



ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 20 August 2026. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. Which one of the following statements **BEST** distinguishes an entrepreneur from a routine business manager?
 - A. Mobilising resources to exploit opportunities and create value
 - B. Coordinating resources to maintain established routines
 - C. Preparing reports to summarise completed transactions
 - D. Implementing procedures approved by senior management(2 marks)
2. An entrepreneur who introduces a new product design before competitors adopt it is classified as _____.
 - A. a Fabian entrepreneur
 - B. a drone entrepreneur
 - C. an imitating entrepreneur
 - D. an innovating entrepreneur(2 marks)
3. Which one of the following actions demonstrates entrepreneurial creativity?
 - A. Improving routine procedures without new combinations
 - B. Combining existing ideas to solve a customer problem
 - C. Reviewing market prices to maintain current margins
 - D. Using standard forms to process customer requests(2 marks)
4. Which one of the following practices is **MOST** likely to promote an entrepreneurial culture in an organisation?
 - A. Rewarding staff mainly for meeting existing targets
 - B. Requiring staff to follow approved procedures only
 - C. Encouraging staff to test useful improvements
 - D. Restricting all new ideas to senior managers(2 marks)
5. Which one of the following factors belongs to the micro-environment of a small enterprise?
 - A. Inflation trends affecting borrowing costs
 - B. Suppliers serving the enterprise
 - C. Trade agreements affecting import costs
 - D. Taxation policy affecting many businesses(2 marks)
6. A business owner continues using outdated production methods despite lower costs being available because the current system still works. This behaviour is associated with _____.
 - A. a drone entrepreneur
 - B. a Fabian entrepreneur
 - C. an imitating entrepreneur
 - D. an innovating entrepreneur(2 marks)
7. Which one of the following benefits may arise from becoming an entrepreneur?
 - A. Regular benefits paid by an employer
 - B. Fixed income regardless of sales results
 - C. Freedom to pursue personal business ideas
 - D. Limited exposure to business decisions(2 marks)

8. Which one of the following situations represents an entrepreneurial opportunity?
- A. A firm renews licences for normal operations
 - B. A manager prepares payroll for regular staff
 - C. A cashier reconciles receipts after daily sales
 - D. A seller notes rising demand for affordable repairs
- (2 marks)
9. Which one of the following external sources of business ideas could reveal a new business opportunity?
- A. Owner's previous work exposure
 - B. Staff appraisal information
 - C. Changes in consumer lifestyles
 - D. Entrepreneur's personal savings level
- (2 marks)
10. Which one of the following characteristics should a viable entrepreneurial opportunity possess?
- A. It should be attractive, feasible and timely
 - B. It should require resources and customer demand
 - C. It should fit resources but ignore timing
 - D. It should be simple to copy and fund
- (2 marks)
11. An entrepreneur identifies a business idea after listening to repeated complaints about unreliable laundry collection services. Which one of the following approaches is being used?
- A. Tracking seasonal changes in the economy
 - B. Solving a market service problem
 - C. Following competitor pricing tactics
 - D. Reviewing internal accounting records
- (2 marks)
12. A business-level opportunity may arise where _____.
- A. a hobby shows possible commercial demand
 - B. a national policy changes lending conditions
 - C. countrywide consumer lifestyles are changing
 - D. customers complain about a firm's service
- (2 marks)
13. Which one of the following aspects is assessed during technical feasibility analysis of a proposed business idea?
- A. Whether customers can afford the proposed product
 - B. Whether competitors can serve the market reliably
 - C. Whether the venture can produce the product reliably
 - D. Whether the founder can promote the business name
- (2 marks)
14. Which one of the following actions should an entrepreneur take before committing funds to a selected business opportunity?
- A. Complete a feasibility assessment
 - B. Register several possible product names
 - C. Recruit permanent operational staff
 - D. Open branches in several towns
- (2 marks)
15. Which one of the following sources of business opportunity directly arises from identifying unmet customer demand?
- A. Changes in general taxation rules
 - B. A founder's personal hobby
 - C. A supplier's updated catalogue
 - D. Service gaps observed in the market
- (2 marks)
16. Testing a business idea with a small group of early users helps the entrepreneur to _____.
- A. complete registration documents immediately
 - B. obtain feedback before full launch
 - C. remove further product development costs
 - D. secure permanent market share
- (2 marks)
17. Which one of the following sources of finance gives investors an ownership interest in the venture?
- A. Debt financing
 - B. Trade credit
 - C. Equity financing
 - D. Supplier credit
- (2 marks)

18. Which one of the following factors should be considered when selecting a business incubator?
- A. Availability of mentors and facilities
 - B. Length of application procedures
 - C. Distance from the founder's residence
 - D. Popularity of the incubator's brand
- (2 marks)
19. Which one of the following considerations would **MOST** influence an entrepreneur's choice between operating as a sole proprietorship and forming a company?
- A. Expected management complexity
 - B. Expected access to external finance
 - C. Desired level of owner control
 - D. Preferred liability exposure
- (2 marks)
20. Entrepreneurs who want separate legal personality and limited liability without offering shares to the public should choose _____.
- A. a sole proprietorship
 - B. a private limited company
 - C. a general partnership
 - D. an unregistered association
- (2 marks)
21. Which one of the following challenges could cause a new venture to fail despite strong demand?
- A. Poor cash collection and payment control
 - B. Poor identification of target customers
 - C. Poor response to customer complaints
 - D. Poor evidence of product demand
- (2 marks)
22. Customer needs analysis is useful because it helps a business to _____.
- A. reduce customer communication
 - B. ignore competitors in pricing
 - C. align products with expectations
 - D. replace testing with promotion
- (2 marks)
23. Which one of the following describes a franchise limitation where a franchisee must follow the franchisor's standards?
- A. Limited brand recognition in the market
 - B. Reduced freedom over operating methods
 - C. Absence of standard operating procedures
 - D. Complete independence from business systems
- (2 marks)
24. Which one of the following intellectual property rights protects a distinctive business name or symbol?
- A. Patent
 - B. Copyright
 - C. Trade mark
 - D. Industrial design
- (2 marks)
25. Which one of the following strategies is illustrated when a manufacturer buys one of its regular raw-material suppliers to improve supply reliability?
- A. Horizontal merger
 - B. Market penetration
 - C. Product licensing
 - D. Backward integration
- (2 marks)
26. Which one of the following records should be reviewed before acquiring another firm to avoid assuming hidden obligations?
- A. The target firm's liabilities and contracts
 - B. The target firm's customer buying patterns
 - C. The target firm's production capacity limits
 - D. The target firm's brand reputation measures
- (2 marks)

27. Which one of the following actions would be **MOST** prudent for a small enterprise with limited supervision capacity that wants to open another outlet?
- A. Open several outlets to spread costs
 - B. Test one outlet and review controls
 - C. Use relatives for informal supervision
 - D. Expand using existing records only
- (2 marks)
28. Which one of the following effects is a possible disadvantage of rapid business expansion?
- A. Improved visibility in new markets
 - B. Wider access to new customers
 - C. Increased pressure on working capital
 - D. Greater influence over suppliers
- (2 marks)
29. Which one of the following sections of a business plan describes how the product or service will be produced and delivered?
- A. Financial plan
 - B. Operations plan
 - C. Executive summary
 - D. Marketing plan
- (2 marks)
30. The appendix section of a business plan is used to _____.
- A. include supporting documents
 - B. present a concise overview of the proposal
 - C. state objectives of promotional activities
 - D. explain the production process in detail
- (2 marks)
31. Which one of the following elements in the communication process represents the response sent back to the sender?
- A. Encoding
 - B. Channel
 - C. Noise
 - D. Feedback
- (2 marks)
32. A supervisor gives work instructions to clerks through departmental heads. This is an example of _____.
- A. downward communication
 - B. upward communication
 - C. lateral communication
 - D. grapevine communication
- (2 marks)
33. Which one of the following barriers occurs when the sender and receiver attach different meanings to the same word?
- A. Physical barrier
 - B. Mechanical barrier
 - C. Semantic barrier
 - D. Physiological barrier
- (2 marks)
34. Revising a business document mainly involves _____.
- A. selecting topics and gathering facts
 - B. preparing the first complete draft
 - C. correcting final spelling mistakes
 - D. improving clarity, tone and organisation
- (2 marks)
35. Which one of the following statements explains the purpose of an agenda in a formal meeting?
- A. It records decisions made after the meeting
 - B. It confirms members present at the meeting
 - C. It summarises the views of each speaker
 - D. It lists issues for discussion in order
- (2 marks)
36. Which one of the following examples illustrates non-verbal communication?
- A. Sending a brief email to a customer
 - B. Nodding to show agreement
 - C. Reading a notice on the staff board
 - D. Calling a supplier to confirm delivery
- (2 marks)

37. When preparing for a presentation, which one of the following activities forms part of audience analysis?
A. Assessing listeners' needs and knowledge level
B. Printing copies of the presentation slides
C. Memorising the full speech before delivery
D. Recording questions asked after the presentation (2 marks)
38. An interview in which all candidates are asked predetermined questions in the same order is referred to as _____.
A. an informal interview
B. an unstructured interview
C. a structured interview
D. a stress interview (2 marks)
39. During a tense team discussion, a supervisor wants to confirm understanding before responding. Which one of the following actions is **MOST** appropriate?
A. Interrupt the speaker to correct errors immediately
B. Move to another topic to avoid disagreement
C. Record the issue without asking questions
D. Paraphrase the key points before responding (2 marks)
40. Minutes of a meeting are prepared mainly to _____.
A. list possible agenda items and dates
B. record proceedings, decisions and actions
C. advertise meeting details to outsiders
D. prepare the chairperson's opening speech (2 marks)
41. Which one of the following practices supports ethical use of customer data in digital marketing?
A. Obtaining consent before using personal data
B. Collecting data without stating purposes clearly
C. Sending messages after customers opt out
D. Sharing contacts beyond stated purposes (2 marks)
42. Which one of the following digital marketing approaches is **BEST** suitable for interacting with customers through applications such as Facebook and Instagram?
A. Search engine marketing
B. Email newsletter marketing
C. Mobile SMS marketing
D. Social media marketing (2 marks)
43. In the communication process, the channel refers to the _____.
A. source that prepares and sends the message
B. medium used to transmit the message
C. response given after receiving the message
D. barrier that affects interpretation of the message (2 marks)
44. Which one of the following principles of communication requires a message to contain all necessary information?
A. Completeness
B. Conciseness
C. Correctness
D. Courtesy (2 marks)
45. Which one of the following documents formally informs members of the date, time and venue of a meeting?
A. Agenda
B. Minutes
C. Notice
D. Resolution (2 marks)

46. Which one of the following channels is **MOST** appropriate for discussing a confidential performance concern with an employee?
- A. Departmental memorandum
 - B. Face-to-face discussion
 - C. Staff newsletter
 - D. Departmental circular
- (2 marks)
47. A presenter uses a bar chart to compare branch sales. This is an example of _____.
- A. written communication
 - B. audio communication
 - C. visual communication
 - D. oral communication
- (2 marks)
48. Where participants in an online meeting speak over each other and decisions become unclear, which one of the following actions should the chairperson take first?
- A. Summarise points without controlling turn-taking
 - B. Allow members to finish side discussions
 - C. Move to any item that attracts attention
 - D. Restore order and guide members through the agenda
- (2 marks)
49. Which one of the following practices is appropriate when sending a business email with an attachment?
- A. Mention the attachment and check the file
 - B. Send the attachment without any context
 - C. Use a vague subject to attract attention
 - D. Attach unrelated files for additional detail
- (2 marks)
50. An interview in which all candidates answer core questions but follow-up questions are allowed is known as _____.
- A. a structured interview
 - B. a semi-structured interview
 - C. an unstructured interview
 - D. a panel interview
- (2 marks)
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ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 23 April 2026. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks.

