the communication process. (4 marks)
- (d) State four reasons why organisations use forms. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Evaluate four limitations of body language as a means of communication. (8 marks)
- (b) Suggest six characteristics of poor listeners. (6 marks)
- (c) With reference to written communication, explain the following:
- (i) Proposal. (2 marks)
 - (ii) Memorandum. (2 marks)
 - (iii) Circular letters. (2 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Summarise six components of a project proposal. (6 marks)
- (b) Ethical dilemma in business stems from an argument between wrong and right.
With reference to the above statement, explain four causes of ethical dilemma. (8 marks)
- (c) Explain six approaches to listening. (6 marks)
- (Total: 20 marks)**
-



CS PART I SECTION 1

BUSINESS COMMUNICATION

TUESDAY: 24 November 2020.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

You are the Human Resource Manager of Sanjo Industries, a company that specialises in the manufacture of plastic products. In the last eight months, the company has been experiencing some go-slows, murmurs of disquiet and even threats by employees to go on strike. The Managing Director is very concerned about these happenings and has requested you to investigate the cause of these problems and report back to her in four weeks time.

Required:

Assuming you have just completed your investigations:

- (a) Using the above information and any other relevant information, write a report to your Managing Director. (14 marks)
- (b) Outline six features of a letter of transmittal you would consider to accompany the report in (a) above. (6 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Summarise eight intrapersonal barriers to communication. (8 marks)
- (b) Discuss six types of interviews in an organisation. (12 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain five modern electronic communication delivery mechanisms. (10 marks)
- (b) Highlight five acts that may lead to the communication from a manager to be deemed unethical. (5 marks)
- (c) Outline five steps an interviewer could take to ensure effectiveness of an interview. (5 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Summarise five factors which determine an organisation's adherence to ethical communication. (5 marks)
- (b) Highlight five benefits of the grapevine channel of communication in an organisation. (5 marks)
- (c) Assess five techniques that a speaker may use to help the audience remember his speech. (10 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Outline six guidelines to be followed when writing a response to a request for a proposal. (6 marks)
- (b) Highlight six business situations when the oral channel of communication could be the most appropriate. (6 marks)
- (c) Analyse four methods of decision making in a meeting. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Suggest five communication guidelines for improving interpersonal relationships. (5 marks)
- (b) Summarise five types of materials that may be distributed as handouts during a presentation. (5 marks)
- (c) Evaluate the stages of the listening process. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) With reference to records management:
- (i) Distinguish between “vertical filing” and “lateral filing”. (4 marks)
- (ii) Outline six advantages of vertical filing to an organisation. (6 marks)
- (b) Summarise five benefits that could accrue to an organisation from effective communication. (5 marks)
- (c) State five essential features of a good notice. (5 marks)
- (Total: 20 marks)**
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CS PART I SECTION I
BUSINESS COMMUNICATION

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

BORGANIC DISHES RESTAURANT

Borganic Dishes is a restaurant located in the capital city of your country. The restaurant commenced business in the year 2005. Over the years, the restaurant has earned trust of its customers due to its quality food and affordable prices. This has resulted in its tremendous growth over the past few years. The owners have as a result decided to expand its operations by opening two more branches in the city.

Since its inception, the restaurant has been sourcing its utensils from Kitchen Solutions Ltd. Kitchen Solutions Ltd. imports its products directly from China. Due to changes in government regulations, there has been an increase in port charges, customs duty as well as delayed clearance of imports. As a consequence, Kitchen Solutions Ltd.'s products prices have skyrocketed in addition to irregular and delayed deliveries to its customers.

The owners of Borganic Dishes restaurant require to purchase various types of utensils to be used in the new branches. They wish to change their supplier because of the challenges of high prices and late deliveries. Through research, they have been able to identify Upishi Ltd. as their next possible supplier. Upishi Ltd. manufactures its utensils locally and therefore has a competitive advantage over the other suppliers in the industry.