1. Which one of the following statements **BEST** describes entrepreneurship?
 - A. Identifying opportunities and creating value through innovation
 - B. Managing routine activities in established organisations
 - C. Implementing government regulations in businesses
 - D. Supervising employees to ensure productivity(2 marks)

2. Which one of the following terms describes innovation carried out within an existing organisation?
 - A. Entrepreneurship
 - B. Intrapreneurship
 - C. Market positioning
 - D. Strategic control(2 marks)

3. Which one of the following characteristics enables entrepreneurs to continue working despite business setbacks?
 - A. Creativity
 - B. Delegation
 - C. Flexibility
 - D. Persistence(2 marks)

4. An entrepreneur identifies that commuters need quick breakfast options near a bus terminal and opens a kiosk. Which one of the following concepts is illustrated?
 - A. Cost leadership
 - B. Market diversification
 - C. Opportunity recognition
 - D. Strategic alliance(2 marks)

5. Which one of the following factors is part of the macro-environment affecting entrepreneurial activities?
 - A. Government regulations
 - B. Employee performance
 - C. Production efficiency
 - D. Internal communication(2 marks)

6. Which one of the following statements **BEST** explains the purpose of feasibility analysis?
- A. Attract investors to a project
 - B. Determine the viability of a business idea
 - C. Recruit employees for a venture
 - D. Promote a product in the market
- (2 marks)
7. Which one of the following forms of business ownership allows shareholders to transfer shares freely?
- A. Sole proprietorship
 - B. Partnership
 - C. Public limited company
 - D. Cooperative society
- (2 marks)
8. Which one of the following characteristics is associated with a sole proprietorship?
- A. Perpetual succession
 - B. Unlimited liability
 - C. Separate legal entity
 - D. Transferable shares
- (2 marks)
9. Which one of the following sources of finance **MUST** be repaid with interest?
- A. Venture capital
 - B. Retained earnings
 - C. Debt financing
 - D. Owner contributions
- (2 marks)
10. Which one of the following intellectual property rights protects brand names and logos?
- A. Patent
 - B. Trademark
 - C. Copyright
 - D. Industrial design
- (2 marks)
11. Which one of the following sections of a business plan summarises the entire document?
- A. Marketing plan
 - B. Financial plan
 - C. Operations plan
 - D. Executive summary
- (2 marks)
12. Which one of the following statements **BEST** describes market segmentation?
- A. Dividing a market into groups with similar characteristics
 - B. Promoting products to increase brand awareness
 - C. Expanding distribution channels to reach customers
 - D. Reducing prices to attract customers
- (2 marks)
13. Which one of the following statements is a benefit of market segmentation?
- A. Eliminating competition in a market
 - B. Allowing firms to target specific customer groups effectively
 - C. Guaranteeing success of new products
 - D. Reducing the need for market research
- (2 marks)

14. Which one of the following types of market segmentation is based on age and income?
A. Behavioural segmentation
B. Geographic segmentation
C. Psychographic segmentation
D. Demographic segmentation (2 marks)
15. Which one of the following statements **BEST** explains the purpose of market research?
A. Determining legal requirements for business registration
B. Collecting and analysing information about customers
C. Monitoring employee performance data
D. Negotiating supply contracts for a company (2 marks)
16. Which one of the following activities represents primary market research?
A. Reading government statistics
B. Analysing industry reports
C. Conducting customer surveys
D. Studying academic journals (2 marks)
17. Which one of the following stages of the product life cycle is characterised by a rapid increase in sales?
A. Introduction stage
B. Growth stage
C. Maturity stage
D. Decline stage (2 marks)
18. Which one of the following pricing strategies involves setting a high initial price for a new product?
A. Penetration pricing
B. Competitive pricing
C. Price skimming
D. Discount pricing (2 marks)
19. Which one of the following communication barriers occurs when words are misunderstood?
A. Semantic barrier
B. Physical barrier
C. Mechanical barrier
D. Physiological barrier (2 marks)
20. Which one of the following elements ensures the receiver understands a message **CORRECTLY**?
A. Encoding
B. Channel
C. Feedback
D. Noise (2 marks)

21. During a discussion, a listener maintains eye contact, asks clarifying questions and paraphrases key points to confirm understanding. Which one of the following skills **BEST** describes this communication behaviour?
- A. Passive listening
 - B. Selective listening
 - C. Active listening
 - D. Critical listening
- (2 marks)
22. Which one of the following statements **BEST** describes written communication?
- A. Communication that conveys messages through formal documents such as letters and reports
 - B. Communication that takes place through spoken conversations and discussions
 - C. Communication that relies on gestures and body language to convey meaning
 - D. Communication that occurs informally through rumours and personal discussions
- (2 marks)
23. After completing the first draft of a report, a writer reviews the content to improve clarity, correct errors and ensure consistency of ideas. Which one of the following processes is being carried out?
- A. Drafting
 - B. Editing
 - C. Proofreading
 - D. Publishing
- (2 marks)
24. Which one of the following actions demonstrates effective presentation delivery?
- A. Maintaining eye contact and speaking clearly to the audience
 - B. Reading directly from presentation slides without explanation
 - C. Avoiding interaction with the audience during the presentation
 - D. Presenting excessive information within a short time
- (2 marks)
25. Which one of the following documents records the decisions and discussions during a formal meeting?
- A. Agenda
 - B. Memorandum
 - C. Minutes
 - D. Notice
- (2 marks)
26. Before a meeting begins, the chairperson distributes a document outlining the topics to be discussed. Which one of the following documents is distributed?
- A. Agenda
 - B. Minutes
 - C. Memorandum
 - D. Notice
- (2 marks)
27. Which one of the following statements is an advantage of conducting interviews during employee selection?
- A. They replace other selection methods
 - B. They assess communication skills
 - C. They guarantee the best candidate
 - D. They eliminate recruitment bias
- (2 marks)

28. Which one of the following statements **BEST** describes a structured interview?
- A. An interview conducted without predetermined questions
 - B. An interview guided by a standardised set of questions for all candidates
 - C. An interview where candidates freely discuss their experiences
 - D. An interview conducted by several interviewers simultaneously
- (2 marks)
29. Which one of the following statements **BEST** describes video conferencing in organisational communication?
- A. Communication through written electronic messages
 - B. Communication through telephone audio links only
 - C. Communication using pre-recorded digital presentations
 - D. Real-time communication using audio and visual technology
- (2 marks)
30. Which one of the following statements is an example of a psychological communication barrier?
- A. Poor internet connectivity during communication
 - B. Differences in language between the sender and receiver
 - C. Personal bias or negative attitudes toward the speaker
 - D. Hearing impairment affecting message reception
- (2 marks)
31. Which one of the following statements represents a physiological barrier to communication?
- A. Prejudice toward the speaker
 - B. Emotional stress during communication
 - C. Differences in educational background
 - D. Hearing or speech impairment
- (2 marks)
32. Which one of the following statements **BEST** describes the primary purpose of advertising objectives?
- A. To determine the distribution channels for a product
 - B. To establish measurable goals for promotional communication
 - C. To control the pricing strategy of a product
 - D. To monitor employee performance in marketing
- (2 marks)
33. Which one of the following statements **BEST** explains competitive advantage?
- A. The ability of a firm to offer products identical to competitors
 - B. The ability of a firm to operate in multiple markets
 - C. The ability of a firm to deliver greater value than competitors
 - D. The ability of a firm to maintain high operational costs
- (2 marks)
34. Which one of the following statements **BEST** describes an innovation strategy?
- A. A long-term plan to develop and introduce new products or processes
 - B. A policy aimed at increasing production efficiency in an organisation
 - C. A strategy used to reduce employee turnover in an organisation
 - D. A plan for expanding distribution channels
- (2 marks)
35. Which one of the following statements **BEST** describes a business incubator?
- A. A financial institution providing loans to entrepreneurs
 - B. An organisation that supports start-ups through mentoring and resources
 - C. A government agency regulating new businesses in the industry
 - D. A private company that purchases small businesses
- (2 marks)

36. Which one of the following statements **BEST** describes venture capital?
- A. Short-term loans provided by commercial banks
 - B. Government grants provided to entrepreneurs
 - C. Equity investment provided to high-growth start-ups
 - D. Personal savings invested in a small business
- (2 marks)
37. Which one of the following statements **BEST** explains financial planning in a business?
- A. Estimating future financial needs
 - B. Recording financial transactions
 - C. Monitoring employee salaries
 - D. Setting product prices
- (2 marks)
38. Which one of the following statements **BEST** describes market positioning?
- A. Designing products to satisfy customer preferences
 - B. Creating a distinctive image of a product in the minds of consumers
 - C. Determining the distribution channels for a product
 - D. Segmenting a market based on customer characteristics
- (2 marks)
39. Which one of the following statements **BEST** describes audience analysis in communication?
- A. Identifying the characteristics of the target audience
 - B. Selecting communication channels to be used
 - C. Designing presentation visuals to be used
 - D. Preparing communication reports for target audience
- (2 marks)
40. Which one of the following statements **BEST** describes public communication?
- A. Communication directed at a small internal group
 - B. Communication between two individuals
 - C. Communication addressed to a large audience
 - D. Communication within an organisation's departments
- (2 marks)
41. Which one of the following statements **BEST** describes formal communication?
- A. Communication through official channels
 - B. Informal discussions among employees
 - C. Personal social conversations
 - D. Unplanned communication among colleagues
- (2 marks)
42. Which one of the following statements is an advantage of using email communication in organisations?
- A. Eliminates the need for meetings
 - B. Enables quick message delivery
 - C. Guarantees immediate responses
 - D. Prevents communication errors
- (2 marks)