Required:

- (a) Using the above information and any other relevant information, draft a letter of inquiry to Upishi Ltd. requesting for a quotation for the utensils. (10 marks)
 - (b) Design a quotation using the form format in reply to the letter of inquiry. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Highlight six ways in which AIDA objectives could be achieved while preparing an advertisement. (6 marks)
 - (b) Examine five factors which could determine the record retention period in an organisation. (10 marks)
 - (c) Summarise four ethical principles of inter-cultural communication. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) With reference to conversations, analyse five factors that could make people keep to themselves. (10 marks)
 - (b) Outline five non verbal indicators of active listening. (5 marks)
 - (c) State five features of a good proposal. (5 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Explain five ways of classifying business reports. (10 marks)
 - (b) Describe five ways in which non verbal communication interacts with verbal communication. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight six measures a chair of a meeting should put in place to encourage active participation. (6 marks)
- (b) With reference to filing systems, explain:
- (i) Four functions of filing. (4 marks)
 - (ii) Five requirements of good filing equipment. (5 marks)
- (c) Summarise five objectives of crisis communication. (5 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline seven roles of a moderator in a group discussion. (7 marks)
- (b) Discuss four emerging trends in business communication today. (8 marks)
- (c) Prepare a checklist for assessing persuasive speech. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline five ways of utilising movements and gestures to enhance messages. (5 marks)
- (b) With reference to interviews conducted during a research, explain the activities you would perform:
- (i) Before the interview. (5 marks)
 - (ii) During the interview. (4 marks)
 - (iii) After the interview. (3 marks)
- (c) Suggest three strategies of effectively leading panel discussions. (3 marks)
- (Total: 20 marks)**
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CS PART I SECTION I

BUSINESS COMMUNICATION

TUESDAY: 21 May 2019.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

Rapture Ltd. is a company incorporated in your country. Its board of directors is composed of eleven members who are tasked with making major decisions in the company. Board meetings are usually held three times a year with a provision for special meetings when necessary. The next board meeting is scheduled for Friday, 31 May 2019.

The company runs three product lines namely, detergents, food processing and packaging materials. The company's financial analyst has reviewed the performance of each of the product lines for the past three years and has made the following observations:

- Due to a change in government policy, the packaging materials line has been performing poorly with profits dropping drastically from Sh.150 million in 2017 to Sh.30 million in 2018. The future projection shows that the line will be running at a loss which could affect the overall performance of the company.
- The detergents line's performance has been fairly stable with very slight fluctuations in profits. The line recorded a profit of Sh.200 million in 2018 which was an increment of 1% as compared to the previous year.
- The food processing line has performed well during the period under review, with profits showing a favourable trend. This line has had profit increasing at an average rate of 10% every year since 2013 when the profits were Sh.50 million.

The financial analyst has suggested that the packaging materials line should be divested and the funds raised invested in the food processing line.

As the company secretary, the chief executive officer has requested you to inform the board members of the next meeting.

Required:

- (a) Using the above information and any other relevant information, prepare a notice of a meeting which includes an agenda to be sent to the board members. (10 marks)
 - (b) Draw a bar graph showing the performance of the three product lines for the past three years, to be presented to the board members during the meeting. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline six measures which management could institute to control grapevine in an organisation. (6 marks)
 - (b) State three basic principles which could be observed while writing a report in each of the sections highlighted below:
 - (i) Findings. (3 marks)
 - (ii) Recommendations. (3 marks)
 - (c) Outline five objectives of critical listening. (5 marks)
 - (d) Summarise three merits of using flipcharts in a presentation. (3 marks)
- (Total: 20 marks)**

QUESTION THREE

(a) In relation to nonverbal communication, explain the following terms:

- (i) Paralanguage. (2 marks)
- (ii) Proxemics. (2 marks)
- (iii) Kinesics. (2 marks)

(b) Discuss five ways in which non-verbal communication interacts with verbal communication. (10 marks)

(c) Highlight four roles played by the sender in the communication process. (4 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Describe six demerits of interviews. (6 marks)