43. A department manager sends a short written message to employees explaining a change in office procedures. Which one of the following communication tools is **MOST** appropriate for this purpose?
- A. Minutes
 - B. Notice
 - C. Circular
 - D. Memorandum
- (2 marks)
44. Managers located in Nairobi, Mombasa and Kisumu hold a meeting and communicate simultaneously using telephone links without travelling. Which one of the following communication methods are they using?
- A. Teleconferencing
 - B. Video conferencing
 - C. Email communication
 - D. Audio recording
- (2 marks)
45. During a business presentation, the presenter uses charts and diagrams to help the audience understand complex information. Which one of the following communication tools is illustrated?
- A. Written communication
 - B. Verbal communication
 - C. Non-verbal communication
 - D. Visual communication aids
- (2 marks)
46. A company designs products that deliver superior quality and benefits to customers compared with competitors' products. Which one of the following marketing concepts is illustrated?
- A. Customer value creation
 - B. Market segmentation
 - C. Product promotion
 - D. Price competition
- (2 marks)
47. A smartphone company promotes its product as the **MOST** reliable device for business professionals. Which one of the following marketing strategies is the company applying?
- A. Market segmentation
 - B. Product diversification
 - C. Brand positioning
 - D. Sales promotion
- (2 marks)
48. A company collects customer comments on product quality and service delivery to improve its products. Which communication activity is illustrated?
- A. Customer feedback
 - B. Customer segmentation
 - C. Product promotion
 - D. Market expansion
- (2 marks)
49. A supermarket offers temporary price discounts and free samples to encourage customers to purchase its new products. Which promotional approach does this describe?
- A. Advertising
 - B. Sales promotion
 - C. Public relations
 - D. Personal selling
- (2 marks)

50. A company promotes its products through social media platforms, search engines and online advertisements. Which one of the following forms of promotion is being applied?
- A. Digital marketing
 - B. Direct marketing
 - C. Personal selling
 - D. Retail marketing
- (2 marks)

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ACCOUNTING TECHNICIANS DIPLOMA (ATD)

LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 4 December 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Corporate entrepreneurship is described as _____.
A. running a private business outside of employment
B. innovation and risk-taking within large established firms
C. merging small firms to create large innovative corporations
D. process of starting and managing new business ventures (2 marks)
2. Emily Wamalwa works at Sawa bank and she developed a new mobile loan product that increases customer reach. This is an example of _____.
A. capitalism
B. entrepreneurship
C. intrapreneurship
D. smart banking (2 marks)
3. Which one of the following scenarios describes entrepreneurship?
A. Douglas Tanui starts a small bakery to meet local demand
B. A manager introduces new reporting software in a firm
C. A worker improves the efficiency of existing equipment
D. A company funds an internal innovation challenge for staff (2 marks)
4. Which one of the following statements explains a similarity between “fabian entrepreneurs” and “drone entrepreneurs”?
A. Both aggressively innovate new technologies
B. Both quickly copy successful business models
C. Both invest heavily in research and development
D. Both hesitate to adopt changes in their operations (2 marks)
5. Which one of the following characteristics differentiates an innovating entrepreneur from an imitating entrepreneur?
A. Creates new products and introduces original processes
B. Waits for others’ success before starting similar ventures
C. Avoids risk completely and prefers traditional methods
D. Improves existing products by adopting proven innovations (2 marks)

6. Small business owners are typically characterised by _____.
A. a desire to create scalable enterprises for long-term growth
B. a focus on steady income and maintaining family operations
C. an appetite for risk-taking and technological disruption
D. a mission to transform major industries through innovation (2 marks)
7. Susan Korir inspires her employees by sharing her long-term goal of building a leading eco-friendly furniture brand. Which one of the following entrepreneurial characteristics does she demonstrate?
A. Visionary leadership
B. Total independence
C. Locus of control
D. Calculated risk-taking (2 marks)
8. Which one of the following trends is associated with access to global markets?
A. E-commerce platforms
B. E-banking platforms
C. Corporate investment
D. E-procurement platforms (2 marks)
9. Which one of the following approaches of identifying a business opportunity is described in the scenario where an entrepreneur creates a digital platform for remote learning due to increased demand for flexible education solutions.
A. Reviewing education curriculum
B. Solving accessibility problems
C. Copying foreign business models
D. Observing trends in the society (2 marks)
10. A grocery store in a small town realises that no shop sells fresh organic produce and decides to introduce it. This is an example of _____.
A. observing a shift in lifestyle and consumer health awareness
B. solving problems of distribution of agricultural products
C. expanding a business due to general industry growth
D. filling a marketplace gap left by existing competitors (2 marks)
11. Selecting the right business opportunity helps entrepreneurs to _____.
A. enter any market regardless of changing market conditions
B. match personal skills and resources with market requirements
C. ensure that they will not be exposed to any market competition
D. ensures that external challenges no longer affect operations (2 marks)
12. Which one of the following factors reflects a personal-level opportunity source?
A. Prior work exposure
B. Industry demand
C. Consumer trend
D. Competitor weakness (2 marks)
13. After completing a pilot test of a business idea, the entrepreneur should _____.
A. expand production to reach larger market segments
B. strengthen marketing strategies to increase awareness
C. review financial performance to measure viability
D. refine the product based on customer feedback (2 marks)

14. The main purpose of evaluating a business idea is to _____.
A. determine market trends and customer needs
B. guarantee immediate financial success
C. determine feasibility and sustainability
D. enhance business planning and budgeting (2 marks)
15. A business incubator is designed primarily to _____.
A. control market competition by limiting entry of new firms
B. replace venture capital firms in financing high-growth businesses
C. reduce failure rates among small startups through structured support
D. provide temporary employment to entrepreneurs seeking experience (2 marks)
16. A technology start-up sells part of its ownership to an angel investor in exchange for capital. Which one of the following sources of finance is represented by the above scenario?
A. Equity financing
B. Debt financing
C. Internal financing
D. Micro-financing (2 marks)
17. Which one of the following sources of business finance is considered an internal and primary source of start-up capital?
A. Bank overdraft
B. Share capital
C. Venture capital
D. Personal savings (2 marks)
18. Agnes Mwendé's fashion boutique succeeds because she constantly updates designs to match emerging trends. This illustrates _____.
A. response to competitor-driven strategies
B. reliance on personal skill and experience
C. relying entirely on customer feedback
D. innovation and response to market changes (2 marks)
19. A new venture faces difficulty despite having adequate resources and its products do not meet customer needs. Which one of the following factors could have contributed to these difficulties?
A. Failure to carry out market research
B. Inadequate supply of required skills
C. Lack of modern production technology
D. Failure to comply with legal requirements (2 marks)
20. Two architects have started a firm where they share management, profits and liability equally. This is an example of _____.
A. Cooperative
B. Partnership
C. Corporation
D. Joint venture (2 marks)
21. A pharmaceutical company continues to operate after the death of the founder. Which one of the following characteristics is represented by the scenario above?
A. Limited liability
B. Flexible ownership
C. Perpetual succession
D. Undiluted control (2 marks)

22. Which one of the following reasons could make an investor reject a business plan?
- A. Financial projections are unrealistic and not backed by solid evidence
 - B. Market analysis is designed to include only a few customer segments
 - C. Business concept is one that most competitors cannot clearly understand
 - D. Risk analysis identifies and describes few possible business challenges
- (2 marks)
23. A hotel segments its customers as either business travelers or holiday tourists. This is referred to as _____.
- A. demographic segmentation
 - B. geographic segmentation
 - C. behavioral segmentation
 - D. psychographic segmentation
- (2 marks)
24. Which one of the following positioning strategies is **MOST** effective for a luxury watch brand?
- A. Highlighting low prices and discounts across all product lines
 - B. Stressing availability of the product in every retail outlet
 - C. Communicating similarity with other affordable watch brands
 - D. Emphasising prestige, exclusivity and superior workmanship
- (2 marks)
25. Which one of the following factors contribute to business success at the growth stage of business life cycle?
- A. Change in management style
 - B. Diversify the market
 - C. Change technology
 - D. New distribution channels
- (2 marks)
26. Which one of the following intellectual property rights is granted to a person who invents a new production machine?
- A. Utility patent
 - B. Design patent
 - C. Plant patent
 - D. Trade marks
- (2 marks)
27. Which one of the following tools could an entrepreneur use to raise business capital during the growth stage of a business?
- A. Strategic plan
 - B. Income statement
 - C. Operations plan
 - D. Executive summary
- (2 marks)
28. Which one of the following statements describes the benefits of market segmentation to a business?
- A. Competitive advantage
 - B. Higher profit margins
 - C. Expertise and credibility
 - D. Low marketing costs
- (2 marks)
29. Which one of the following entrepreneur's documents shows in great detail how a business model will be turned into a successful business?
- A. Business pitch
 - B. Business profile
 - C. Business plan
 - D. Business strategy
- (2 marks)

30. Which one of the following items is elaborated in the business description section of the business plan?
- A. Market share
 - B. Ownership structure
 - C. Product and its uniqueness
 - D. Nature of the business
- (2 marks)
31. Which one of the following communication barriers results from differences in social status between persons?
- A. Semantic barrier
 - B. Psychological barrier
 - C. Mechanical barrier
 - D. Physical barrier
- (2 marks)
32. Which one of the following channels of communication could be **MOST** appropriate to communicate and obtain immediate feedback?
- A. Emails
 - B. Letter
 - C. Telephone
 - D. Memorandum
- (2 marks)
33. Which one of the following elements of communication process interferes with the transmission of a message?
- A. Feedback
 - B. Medium
 - C. Encoding
 - D. Noise
- (2 marks)
34. Which one of the following types of communication saves time and provides effective instant feedback in the communication process?
- A. Written communication
 - B. Upward communication
 - C. Downward communication
 - D. Face-to-face communication
- (2 marks)
35. Which one of the following forms of communication is authoritative and directive in an organisation setting?
- A. Upward communication
 - B. Oral communication
 - C. Downward communication
 - D. Lateral communication
- (2 marks)
36. Which one of the following stages in writing enables the writer to improve on ideas and message to the audience clearly and precisely?
- A. Drafting
 - B. Editing
 - C. Pre-writing
 - D. Revising
- (2 marks)
37. Which one of the following tools could be used to officially inform a large audience about a major change in the organisation structure?
- A. Memorandum
 - B. Circular
 - C. Letter
 - D. Notice
- (2 marks)

38. Which one of the following skills, displayed effectively in a presentation, helps to build a connection and instill trust with the audience?
- A. Body language
 - B. Story telling
 - C. Eye contact
 - D. Visual display
- (2 marks)
39. Which one of the following types of interviews could interviewers choose in order to gather detailed information through a natural conversation?
- A. Structured
 - B. Behavioural
 - C. Unstructured
 - D. Situational
- (2 marks)
40. Which one of the following documents maintained during meetings helps to hold individual members accountable for specific tasks assigned?
- A. List of apologies
 - B. Minutes of meetings
 - C. List of Agenda
 - D. Chairman's report
- (2 marks)
41. Which one of the following items used in meetings provides a clear structure and purpose before a meeting commences?
- A. Minutes
 - B. Agenda
 - C. Resolution
 - D. Convener
- (2 marks)
42. Which one of the following forms of online meetings removes geographical barriers and promotes team collaborations with a global outreach?
- A. Video conferencing
 - B. Physical meetings
 - C. Teleconferencing
 - D. Audio meetings
- (2 marks)
43. Which one of the following is usually the first item on a chairman's agenda?
- A. Introduction of ex-officials members
 - B. Matters arising in previous meetings
 - C. Call to order and welcome
 - D. Record attendance of members
- (2 marks)
44. In which one of the following parts of a presentation does a presenter make a call for action?
- A. Introduction
 - B. Body
 - C. Conclusion
 - D. Visual aids
- (2 marks)
45. Which one of the following statements represents a purpose of an advertisement?
- A. Maintain internal communication in a company
 - B. Inform customers about products or services
 - C. Replace face-to-face selling completely
 - D. Update new shareholders on company products
- (2 marks)

46. Which one of the following actions is an example of external communication?
- A. A human resource manager sending an email an employee on leave
 - B. A chief executive officer discussing strategies with managers in a workshop
 - C. A company sending brochures to potential customers
 - D. A team leader remotely conducting a daily briefing
- (2 marks)
47. Which one of the following statements explains how effective communication could help resolve disputes in the workplace?
- A. Promote understanding and feedback
 - B. Reducing employee workload
 - C. Recording all customer complaints
 - D. Reducing marketing challenges
- (2 marks)
48. Which one of the following statements explains the reason for keeping business documents concise?
- A. Readers prefer quick, clear and easy-to-use information
 - B. Shorter documents always guarantee higher accuracy
 - C. Brevity ensures that no important details are omitted
 - D. Longer documents look more professional and credible
- (2 marks)
49. During a virtual meeting, a project manager shares slides to explain a project's performance. This is an example of _____.
- A. visual communication
 - B. non-verbal communication
 - C. written communication
 - D. verbal communication
- (2 marks)
50. Which one of the following is a potential benefit of informal communication?
- A. Team bonding and quick sharing of ideas
 - B. Provides official records of all decisions
 - C. Eliminates the need for formal meetings
 - D. Prevents misunderstandings completely
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 21 August 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Entrepreneurship is often described as a process. Which one of the following steps is the first in this process?
 - A. Identifying business opportunities
 - B. Securing funding for the venture
 - C. Identifying ideal business location
 - D. Identifying supply chain partnerships(2 marks)
2. Which one of the following challenges is faced by intrapreneurs?
 - A. Increased motivation and capital availability
 - B. Resistance to change and bureaucratic red tape
 - C. Adequate technical resources
 - D. Potential for high earnings(2 marks)
3. Which one of the following industries is dominated by drone entrepreneurs?
 - A. Technology start-ups
 - B. Traditional crafts
 - C. Renewable energy
 - D. E-commerce ventures(2 marks)
4. Which one of the following factors is critical in the micro-environment?
 - A. Consumer purchasing patterns
 - B. International trade agreements
 - C. National monetary policies
 - D. Global cultural shifts(2 marks)
5. Which one of the following factors influences identification of entrepreneurial opportunities at business-level environment?
 - A. An entrepreneur's ability to recognise inefficiencies in existing business models
 - B. National trends that affect all businesses within an industry
 - C. Global economic downturns unrelated to specific businesses
 - D. The failure of competing firms in unrelated industries(2 marks)
6. Which one of the following statements describes a way in which entrepreneurs demonstrate resilience?
 - A. Recovering from setbacks and continuing their efforts
 - B. Avoiding challenges in competitive markets
 - C. Delegating all responsibilities to their team
 - D. Adhering to conventional methods despite failure(2 marks)
7. Which one of the following factors should entrepreneurs take into consideration when choosing an incubator?
 - A. The size of the business and flexibility of the new business
 - B. The level of involvement and guidance from the incubator's team
 - C. The physical appearance of the incubator's office space
 - D. The number of employees working at the incubator(2 marks)

8. Which one of the following characteristics is essential for the long-term success of a new venture?
- A. The entrepreneur's willingness to try multiple ventures at a time
 - B. Adapting to changing market conditions and customer needs
 - C. Entrepreneurs' ability to delegate tasks and avoid taking risks
 - D. Reducing the workforce as much as possible to minimise costs
- (2 marks)
9. Which one of the following partners lends their name to a business to use for credibility?
- A. Active partner
 - B. Major partner
 - C. Nominal partner
 - D. Dormant partner
- (2 marks)
10. Which one of the following challenges could arise in a merger?
- A. A complete lack of resources to implement changes
 - B. The integration of different corporate cultures
 - C. Increased competition from larger competitors
 - D. Sudden over-expansion of market operations
- (2 marks)
11. Which one of the following statements describes a way in which marketing supports customer retention?
- A. Increasing product prices to maintain exclusivity
 - B. Developing continuous engagement strategies
 - C. Identifying and increasing competition
 - D. Focusing on creating new product lines
- (2 marks)
12. Which one of the following statements describes the impact of Covid 19 on entrepreneurship today?
- A. Decreased global entrepreneurial activities
 - B. Preference for small-scale businesses
 - C. Reduction of international partnerships
 - D. Increased shift to online businesses
- (2 marks)
13. Which one of the following emerging trends is associated with sustainable entrepreneurship?
- A. Increased use of digital platforms
 - B. Adoption of eco-friendly products
 - C. Focus on full-time business operations
 - D. Serving only local markets for better control
- (2 marks)
14. Which one of the following statements describes the term "market gap"?
- A. Available space in a market
 - B. Unfulfilled customer needs
 - C. A market without competitors
 - D. Over-supply of goods in the market
- (2 marks)
15. Which one of the following types of feasibility analysis assesses whether an entrepreneur has the expertise and capabilities to invest in a business opportunity?
- A. Financial feasibility
 - B. Skill feasibility
 - C. Operational feasibility
 - D. Technical feasibility
- (2 marks)
16. Which one of the following statements represent the primary purpose of a feasibility analysis in entrepreneurship?
- A. To develop a marketing strategy for a new product
 - B. To evaluate whether a business idea is viable
 - C. To set the price for a new product or service
 - D. To define the company's mission and vision
- (2 marks)
17. Which one of the following requirements is necessary for an entrepreneur to gain admission to a business incubator?
- A. Proven business experience
 - B. Successful existing business
 - C. Viable business idea
 - D. Adequate start-up capital
- (2 marks)

18. Which one of the following challenges is associated with equity financing?
A. High expectations by investors
B. Requires collateral to obtain
C. Has stringent repayment terms
D. Only used for short term financing (2 marks)
19. Which one of the following statements explains an advantage of securing grants from government agencies to fund a new venture?
A. Allow for risk-sharing
B. Require no payment
C. They are easy to obtain
D. Reduces tax liability (2 marks)
20. Which one of the following statements explains a benefit of running a business as a public limited liability company?
A. Total control and flexibility over management
B. Personal property is protected from business debt
C. It is simple and cheaper to establish and operate
D. Business income is not subject to taxation (2 marks)
21. Payments made regularly by the franchisee to the franchisor for the use of the brand name is referred to as _____.
A. operation fees
B. licencing fee
C. dividends
D. royalties (2 marks)
22. The primary benefit of registering a trademark is to _____.
A. grant ownership over creative work and new inventions
B. grant legal protection against unauthorised use of the mark
C. grant the owner of the mark rights to manufacture a new product
D. help keep the registered mark secret and away from competitors (2 marks)
23. The following are characteristics of an effective executive summary of a business plan, **EXCEPT** _____.
A. an overview of the business concept
B. persuasive with a positive tone
C. engaging and captivating
D. detailed and comprehensive (2 marks)
24. Starehe Travelers, a public transport company, operates buses that ferry passengers between major towns in the country. The slogan "Your safety, our priority" is displayed on all the buses. This slogan is a market _____.
A. segmentation tool
B. positioning tool
C. targeting tool
D. research tool (2 marks)
25. Which one of the following types of noise occurs when communication is distracted by receiver's poor health?
A. Physical noise
B. Semantic noise
C. Psychological noise
D. Physiological noise (2 marks)
26. In communication, feedback _____.
A. helps completes the encoding process
B. confirms the message was understood
C. helps in the proper choice of the channel
D. helps to analyse the receiver's response (2 marks)

27. The objective of upward communication is to _____.
 A. provide instructions, policies and guidance
 B. facilitate coordination and collaboration
 C. spread rumours and casual messages
 D. provide feedback, reports and suggestions (2 marks)
28. Which one of the following statements describes a similarity between internal communication and external communication?
 A. Used to coordinate tasks and projects
 B. Used to share information and updates
 C. Rely entirely on formal channels
 D. Flows both upward and downward (2 marks)
29. Critical listening involves _____.
 A. considering the speaker's feelings and emotions
 B. agreeing with the speaker's point of view
 C. evaluating the credibility of the message
 D. reflecting on your role in communication (2 marks)
30. Which one of the following tasks should be prioritised while editing a written document?
 A. Checking logical flow and clarity of ideas
 B. Correcting spelling, grammar and punctuation
 C. Refining the content for consistency and tone
 D. Revising the content to align with objectives (2 marks)
31. Which one of the following consequences could result from using the wrong email address?
 A. Message may be automatically deleted by the system
 B. Message may be delivered to unintended recipient
 C. Message could be delivered as spam to the recipient
 D. Could lead to information being ignored by sender (2 marks)
32. A memorandum may be described as _____.
 A. a concise form of internal written communication
 B. comprehensive report used for internal communication
 C. brief written communication used to convey personal messages
 D. formal document used for external and internal communication (2 marks)
33. Which one of the following strategies could be used by a speaker to ensure familiarity with the content of presentation?
 A. Seeking clarification
 B. Engaging the audience
 C. Practising and rehearsing
 D. Use of real time examples (2 marks)
34. Which one of the following situations could be ideal for the use of the manuscript method of delivering a presentation?
 A. A speaker delivering a highly rehearsed speech
 B. A spokesperson delivering a pre-written speech
 C. A sales person making demonstration of a product
 D. When the speaker is an expert in the subject matter (2 marks)
35. Which one of the following benefits could accrue to an organisation from interview documentation?
 A. Documents interviewee's personal opinions
 B. Removes subjectivity by following fixed templates
 C. Simplifies and shortens the interview process
 D. Bases selection entirely on numerical scores (2 marks)
36. A formal meeting has a _____.
 A. flexible agenda
 B. pre-determined agenda
 C. spontaneous agenda
 D. non-existent agenda (2 marks)