(b) Explain three reasons why one might include sources of information in a proposal. (6 marks)

(c) Assess four disadvantages associated with formal communication in an organisation. (8 marks)

(Total: 20 marks)

QUESTION FIVE

(a) Examine four types of layouts for a business letter. (8 marks)

(b) Analyse six formal channels of upward communication which may be used in an organisation. (12 marks)

(Total: 20 marks)

QUESTION SIX

(a) Explain five channels of non-verbal communication. (10 marks)

(b) Cite six reasons why an organisation may prefer to store records in microfilm. (6 marks)

(c) Describe four visual aids which may be used in a presentation. (4 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) State six measures that might be taken to ensure effective communication in a team. (6 marks)

(b) Outline six factors to consider when writing for the web. (6 marks)

(c) With reference to report writing:

(i) Highlight four reasons that may call for collaborative report writing. (4 marks)

(ii) Summarise four factors which should be considered when constituting a group for an assignment. (4 marks)

(Total: 20 marks)

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CS PART I SECTION 1

BUSINESS COMMUNICATION

TUESDAY: 27 November 2018.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

Ruth Muthi a trainee researcher at BWY Ltd. has just received the final feedback from her immediate supervisor on a draft of her report entitled "An analysis of the influence of culture on communication at BWY Ltd." The feedback states that her assignment needs to be done afresh since the report was "too much like an essay". Ruth Muthi has never written a report and assumed that an essay and a report were one and the same thing.

Ruth contacted her friend, Jessica Mali, who is an information technology manager for a global logistics company for advice. Jessica writes many reports as part of her routine tasks.

The first thing Jessica asked Ruth was whether her report made clear what its purpose was, who the intended audience were, and how the report would help them to achieve their objectives. Ruth admitted that she had not even considered those things, let alone making them clear in the report.

Required:

- (a) (i) Prepare a report writing checklist that Ruth Muthi might consider to ensure that her report achieved its purpose. (8 marks)
 - (ii) Distinguish between "a report" and "an essay". (4 marks)
 - (b) Draft an e-mail from Ruth Muthi to Jessica Mali thanking her for the advice on report writing. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Identify four sources of grapevine information. (4 marks)
 - (b) Summarise six benefits to an organisation which could be derived from assertive communication. (6 marks)
 - (c) Discuss five methods of classifying files in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight six measures that the chair of an audio conference could take to ensure success of the conference. (6 marks)
 - (b) Discuss four goals of persuasive communication. (8 marks)
 - (c) State six categories of information which might be included in a house organ. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) State four reasons why a speaker might need to refer to notes during a presentation. (4 marks)
- (b) In the context of the communication process, explain five roles of each of the following:
 - (i) The sender. (5 marks)
 - (ii) The receiver. (5 marks)
- (c) Outline six ways of emphasising important points in a report. (6 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Analyse five types of dysfunctional behaviour which might affect the effectiveness of a team. (10 marks)
- (b) Examine five cultural barriers to effective communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Assess five characteristics of interpersonal communication. (10 marks)
- (b) Describe five stages of preparing a presentation. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) List five applications of intranet in an organisation. (5 marks)
- (b) Summarise five benefits of business proposals to an organisation. (5 marks)
- (c) Highlight five characteristics of ethical communication. (5 marks)
- (d) Suggest five points that one might include in a complaint letter. (5 marks)
- (Total: 20 marks)**
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CS PART I SECTION 1
BUSINESS COMMUNICATION

TUESDAY: 22 May 2018.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

KILIMO AGRICULTURE ENTERPRISES (KAE)

Kilimo Agriculture Enterprises (KAE) has employed you as a secretary to the Managing Director (MD). The company distributes farm implements and veterinary products to agrovet stores and also sells directly to large scale farmers throughout the country. For some time now, the managing director, Eric Moto has been of the opinion that many processes within the enterprise could be improved for higher productivity. The MD has observed that some employees are making unwarranted mistakes which are passed on to other departments. These mistakes do not only cost the company time and money, but also delays in conclusion of business deals. In most cases, the mistakes have resulted to increased cases of customer apathy.