37. Which one of the following characteristics distinguishes teleconferencing from videoconferencing?
- A. Videoconferencing uses video only, teleconferencing uses audio only
 - B. Videoconferencing requires internet access, teleconferencing does not
 - C. Teleconferencing is used only in large organisations for virtual meetings
 - D. Teleconferencing allows multiple participants to speak without cameras
- (2 marks)
38. Which one of the following complimentary clauses could be appropriate when sending a letter of invitation to an interview?
- A. Best wishes
 - B. Yours Sincerely
 - C. Yours faithfully
 - D. Best regards
- (2 marks)
39. Which one of the following communication channels is the **MOST** appropriate for conveying sensitive information?
- A. Letters
 - B. Video conferencing
 - C. Face-to-face communication
 - D. Email
- (2 marks)
40. Which one of the following is an example of public communication?
- A. A company's external memo
 - B. A government press release
 - C. A personal text message
 - D. A private meeting
- (2 marks)
41. Which one of the following actions is an example of diagonal communication?
- A. A team leader discussing a task with another team leader
 - B. A human resource manager sharing updates with a finance clerk
 - C. A CEO giving a speech to all employees
 - D. A supervisor giving instructions to subordinates
- (2 marks)
42. Which one of the following statements means "empathy" in communication?
- A. Identifying the speaker's emotions
 - B. Understanding the speaker's feelings
 - C. Focusing only on factual details
 - D. Judging the speaker's emotion
- (2 marks)
43. Which one of the following is an advantage of using video conferencing for meetings?
- A. Limited interruptions and longer interaction
 - B. Increases flexibility for discussing important issues
 - C. Enabling remote participation and saving time
 - D. Ensures the chairperson is physically present in the room
- (2 marks)
44. Which one of the following elements ensures the audience remains engaged during a presentation?
- A. Consistent maintaining eye contact
 - B. Reading directly from the slides
 - C. Using new terminologies
 - D. Speaking in a loud voice
- (2 marks)
45. Which one of the following roles is performed by the secretary after a meeting?
- A. Prepare refreshments for the next meeting
 - B. Write and distribute the minutes to participants
 - C. Review the meeting agenda for the next session
 - D. Present draft minutes for signing by chairperson
- (2 marks)
46. Meetings are important for organisations because they _____.
- A. provide an opportunity for informal discussions only
 - B. ensure that all decisions are made quickly without much discussion
 - C. enable collaboration, sharing of ideas and joint problem-solving
 - D. reduce the need for meetings in the future once decisions are made
- (2 marks)

47. Which one of the following actions are done by participants in a meeting?
- A. Speak only when prompted by the leader
 - B. Listen actively and contribute ideas
 - C. Contribute to the agenda items of the day
 - D. Keep environment conducive and keep minutes
- (2 marks)
48. Which one of the following sections of a proposed business plan shows that the firm is structured to make best use of human capital?
- A. Business description
 - B. Industry analysis
 - C. Operational plan
 - D. Organisation plan
- (2 marks)
49. Which one of the following works could be protected by use of copyrights?
- A. Logos and colours
 - B. Inventions and designs
 - C. Music and digital media
 - D. Three-dimension signs
- (2 marks)
50. A business plan could be defined as _____.
- A. a list of products and services offered
 - B. business opportunities in written form
 - C. a record of financial transactions
 - D. a written proposal of a business venture
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

FRIDAY: 25 April 2025. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which one of the following types of entrepreneurs focus on opportunities that others may overlook?
A. Imitative entrepreneur
B. Fabian entrepreneur
C. Opportunistic entrepreneur
D. Social entrepreneur (2 marks)
2. Which one of the following statements **BEST** describes the purpose of a customer needs assessment in marketing?
A. To determine the price point at which a product should be sold to customers
B. To identify customer preference, expectations and problems in product development
C. To create advertisements that appeal to customers' emotions
D. To establish the number of competitors in the market a business operates in (2 marks)
3. Which one of the following outcomes is as a result of a strong entrepreneurial culture?
A. Increased adaptability to market changes
B. Reduction in employee retention rate
C. Increase in employee's opportunities
D. Standardisation across all departments (2 marks)
4. Which one of the following disadvantages could be faced by Fabian entrepreneurs?
A. Risk of financial overextension
B. Loss of market opportunities
C. Lack of operational consistency
D. Over-reliance on innovative practices (2 marks)
5. Which one of the following features describes the nature of an entrepreneurial opportunity?
A. Fixed and predictable, requiring no significant adaptation
B. Dynamic and evolving with changing market conditions
C. Based on intuition, with no data or research involved
D. Relevant when business faces minimal competition (2 marks)
6. The business-level environment refers to _____.
A. internal and external forces that affect the operations of an individual business
B. government policies and international regulations impacting the market
C. social trends that do not directly influence market demand
D. external forces such as natural disasters that impact industry-wide supply chains (2 marks)
7. Which one of the following terms represents a way of generating business ideas by modifying existing concepts to new situations?
A. Market research
B. Diversification
C. Franchising
D. Market adaptation (2 marks)

8. Which one of the following regulatory challenges is experienced by entrepreneurs?
- Complex and evolving legal requirements
 - Understanding government policies entirely
 - Relying on outdated industry standards
 - Relating with enforcers of taxation laws
- (2 marks)
9. Which one of the following conditions must be met by businesses that use debt financing?
- Seek funding from multiple investor sources
 - Repay according to the agreed-upon terms
 - Share profits with external stakeholders
 - Provide a detailed business plan to get funding
- (2 marks)
10. Which one of the following statements illustrates the voting rights of members in a cooperative?
- Based on periodical contributions
 - Limited to a few key executives
 - Equal among all members
 - Determined by the board of directors
- (2 marks)
11. Which one of the following sources would be considered secondary data in marketing research?
- Survey results from current customers
 - Government census data on population
 - Interviews with potential customers
 - Personal opinions from focus groups
- (2 marks)
12. Which one of the following positioning strategies is based on its utility and performance?
- Emotional positioning
 - Price-based positioning
 - Functional positioning
 - Psychological positioning
- (2 marks)
13. Which one of the following factors is a barrier to developing an intrapreneurial culture?
- Overly flexible work environment
 - Fear of failure and risk-aversion
 - Decentralised decision-making
 - Transformational leadership
- (2 marks)
14. Which one of the following statements **BEST** defines an acquisition as an expansion strategy?
- A company merging with another to form a new entity
 - A company purchasing or gaining control over another company or its assets
 - A company expanding its operations without any external involvement
 - A company selling its assets to another business for a profit
- (2 marks)
15. The following are characteristics of business owners:
- Aims to create a lasting impact and legacy.
 - Aims to serve a specific local market.
 - Prefer proven business model to minimise risk.
 - Often seek venture capital and angel investment.
 - Take high risks that have potential for high rewards.
 - Have no plan or strategy to exit the business.
- Which one of the following sets of characteristics distinguishes a small business owner from an entrepreneur?
- (i), (iv), (v)
 - (iii), (iv), (vi)
 - (ii), (iii), (iv)
 - (ii), (iii), (vi)
- (2 marks)
16. Which one of the following statements explains the reason why observing trends is important in identification of a business opportunity?
- Creates awareness into emerging customer needs
 - Helps reduce risks associated with a new business
 - Guarantees success of a business venture
 - Helps in increasing customer demand
- (2 marks)

17. Which one of the following statements is a business-level source of entrepreneurial opportunity?
A. Leveraging personal skills and hobbies
B. Changes in international laws
C. Customer complaints and suggestions
D. Emergence of new advanced technology (2 marks)
18. A prototype refers to _____.
A. a new product that has no market competition
B. a sample of a product used for sales promotion
C. basic version of a product used in market testing
D. a new business idea with a proven track record (2 marks)
19. Which one of the following factors could determine the success of a new manufacturing venture?
A. Wealth of the owner
B. Large size of the factory
C. Unique value proposition
D. Presence of strong competition (2 marks)
20. Which one of the following benefits could accrue to an entrepreneur from venturing in a partnership form of business ownership?
A. Sharing of space
B. Sharing of profits
C. Sharing of taxes
D. Sharing unlimited liability (2 marks)
21. Which one of the following examples represent a vertical merger?
A. A supermarket chain merging with a competing supermarket chain
B. A furniture producer merging with a clothing retailer
C. A book publisher merging with a bookshop chain
D. A local bank merging with a foreign larger bank (2 marks)
22. The objective of regularly updating a business plan is to _____.
A. reflect changes in the business environment
B. allocate enough time to write a detailed plan
C. ensure use of professional language
D. help in understanding specific customer needs (2 marks)
23. Which one of the following examples represents psychographic segmentation of a market?
A. Offering herbal products to health-conscious individuals
B. Offering loyalty programs to repeat customers
C. Adjusting offerings to the needs of different locations
D. Selling toys to parents with young children (2 marks)
24. In relation to marketing, artificial intelligence chatbots are used in _____.
A. data collection
B. data analytics
C. customer engagement
D. customer needs analysis (2 marks)
25. Which one of the following examples refers to encoding in the communication process?
A. Manager interpreting a letter sent by an employee
B. Team member voicing his response during a meeting
C. Speaker choosing appropriate words to convey ideas
D. Journalist sharing a report through a news portal (2 marks)
26. Which one of the following statements explains a way of achieving the principle of “consideration” in communication?
A. Tailoring the message to the audience level of understanding
B. Ensuring the message captures the attention of audience
C. Using non-verbal signals in all types of formal communication
D. Regularly modifying the message conveyed to the receiver (2 marks)

27. Which one of the following refers to intrapersonal communication?
A. Conversation between friends
B. Team meetings and presentations
C. Interactions at social events
D. Reflecting on past experiences (2 marks)
28. Which one of the following elements are vocal cues used in communication?
A. Tone, pitch, volume and pace
B. Posture, gestures and eye contact
C. Smiling, nodding and frowning
D. Touch, time and appearance (2 marks)
29. Which one of the following forms of communication involve both oral and digital communication?
A. Text messages
B. Chatrooms
C. Social media
D. Video conferencing (2 marks)
30. Which one of the following statements explains the purpose of a circular?
A. Communicating a decision or announcement to a specific individual
B. Disseminating information broadly across an organisation or group
C. Providing a detailed analysis of information to senior management
D. Inviting employees and other stakeholders to a formal event (2 marks)
31. Which one of the following methods could be used to analyse the audience?
A. Ending with a question-and-answer session
B. Maintaining eye-contact with audience
C. Conducting surveys and interviews
D. Using visual aids and non-verbal cues (2 marks)
32. Which one of the following statements explains a benefit that could accrue to an organisation from conducting an on-site job selection interview?
A. Provide candidates with networking opportunities
B. Reduces individual bias of the interviewer
C. It is a convenient, fast and cost-effective technique
D. Better evaluation of skills and fit (2 marks)
33. Which one of the following reasons explains why appropriate non-verbal communication is important in interviews?
A. Removes the need for verbal responses.
B. Ensures interviewers dominate the process
C. Ensures correct and brief answers are provided
D. Help to reveal unspoken emotions and attitudes (2 marks)
34. Which one of the following documents should be in the possession of both the interviewer and the interviewee during a job selection interview?
A. Interview schedule
B. Personal portfolio
C. Candidate's resume
D. Identification documents (2 marks)
35. Which one of the following types of meetings could be convened to discuss strategic issues and governance in an organisation?
A. Disciplinary meetings
B. Committee meetings
C. Social gatherings
D. Board meetings (2 marks)
36. Which one of the following outcomes could be a consequence of poor communication in an organisation?
A. Enhanced competition among departments
B. Increased interdependence among workers
C. Increased workload and productivity
D. Increased frustration among employees (2 marks)

37. Which one of the following is the first stage in the communication process?
A. Setting up context
B. Identifying target
C. Encoding the message
D. Selecting the channel (2 marks)
38. Which one of the following principles focuses on providing the receiver with enough information to understand the message?
A. Conciseness
B. Completeness
C. Correctness
D. Consistency (2 marks)
39. Which one of the following public communication aims to influence public opinion?
A. Advocacy communication
B. Interpersonal communication
C. Private communication
D. Non-verbal communication (2 marks)
40. Which one of the following characteristics is associated with formal communication?
A. Must be sent using outlined medium
B. Follows a chain of command
C. Originates from top executives
D. Does not require documentation (2 marks)
41. The goal of external communication is to _____.
A. manage interdepartmental coordination
B. establish relationships with external entities
C. focus only on external employee needs
D. enhance team harmony (2 marks)
42. Which one of the following effects is achieved by using “contrast” in visual communication?
A. It creates harmony between different elements
B. It highlights differences to emphasise certain parts
C. It reduces the visibility of unimportant elements
D. It ensures viewers understand the elements displayed (2 marks)
43. Which one of the following stages in writing of business documents ensures that the document meets its objectives and addresses the target audience?
A. Prewriting
B. Drafting
C. Revising
D. Editing (2 marks)
44. Which one of the following statements relates to a drawback of structured interviews?
A. They tend to be highly inconsistent in assessing candidates
B. They are rigid and do not allow flexibility to explore responses
C. They require extensive time to prepare for each candidate
D. They are inappropriate for evaluating technical competencies (2 marks)
45. Which one of the following types of meeting formats involves a presentation to a large audience?
A. Video conferencing
B. Webinar
C. Teleconference
D. Informal chat (2 marks)
46. Which one of the following statements is **TRUE** about video conferencing tools like Zoom and Google Meet?
A. They are only useful for audio-only communication
B. They allow users to share video, audio, and documents in real-time
C. They require all participants to be located in the same country
D. They limit the ability for participants to collaborate visually (2 marks)

47. Which one of the following statements represents the primary purpose of a market plan?
- A. To highlight the marketing strategies that will attract and retain customers
 - B. To provide an organisation structure and detailed management roles
 - C. To explain the product development process for the company
 - D. To outline the company's financial projections and funding requirements
- (2 marks)
48. Which one of the following statements represents the use of appendices section in a business plan?
- A. To provide the projected sales
 - B. To showcase the products and services
 - C. To provide supplementary information
 - D. To highlight the mission and vision statements
- (2 marks)
49. Which one of the following actions represents the primary focus when identifying customer needs in a business?
- A. Understanding how competitors' prices affect sales
 - B. Recognising customers' desires and problems to be solved
 - C. Developing new advertising campaigns to attract customers
 - D. Analysing the financial performance of the company
- (2 marks)
50. Which one of the following sections is included in a business plan?
- A. Research problem
 - B. Conclusion and recommendations
 - C. Discussion of findings
 - D. Products and services description
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 5 December 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which one of the following characteristics enables entrepreneurs to face challenges without giving up?
 - A. Independence
 - B. Persistence
 - C. Decisiveness
 - D. Innovativeness(2 marks)
2. Which one of the following actions could help an entrepreneur mitigate business risk?
 - A. Having an indifferent attitude towards business activities
 - B. Working passively to ensure that the business succeeds
 - C. Doing research to establish the viability of a business idea
 - D. Investing in many business activities depending on capital available(2 marks)
3. Tom Mwamba, an entrepreneur, sponsors local sports and makes donations to local schools and hospitals. Which one of the following terms refers to the role played by Tom Mwamba as an entrepreneur?
 - A. Capital mobilisation
 - B. Social responsibility
 - C. Corporate entrepreneurship
 - D. Community entrepreneurship(2 marks)
4. Which one of the following types of entrepreneurs correctly matches with its characteristic?
 - A. Imitative – prioritises long-term stability over rapid growth
 - B. Drone – Unwilling to adapt to new production methods
 - C. Innovative – Duplicates successful business models
 - D. Fabian – starts a business to solve social problems(2 marks)
5. Increased crime has been reported in the suburbs of Sungura city. Charles Milema has discovered that there are no security firms offering security services within that region and has therefore embarked on establishing a security firm. The lack of a security firm in the suburbs of Sungura city is an example of a _____.
 - A. business challenge
 - B. increased demand
 - C. market gap
 - D. poor services(2 marks)
6. Before investing in a new business idea, an entrepreneur has to consider whether the market, resources and skills required to deliver the product or service are available. This activity is known as _____.
 - A. opportunity recognition
 - B. feasibility analysis
 - C. idea testing
 - D. idea commercialisation(2 marks)

7. Which one of the following forms of business ownership allows the owner to gain all-round experience on business operations?
- A. Corporation
 - B. Partnership
 - C. Company
 - D. Sole proprietorship
- (2 marks)
8. Which one of the following statements explains why a partnership form of business lacks perpetual succession?
- A. Personal property may be seized to pay for business obligations
 - B. Death of one of the partners may lead to dissolution of the business
 - C. A partner is both an agent of all other partners and also of the firm
 - D. The business could only succeed if all partners share debts and losses
- (2 marks)
9. The following are sources of capital:
- (i) Bank overdraft.
 - (ii) Venture capital.
 - (iii) Share capital.
 - (iv) Trade credit.
 - (v) Personal finance.
 - (vi) Debentures.
- Which one of the following sets represent equity capital?
- A. (iii), (iv), (vi)
 - B. (ii), (iii), (v)
 - C. (i), (iii), (v)
 - D. (iv), (v), (vi)
- (2 marks)
10. Susan Wema is a wealthy retired corporate executive looking for a promising start up to support financially in return for part ownership of the business. Which one of the following terms refers to this type of investor?
- A. Business angel
 - B. Venture capitalist
 - C. Ordinary shareholder
 - D. Debenture holder
- (2 marks)
11. Which one of the following factors could make an entrepreneur prefer to use debt financing?
- A. Regular principal and interest payment
 - B. Tax-deductible interest payments
 - C. Positive impact on credit rating
 - D. No additional financial burden
- (2 marks)
12. The type of intellectual property used to distinguish a business's product from those of competitors is known as a _____.
- A. business name
 - B. brand name
 - C. business secret
 - D. trademark
- (2 marks)
13. Which one of the following techniques could be used to conduct secondary research?
- A. Observing market trends
 - B. Conducting interviews
 - C. Reading books and magazines
 - D. Administering questionnaires
- (2 marks)
14. Which one of the following statements describes a "business plan"?
- A. Document that gives a comprehensive overview of a proposed business
 - B. Document that describes the lenders and investors of the proposed business
 - C. Technique for approaching banks and financial institutions for startup funding
 - D. A template for conducting a SWOT analysis for a proposed startup business
- (2 marks)

15. Which one of the following terms refers to the process of identifying a specific set of characteristics that differentiates one group of customers from the rest?
A. Customer attraction
B. Market differentiation
C. Market diversification
D. Market segmentation (2 marks)
16. Which one of the following instruments is used as a source of primary research data when carrying out a feasibility analysis?
A. Census bureau data
B. Conducting surveys
C. Industry reports
D. Internet research (2 marks)
17. Which one of the following methods assists a new venture to provide a superior product compared to that of its competitors?
A. Promotion
B. Advertising
C. Differentiation
D. Pricing (2 marks)
18. Which one of the following facilities offer start up entrepreneurs low-cost, flexible rent space and business support services in order to survive till they operate on their own?
A. Business floors
B. Business complex
C. Business incubator
D. Business accelerators (2 marks)
19. Which one of the following tools is used by an entrepreneur to carry out a customer needs analysis before introducing a new product?
A. Customer feedback
B. Product usage trends
C. Market research
D. Customer reviews (2 marks)
20. An intangible product of human creativity that has value in the market place and can be protected using legal means is known as _____.
A. service development
B. service innovation
C. intellectual property
D. individual franchise (2 marks)
21. Which one of the following sections of a business plan describes the manufacturing process of a business?
A. Financial plan
B. Business description
C. Operations plan
D. Management plan (2 marks)
22. Which one of the following terms is used to describe the activity undertaken by a firm to communicate the benefits of its products to its potential customers?
A. Underwrite
B. Promotion
C. Analysis
D. Pricing (2 marks)
23. The process of gaining attraction from media sites by posting content that is relevant to a targeted audience is known as _____.
A. search engine marketing
B. content marketing
C. search engine optimisation
D. social media marketing (2 marks)