The MD convened a senior management meeting on Friday, 18 May 2018 at 9.00 a.m. in the boardroom. During the meeting, it was resolved that a staff retreat be organised where employees of KAE will be trained to enable them improve their skills and standards of work. The retreat is scheduled to be held on Friday, 1 June 2018 and Saturday, 2 June 2018 at Unity Park, a game park which is located 20 kilometres from KAE head office. The facility has ample accommodation and parking space and a well equipped conference centre. A game drive will be arranged by the hotel for KAE employees during their free hours. The MD has also requested the hotel to prepare dinner for KAE employees in the dining room which overlooks the Zebra pool. A special guest speaker, Professor Mambo, has been invited to make a presentation with the theme of "getting it right the first time". He is a management guru and an excellent motivational speaker.

Required:

- (a) As the secretary to the Managing Director (MD), draft a memo to be issued to each member of staff informing them of the retreat. (10 marks)
 - (b) Write an official notice to all the customers of Kilimo Agriculture Enterprises (KAE) notifying them of closure of operations during the period of the staff retreat. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline six benefits of using a centralised mailing system in an organisation. (6 marks)
 - (b) The introduction of a guest speaker in an event can make or break a speech.
With reference to the above statement, analyse three benefits of an effective introduction of a guest speaker. (6 marks)
 - (c) Discuss four steps of writing an informational report. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight four demerits of using flipcharts during a presentation. (4 marks)
 - (b) Outline six features of grapevine communication. (6 marks)
 - (c) Examine five factors that might affect the effectiveness of a group. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Vocal qualities are variations in the way we speak.

With reference to the above statement, explain six vocal qualities. (6 marks)

- (b) Summarise four benefits of maintaining an effective internal communication system in an organisation. (4 marks)

- (c) Discuss five contemporary issues that have contributed to the growth of the business communication discipline. (10 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Explain six yardsticks for measuring the effectiveness of a business proposal. (6 marks)

- (b) Describe four types of files used in an organisation. (4 marks)

- (c) With reference to groups, examine five forms of communication networks. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Highlight six elements of the communication process model. (6 marks)

- (b) Summarise four netiquette rules applicable to participants in a group. (4 marks)

- (c) Evaluate five techniques for developing paragraphs while writing for business. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Analyse five uses of blogs by an organisation. (10 marks)

- (b) In the context of meetings, explain the following terms:

(i) Kangaroo closure. (2 marks)

(ii) Addendum to a motion. (2 marks)

- (c) Summarise six characteristics of a good filing system. (6 marks)

(Total: 20 marks)

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CS PART I SECTION I

BUSINESS COMMUNICATION

TUESDAY: 28 November 2017.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

BELLION TUINUANE VIJANA (BTV)

Bellion Tuinuane Vijana (BTV) is a youth group which was registered with the Ministry in charge of youth affairs in the year 2010. The group engages in rearing of dairy goats. BTV acquired an acre of land through leasehold arrangement in the year 2012. The lease term was three years with an option for renewal.

BTV youth group currently has 82 members with majority of them being aged 25 years and below. Of late, the group has been facing managerial challenges. A meeting has been called to discuss the challenges and come up with a way forward. Some of the issues to be discussed in the meeting include:

- Review of the group's constitution.
- Filling of the treasurer position.
- Frequency of holding meetings.
- Change of bank account mandate from "any to sign" to "three to sign".
- Audit of the books of account.
- Diversification of the group's activities.

The meeting will be held on Friday, 22 December 2017 at Mavombo Restaurant.

Required:

As the secretary of Bellion Tuinuane Vijana (BTV):

- (a) Prepare a notice of the meeting to be sent to all the 82 group members. The notice should include the agenda for the meeting. (8 marks)
 - (b) Write the minutes of the meeting assuming that the meeting has already been held. (12 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Describe three formats of a business letter. (6 marks)
 - (b) List six guidelines an interviewee should observe while answering interview questions. (6 marks)
 - (c) Discuss four types of fear that could inhibit establishment of close interpersonal relationships between employees in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Enumerate six factors which might determine how a receiver decodes a message. (6 marks)
 - (b) (i) In relation to styles of communication, explain the term "assertive communication". (2 marks)
 - (ii) Outline six guidelines for assertive communication. (6 marks)
 - (c) Examine three categories of gestures. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Analyse five techniques of conducting a job interview. (10 marks)
- (b) With reference to group communication, examine five characteristics of informal groups. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Describe the following types of conferences:
- (i) Informational conference. (2 marks)
 - (ii) Suggested solution conference. (2 marks)
 - (iii) Problem solving conference. (2 marks)
- (b) With reference to records keeping, identify six characteristics of a centralised system. (6 marks)
- (c) A good speaker always puts into consideration the way in which the speech is to be conveyed to the audience.
- With reference to the above statement, describe four methods of delivering a speech. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) In relation to non-verbal communication, explain the following terms:
- (i) Chronemics. (2 marks)
 - (ii) Haptics. (2 marks)
 - (iii) Oculistics. (2 marks)
- (b) Examine five patterns of organising a speech. (10 marks)
- (c) Highlight four characteristics of a good business proposal. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) With reference to group decision making, discuss the delphi technique. (10 marks)
- (b) Outline four purposes of writing routine reports. (4 marks)
- (c) Summarise six guidelines for handling ethical dilemmas. (6 marks)
- (Total: 20 marks)**
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KASNEB

CS PART I SECTION I

BUSINESS COMMUNICATION

TUESDAY: 23 May 2017.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

Bamli Ltd. has lately been facing problems with its employees. The company has been experiencing increased rate of absenteeism, low productivity and increased conflicts between management and the rest of staff. To make matters worse, during the last one month, employees have staged two pickets and a major strike. Due to the strike, the company's operations were greatly affected resulting in significant loss of business.

The management of the company has appointed you to conduct a survey on employee job satisfaction. The objective of the survey is to establish the cause of the problems being experienced and develop an effective solution. You intend to conduct the survey using questionnaires to be administered to non-management staff by use of random sampling method.

You will be expected to report to the management on the findings from the survey and your recommendations.

Required:

- (a) Prepare a questionnaire to be administered during the survey. (10 marks)
 - (b) Assuming that you have just completed the survey, draft a report on Bamli Ltd.'s employee job satisfaction based on the survey findings. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Examine three best practices to be observed during instant messaging. (6 marks)
 - (b) Describe how an organisation could apply the AIDA model while drafting a sales letter. (8 marks)
 - (c) Discuss the three stages of interpersonal communication. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight six contents of a purchase order. (6 marks)
 - (b) Cite four ways in which an organisation could ensure ethical advertisement of its products. (4 marks)
 - (c) Explain five characteristics of business communication. (5 marks)
 - (d) Summarise five strategies of communicating to a global audience. (5 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Assess three barriers to effective listening. (6 marks)
 - (b) Describe six benefits of planning a presentation. (6 marks)
 - (c) With reference to communication in teams, discuss four factors which could contribute to low productivity and creativity. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) In the context of ethics, explain the term "netiquette". (2 marks)
- (b) Summarise five uses of a speech. (5 marks)

- (c) Outline six categories of non verbal communication. (6 marks)
- (d) With reference to visual illustrations, highlight seven factors that should be considered in order to avoid ethical lapses. (7 marks)
- (Total: 20 marks)

QUESTION SIX

- (a) Explain two strategies that the chairperson of a meeting could utilise to ensure the meeting is productive. (4 marks)
- (b) State five reasons why companies prefer courier services over other parcel transportation services. (5 marks)
- (c) Highlight five guidelines to follow while writing a response to a solicited proposal. (5 marks)
- (d) Hoarding refers to a large board in a public place normally used to display advertisements.