24. Which one of the following elements describes the advantages of segmenting a market?
A. Reducing costs and risks
B. Ineffective customer profile
C. Adapting to change in market
D. Irrelevant segmentation (2 marks)
25. Which one of the following product life cycle marketing strategies is favourable at the introduction stage?
A. Improve the product quality
B. Create a unique brand identity
C. Make improvement on quality
D. Choose unexplored market segment (2 marks)
26. Which one of the following features is a macro-environmental factor in entrepreneurship?
A. Internal business structures
B. Political stability and regulations
C. Supply chain management
D. Customer service interactions (2 marks)
27. In the introduction stage, which pricing strategy is typically used to attract early adopters for premium products?
A. Price penetration
B. Discount pricing
C. Psychological pricing
D. Price skimming (2 marks)
28. Which one of the following types of communication passes through a defined channel in a systematic way?
A. Informal
B. Delegated
C. Oral
D. Formal (2 marks)
29. Which one of the following elements describes the sender-oriented barriers to effective communication?
A. Premature evaluation
B. Lack of interest
C. Wrong assumption
D. Lack of trust (2 marks)
30. Which one of the following types of interviews elicit more information about a candidate due to its conversational and engaging nature?
A. Structured
B. Semi-structured
C. Un-structured
D. Questionnaires (2 marks)
31. The informal channel of business communication that stretches throughout the organisation in all directions irrespective of authority levels is known as _____.
A. oral communication
B. grapevine communication
C. circle network communication
D. wheel network communication (2 marks)
32. Which one of the following statements indicate the purpose of having a structure of a presentation?
A. Ensure delivery of right presentation to right audience
B. Explain to audience the content and purpose
C. Ensure logical flow that is easily understood
D. Draw the audience attention to the content (2 marks)

33. Which one of the following terms refers to a series of points showing the order in which a business meeting is to be conducted?
A. Report
B. Proposal
C. Agenda
D. Catalogue (2 marks)
34. Which one of the following statements gives the difference between a webinar and a seminar?
A. They engage integrated social media platforms
B. All the participants are visible during the events
C. Seminar is in-person while webinar is virtual
D. Both are held on mobile applications (2 marks)
35. Which one of the following challenges arises when visuals are not aligned with the accompanying text?
A. A speaker may be unable to deliver content
B. Makes listeners focus more on visuals
C. Creates confusion and reduces clarity
D. Makes the presentation too detailed (2 marks)
36. Which one of the following actions is the key focus during the execution stage of a meeting?
A. Evaluating the success of previous meetings
B. Following the agenda and facilitating discussion
C. Determining and reviewing chairman's agenda
D. Reviewing the meeting minutes from the last session (2 marks)
37. Which one of the following situations is a benefit of public communication?
A. Ability to deliver more detailed content
B. It allows for immediate feedback
C. It can reach a wide audience quickly
D. Increased interaction with the audience (2 marks)
38. Which one of the following is the most appropriate complementary close for a formal letter starting with "Dear Sir"?
A. Best regards
B. Best wishes
C. Yours sincerely
D. Yours faithfully (2 marks)
39. Which one of the following statements represents a reason why oral communication is considered essential in a business environment?
A. Allows for immediate feedback and clarification
B. It is less formal than written communication
C. Requires keen preparation time than written documents
D. It is always easy to remember compared to written (2 marks)
40. Which one of the following barriers is a psychological barrier to communication?
A. Attitude and emotions of receiver
B. Faulty transmission of messages
C. Poor encoding of a message
D. Wrong interpretation of words (2 marks)
41. Which one of the following lists contains activities undertaken at the revision stage of the writing process?
A. Brainstorming, outlining and listing
B. Formatting, proofreading and publishing
C. Refining, reorganising and rephrasing
D. Idea mapping, punctuation and drafting (2 marks)
42. Which one of the following statements depicts a similarity between email and memoranda as a means of written communication?
A. Can be used to convey information to multiple recipients
B. May include attachments to supplement the message
C. Used for both internal and external communication
D. Used for both official and non-official communication (2 marks)

43. Which one of the following statements describes audience analysis?
- A. Engaging the audience during the presentation
 - B. Determining audience needs and expectations
 - C. Maintaining eye-contact with friendly audience
 - D. Asking audience questions after a presentation
- (2 marks)
44. In relation to presentations, stage fright is defined as _____.
- A. moving around the stage
 - B. venue of presentation
 - C. unfriendly audience
 - D. presentation anxiety
- (2 marks)
45. Which one of the following techniques could be used by an interviewer to relax the candidate during a job selection interview?
- A. Question and answer session
 - B. Discussing politics and religion
 - C. Sharing questions in advance
 - D. Having a small-talk session
- (2 marks)
46. The following are objectives of taking notes during a job selection interview, **EXCEPT** _____.
- A. help in recalling critical details about candidates
 - B. provide factual basis for evaluating candidates
 - C. ensure there is fairness in the hiring process
 - D. record competencies of each panel member
- (2 marks)
47. An entrepreneurial culture is characterised by _____.
- A. strict adherence to traditional methods and minimising risk
 - B. high levels of bureaucracy and a top-down management approach
 - C. flexibility, willingness to experiment and support for new ideas
 - D. emphasis on routine tasks and consistency over innovation
- (2 marks)
48. Which one of the following actions is the purpose of issuing a notice?
- A. Solicit for specific feedback from stakeholders
 - B. Provide detailed instructions for a specific task
 - C. Communicate important information to group
 - D. To conduct a formal performance evaluation
- (2 marks)
49. Teleconferencing is best defined as _____.
- A. a face-to-face meeting between team members in different locations
 - B. an informal discussion held over coffee between colleagues
 - C. a meeting conducted via telephone or video conferencing
 - D. a conference held by top executives off working hours
- (2 marks)
50. Which one of the following activities is a source of entrepreneurial opportunities?
- A. Government regulations
 - B. Established market leaders
 - C. Changing consumer tastes
 - D. Social media influencers
- (2 marks)
-



ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 22 August 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper consists of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which one of the following statements distinguishes “an intrapreneur” from “an entrepreneur”?
A. Use entrepreneurial skills to develop new products
B. Depend on an organisation’s capabilities and resources
C. They bear the risks of their creativity and innovation
D. Continuously look for new business opportunities (2 marks)
2. Which one of the following characteristics **BEST** describes “imitative entrepreneurs”?
A. Adopt successful innovations
B. Extremely cautious and skeptical
C. Use traditional production methods
D. Only run inherited family businesses (2 marks)
3. Which one of the following actions could inhibit intrapreneurial culture?
A. Tolerance to mistakes
B. Allowing failure
C. Restrictive environment
D. Differing backgrounds (2 marks)
4. Which one of the following components is an external source of business opportunity?
A. Adequate capital
B. Skilled manpower
C. Production capacity
D. Technological changes (2 marks)
5. Winnie wants to open a bakery near where she lives. She intends to undertake a feasibility study to determine if there is a need for baked items in the area.

Which one of the following factors should Winnie consider in order to determine the viability of her business opportunity?
A. Market competition
B. Market demand
C. Capital required
D. Demographic trends (2 marks)
6. Which one of the following terms refers to an opportunity to offer something that customers want but is not currently provided in the market?
A. Business idea
B. Market deficiency
C. Customer needs
D. Market gap (2 marks)

7. Which one of the following statements explains why the liabilities of shareholders in a public company are limited?
- A. Has perpetual succession
 - B. Can sue and be sued
 - C. Has unlimited membership
 - D. Is a legal entity or person
- (2 marks)
8. Which one of the following statements explains why a sole proprietor has more control of business operations over other forms of ownerships?
- A. Sole capital contribution
 - B. Sole decision-making
 - C. Low cost of starting business
 - D. Freedom to sell the business
- (2 marks)
9. Kevin has recently developed a toothpaste that will prevent loss of teeth that comes with old age. He intends to register for a patent for the composition of the ingredients used to make the toothpaste.
- Which one of the following terms describes the type of patent that Kevin wishes to be granted?
- A. Design patent
 - B. Formula patent
 - C. Plant patent
 - D. Utility patent
- (2 marks)
10. Which one of the following statements describes “coined mark” as a type of a trademark?
- A. Has another meaning in a common language
 - B. Signifies no relationship with the goods or services
 - C. Suggests certain features or attributes of the product
 - D. One that has gained customer recognition over time
- (2 marks)
11. Tamu, a popular fast-food restaurant allows entrepreneurs from different geographical locations to operate under their name while maintaining quality control of products and services as well as management systems.
- Which one of the following terms describes this arrangement?
- A. Merger
 - B. Partnership
 - C. Franchising
 - D. Joint venture
- (2 marks)
12. Which one of the following reasons could require investors to evaluate a business plan before committing their resources?
- A. Assess risks inherent in the business
 - B. Decide on who will implement the plan
 - C. Create relationship with the entrepreneur
 - D. Help in reviewing and updating the plan
- (2 marks)
13. Tangazo Company limited divides its market according to level of customer loyalty.
- Which one of the following terms describes this type of market segmentation?
- A. Demographic segmentation
 - B. Psychographic segmentation
 - C. Behavioural segmentation
 - D. Psychographic segmentation
- (2 marks)
14. Which one of the following benefits could an organisation enjoy by incorporating artificial intelligence in their marketing strategy?
- A. Helps in reducing level of competition
 - B. Facilitates collection of customer data
 - C. Helps in attracting informed customers
 - D. Facilitates faster production of goods
- (2 marks)

15. Which one of the following list of words could be used to represent a receiver of a message?
A. Encoder, speaker, initiator
B. Listener, speaker, decoder
C. Writer, source, sender
D. Listener, reader, decoder (2 marks)
16. Which one of the following actions could demonstrate courtesy as a principle of communication?
A. Convening regular formal meetings
B. Responding to letters promptly
C. Interpreting the sender's message
D. Recording messages for reference (2 marks)
17. Which one of the following statements explains the meaning of public communication?
A. Exchanging meaning between at least two people
B. One person communicating to a large group of people
C. Communicating to geographically spread audience
D. Using technology to enhance the communication process (2 marks)
18. In relation to letters, which one of the following ways differentiates paragraphs while using the fully blocked style?
A. Leaving a blank space between paragraphs
B. Using lower case to begin all paragraphs
C. Consecutively assigning numbers to each paragraph
D. Use of bullets and sub-headings appropriately (2 marks)
19. Which one of the following reasons could determine the type of visual aids to use during a presentation?
A. Message that is to be delivered
B. Persuasive power of speaker
C. Familiarity with the audience
D. Level of confidence of speaker (2 marks)
20. Which one of the following factors should an entrepreneur consider when selecting a business incubator?
A. The proximity to your competitors
B. The availability of furniture
C. Expertise and experience of the mentor
D. The size of the shared space (2 marks)
21. Which one of the following statements entails the items contained in a memorandum of association?
A. Rules regarding the internal management of the company
B. Rules on the constitution and activities of the company
C. Rules regarding the external management
D. Guidelines on how partnerships should be managed (2 marks)
22. Which one of the following types of communication is non-verbal?
A. Vocalic
B. Prosody
C. Haptics
D. Paralanguage (2 marks)
23. Which one of the following types of organisational communication enhances intergroup coordination?
A. Upward communication
B. Diagonal communication
C. Lateral communication
D. Consensus building (2 marks)
24. Which one of the following examples could demonstrate public communication?
A. Project team members discussing in public
B. Family member attending a public event
C. Keynote speaker at a conference
D. Customer service representative on a call (2 marks)