With reference to the above statement, explain six measures which could be put into consideration to ensure effective use of hoardings. (6 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Assess four ways in which one's voice may distract attention. (8 marks)
- (b) Analyse four modes of speech delivery. (8 marks)
- (c) Describe four ways of addressing pilferage of sensitive information as a result of use of e-mail communication in an organisation. (4 marks)

(Total: 20 marks)

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KASNEB

CS PART I SECTION I

BUSINESS COMMUNICATION

TUESDAY: 22 November 2016.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

Your company's Chief Executive Officer selected you and two other senior managers to attend a human resource management workshop in Accra, Ghana. The workshop was held in the month of August 2016. The theme of the workshop was "Dynamism in the human resource profession in a fast changing world".

The workshop brought together corporate managers from all over Africa. Keynote speakers were drawn from Britain, Australia and United States of America (USA).

The workshop covered a wide range of topics such as training and manpower development, multi-generational challenges in the workplace, legislation affecting the workplace, technological advances, employee morale, transfers and demotions, self improvement, performance appraisal and feedback mechanisms, compensation and human resource research.

Required:

- (a) Using the above information and any other relevant information, write a detailed report to the Chief Executive Officer focusing on the delivery of the training, content and lessons learnt. Your report should include a demonstration of how you will apply the new knowledge and skills acquired in your work and how you could share the information with your colleagues. (12 marks)
- (b) Write a letter to the Chief Executive Officer thanking him and the company for giving you an opportunity to attend the workshop. (5 marks)
- (c) Write a letter to the organisers of the workshop suggesting areas of improvement in the organisation of the workshop. (3 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Briefly describe the following types of meetings:
 - (i) Statutory meetings. (2 marks)
 - (ii) Board meetings. (2 marks)
 - (iii) Working parties meetings. (2 marks)
- (b) Outline five factors that should be considered while selecting a medium of communication. (5 marks)
- (c) Identify five benefits that could accrue to an organisation from the use of innovations in information communication technology. (5 marks)
- (d) State four items that are likely to be discussed in an annual general meeting of a publicly listed company. (4 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Summarise four ways of handling disagreements during a discussion. (4 marks)
- (b) Enumerate six measures that the management of an organisation should institute to ensure upward communication is effective. (6 marks)
- (c) Discuss the five stages of the conversation process. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss three demerits of face to face communication. (6 marks)
- (b) Explain the following terms citing five main features of each:
- (i) Debit note. (5 marks)
- (ii) Credit note. (5 marks)
- (c) Summarise four elements of an effective speech. (4 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Explain the following group communication methods:
- (i) Symposium. (2 marks)
- (ii) Conference. (2 marks)
- (iii) Panel discussion. (2 marks)
- (b) Outline six contents of a grant proposal. (6 marks)
- (c) Analyse four types of notations which might appear after the signature at the bottom of a business letter. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Distinguish between "tautology" and "colloquialism" in the context of conversations. (4 marks)
- (b) Explain five reasons why an organisation might prefer to store its correspondences in microfilms. (5 marks)
- (c) Analyse the limitations of sign language as a channel of communication. (5 marks)
- (d) Outline six measures that could be taken by employees of an organisation to ensure ethical communication. (6 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain the following terms in relation to information communication technology:
- (i) Multimedia. (2 marks)
- (ii) Bluetooth. (2 marks)
- (b) Highlight six uses of bluetooth communication in an organisation. (6 marks)
- (c) Discuss five techniques of making a committee effective. (10 marks)
- (Total: 20 marks)**
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KASNEB

CS PART I SECTION 1

BUSINESS COMMUNICATION

TUESDAY: 24 May 2016.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

An international body has advertised for the position of senior administrative officer. Assume that you meet the qualifications for the post which have been posted on the organisation's website and wish to apply for the position.

Required:

- (a) Prepare a detailed curriculum vitae that you will use to apply for the above position. (12 marks)
 - (b) Draft an application letter to accompany the curriculum vitae. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse five types of gestures used in communication. (10 marks)
 - (b) Highlight four benefits of recording inward bound mail in a mail register. (4 marks)
 - (c) Suggest six reasons why organisations are increasingly adopting web conferencing. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Discuss four types of communication models. (8 marks)
 - (b) Outline five steps followed in précis writing. (5 marks)
 - (c) Summarise seven techniques that a speaker might use while responding to questions from the audience after making a presentation. (7 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight four unique characteristics of verbal communication. (4 marks)
 - (b) Outline six qualities of ethical communication. (6 marks)
 - (c) Discuss five factors that might hinder consensus building in a meeting. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Prepare a checklist that one would use to assess the effectiveness of a business letter. (7 marks)
 - (b)
 - (i) Summarise three uses of a questionnaire in an organisation. (3 marks)
 - (ii) Outline six qualities of a well designed questionnaire. (6 marks)
 - (c) Highlight four benefits of effective communication. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain two benefits and two limitations of using each of the following graphic presentations in business communication:
 - (i) Tables. (4 marks)
 - (ii) Bar graphs. (4 marks)
 - (iii) Pie-charts. (4 marks)
 - (b) Summarise the contribution of etiquette to the effectiveness of a team at the work place. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Examine three organisational patterns used to arrange data and information while writing a proposal. (6 marks)
- (b) Identify six types of non-verbal signals used in communication. (6 marks)
- (c) Discuss the merits and demerits of using grapevine communication in an organisation. (8 marks)

(Total: 20 marks)

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KASNEB

CS PART I SECTION I

BUSINESS COMMUNICATION

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer question ONE and any other FOUR questions. ALL questions carry equal marks.

QUESTION ONE

BRIGHT AND COMPANY (FIRM OF LAWYERS)

Most legal firms scan, copy and print thousands of sheets of legal documents every week. In the case of Bright and Company, a legal firm, this work load is multiplied many times over.

Bright and Company has a team of more than 150 lawyers that covers five core practice groups: corporate restructuring, infrastructure, projects monitoring and evaluation and banking. It has offices globally.

Bright and Company offers clients seamless and cost-effective services in 80 cities spanning over 40 countries. It frequently advises on cross border transactional litigation and arbitration, and multi-jurisdictional intellectual property issues.

With the size, scope and span of its operations, it is clear that managing information and documentation is a mammoth challenge for the law firm.

Required:

- (a) Draft a proposal addressed to the management of Bright and Company offering to undertake an investigation aimed at finding solutions to the challenges faced by the firm. Your proposal should include terms of reference, methodology, your charges among others. (8 marks)
 - (b) Suggest four solutions that you could propose after your investigations. (4 marks)
 - (c) Assuming that you will present your findings orally, discuss the preparations you would need to make prior to your presentation. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Discuss the importance of communication in a manufacturing organisation. (6 marks)
 - (b) With the aid of a diagram, illustrate the communication process. (10 marks)
 - (c) Explain any four barriers to effective business communication. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Write short notes on the following:
 - (i) Catalogue. (3 marks)
 - (ii) Proforma invoice. (3 marks)
 - (iii) Credit note. (3 marks)
 - (b) Demonstrate five characteristics of an effective advertisement. (5 marks)
 - (c) Justify the use of teleconferencing as a form of business communication. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Discuss the importance of referencing business correspondence. (8 marks)
- (b) Justify the use of body expressions in an interview. (6 marks)
- (c) Outline any six elements of non-verbal communication. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Critique the use of social media as a tool for business advertisement. (10 marks)
- (b) Formulate guidelines for handling communication ethics dilemmas. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five methods of classifying business reports. (10 marks)
- (b) Discuss five ways of improving listening ability. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Distinguish between “voip” and “blog” in relation to modern day communication. (4 marks)
- (b) Enumerate six characteristics of a good circular letter. (6 marks)
- (c) Analyse five benefits of a computerised filing system in an organisation. (10 marks)
- (Total: 20 marks)**
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