25. Which one of the following challenges is faced by entrepreneurs at the idea generation stage of a new venture?
A. Aggressive competition
B. Inadequate resources
C. Limited managerial skill
D. Identifying an opportunity (2 marks)
26. Which one of the following factors contributes to the closure of a window of opportunity in an entrepreneurial environment?
A. Business conflicts
B. Market maturity
C. Legal firms
D. Exit of firms (2 marks)
27. Which one of the following statements explains the difference between an idea and an opportunity?
A. Ability to add value
B. Market penetration time
C. Profit re-distribution
D. Product anchoring (2 marks)
28. Which one of the following sources of funding could be appropriate to a small start- up business?
A. Bank loans
B. Personal finance
C. Venture capital
D. Angel investor (2 marks)
29. Which one of the following statements explains the difference between private and public limited companies?
A. Compliance with the corporation's Act
B. Need to file Memorandum of Association
C. Requirement to comply with licensing laws
D. Methods of raising capital for growth (2 marks)
30. Which one of the following documents increases the likelihood of success for a new business venture?
A. Financial statements
B. Written reports
C. Business plan
D. Contracts (2 marks)
31. Which one of the following factors contributes to a successful market segmentation strategy?
A. Segments cannot be clearly identified
B. Large segments to be profitable
C. Difficult to determine size of segment
D. Large differences within the segments (2 marks)
32. Which one of the following market research methods divides customer groups into segments based on lifestyles?
A. Behavioural
B. Geographic
C. Psychographic
D. Demographic (2 marks)
33. Which one of the following marketing strategies could be used at the introduction stage of product life cycle?
A. Maintaining product quality
B. Adding product support services
C. Selling the product at a low price
D. Creating a brand preference (2 marks)
34. Which one of the following terms refers to unique product features compared to those of a competitor?
A. Competition
B. Promotion
C. Positioning
D. Skimming (2 marks)

35. Which one of the following elements completes the communication cycle?
A. Encoding
B. Sender
C. Decoding
D. Feedback (2 marks)
36. Which one of the following roles is performed by an encoder to ensure effective communication?
A. Convert thoughts into suitable words and symbols.
B. Ensure the channels of communication are active
C. Deliver the message to the receiver on time
D. Record the messages before transmission (2 marks)
37. Which one of the following describes the role played by an entrepreneur in business?
A. Maintain business growth
B. Eliminate competition
C. Racial discrimination
D. Limit diversity (2 marks)
38. The following factors represent the environment within which entrepreneurs perform their roles:
(i) Suppliers
(ii) Competitors
(iii) Intermediaries
(iv) Weather
(v) Inflation
(vi) Customers
- Which one of the following sets of factors form the micro environment for entrepreneurs?
A. (i), (iv), (iii) and (vi)
B. (vi), (v), (iv) and (i)
C. (i), (vi), (ii) and (iii)
D. (vi), (iv), (v) and (ii) (2 marks)
39. Which one of the following items is incorporated in the business description section of a business plan?
A. Capital structure
B. Marketing strategy
C. Founder deed
D. Mission statement (2 marks)
40. Which one of the following is a benefit of grapevine communication to employees in an organisation?
A. Partial delivery of information
B. Improves level of productivity
C. Emotional supportive value
D. Useful in decision making (2 marks)
41. Which one of the following is a deterrent to effective listening process?
A. Person's ego
B. Eye contact
C. Concentration
D. Acceptance (2 marks)
42. What term is used to refer to the form of communication that is used between managers at different levels of management?
A. Vertical
B. Lateral
C. Horizontal
D. Diagonal (2 marks)
43. Which one of the following is an advantage of conducting unstructured interviews?
A. Allows to get the interviewees opinions
B. Helps in maintaining control of interview
C. Requires less skill by the interviewer
D. Allows interviewer to share more information (2 marks)

44. Which one among the following is a limitation of using visual aids in communication?
A. No record for future reference
B. Reduces face-to-face interaction
C. Leads to delayed feedback
D. May take time to prepare (2 marks)
45. Which source of business ideas involves identifying problems faced by consumers or businesses?
A. Competitive analysis.
B. Technical challenges
C. Customer feedback
D. Economic forecasts (2 marks)
46. Which one of the following is an advantage of using questionnaires over interviews to identify customer needs?
A. Allows standardisation of questions for easy comparison
B. Allows flexibility and collection of detailed information
C. Enables clarification of questions that are misunderstood
D. Have higher response rate than the use of interviews (2 marks)
47. Which one of the following strategies is commonly used by entrepreneurs to conduct competition analysis while preparing a business plan?
A. Interviewing competitors' employees
B. Accessing competitors' websites
C. Giving questionnaires to competitors
D. Copying competitors' business plans (2 marks)
48. Which one of the following terms refers to environmental barriers of communication?
A. Physiological barriers
B. Physical barriers
C. Psychological barriers
D. Mechanical barriers (2 marks)
49. In the context of active listening, which one of the following statements explains the term "paraphrasing"?
A. Listening attentively to the speaker's message
B. Showing interest in the speaker's message
C. Summarising the message in your own words
D. Noting down key ideas for future reference (2 marks)
50. Which of the following steps represents the correct order of the writing process?
A. Drafting, prewriting, writing, proofreading
B. Prewriting, drafting, revising, editing
C. Drafting, revising, writing, publishing
D. Drafting, revising, editing, prewriting (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 25 April 2024. Afternoon Paper.

Time Allowed: 2 hours.

This paper is made up of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which of the following challenges facing entrepreneurs is associated with unfavourable legal environment?
 - A. Inadequate managerial training
 - B. Multiple licences requirement
 - C. Failure to conduct research
 - D. Increased unemployment rate(2 marks)
2. Identify a strategy that an entrepreneur could use to address increased competition.
 - A. Explore alternative financing
 - B. Increase prices of products
 - C. Continuously innovate
 - D. Reduce rate of production(2 marks)
3. Identify a benefit that could accrue to an entrepreneur from maintaining a strong relationship with suppliers.
 - A. Enhance efficient and timely delivery of inputs
 - B. Reduce level of competition in the market
 - C. Help in availing goods close to customers
 - D. Help in understanding of customer needs(2 marks)
4. Which of the following statements describe Fabian entrepreneurs?
 - A. Resistant to change and use conventional production methods
 - B. Visionary and seek new opportunities to develop new ideas
 - C. Adopt a cautious and incremental approach to entrepreneurship
 - D. Replicate successful business models in different markets(2 marks)
5. Identify a reason why it is important for an entrepreneur to evaluate a business opportunity in order to make an investment decision.
 - A. Determine entrepreneur's goals
 - B. Extend the window of opportunity
 - C. Create a market for business products
 - D. Determine risks and rewards expected(2 marks)
6. Identify a way in which customer complaints could be useful to an entrepreneur.
 - A. Ensures that only loyal customers are served
 - B. Helps in identifying difficult customers
 - C. Could serve as a source of business ideas
 - D. Provides motivation to attract new customers(2 marks)
7. Which of the following is the key role of business incubation?
 - A. Regulating operations of small and medium enterprises
 - B. Ensuring efficient distribution of goods and services
 - C. Promoting the survival of existing successful companies
 - D. Assist in establishing and accelerating the growth of businesses(2 marks)

8. Select a characteristic that is common to both sole proprietorship and partnership form of business ownerships.
- A. Easy to expand business
 - B. Fast decision-making
 - C. Few legal formalities
 - D. Limited control by owners
- (2 marks)
9. Which of the following is a benefit that could accrue to an entrepreneur from investing in a public company?
- A. Ability to use personal talents in business
 - B. Liability is limited to the capital contributed
 - C. Acquires limited rights to transfer shares
 - D. There is control over business secrets
- (2 marks)
10. Which of the following is a characteristic of ordinary shares as a source of equity finance?
- A. Fixed rate of dividends
 - B. Carry variable returns
 - C. Has no voting rights
 - D. Is a short-term finance
- (2 marks)
11. Identify a factor that could lead to new product failure.
- A. Undertaking product differentiation
 - B. Presence of complimentary goods
 - C. Delivery of promotional benefits
 - D. Presence of substitute goods
- (2 marks)
12. Which of the following is a benefit of using an angel investor to fund a start-up?
- A. Leads to equity dilution
 - B. No loss of business control
 - C. Connection to similar investors in the industry
 - D. Provides large debt capital
- (2 marks)
13. Kopa Limited uses a three-dimensional sign to identify its products to consumers. What term is used to refer to such a sign?
- A. Business name
 - B. Brand name
 - C. Copyright
 - D. Trademark
- (2 marks)
14. Which of the following is a requirement of a good market segment?
- A. Original
 - B. Accessible
 - C. Memorable
 - D. Engaging
- (2 marks)
15. Identify a mistake that an entrepreneur should avoid while writing a business plan.
- A. Making it too concise and brief
 - B. Making it flexible and adjustable
 - C. Making unrealistic predictions
 - D. Focusing on a specific market
- (2 marks)
16. A car manufacturer advertises its cars as the safest option for a family. What term refers to the marketing strategy used in the statement above?
- A. Demographic marketing
 - B. Market penetration
 - C. Group marketing
 - D. Market positioning
- (2 marks)
17. Which of the following principles of communication matches with its correct meaning?
- A. Concise – the message is objective
 - B. Correct – the message is accurate
 - C. Courteous – message is relevant
 - D. Complete – use of too many words
- (2 marks)

18. Identify the statement that explains the term “decoding” as an element of communication.
- A. Converting thoughts into verbal or non-verbal symbols
 - B. Conscious or unconscious reaction to a message received
 - C. Process of making sense out of the message received
 - D. Receiving a message sent through a proper channel
- (2 marks)
19. Which of the following could be a source of semantic barriers in communication?
- A. Sending too much information
 - B. Long communication lines
 - C. Fear or mistrust of the sender
 - D. Different meaning of words
- (2 marks)
20. Why are written channels preferred in official communication?
- A. Reduces chances of distortion
 - B. It is less expensive and fast
 - C. Prevents leakage of information
 - D. It is appropriate for persuasion
- (2 marks)
21. Select a factor that distinguishes formal communication from informal communication.
- A. Formal communication is fast
 - B. Occurs within an organisation
 - C. Information is reliable and factual
 - D. It is generally verbal in nature
- (2 marks)
22. Identify a measure that management could institute to control grapevine in an organisation.
- A. Maintaining open lines of communication
 - B. Eliminate informal communication channels
 - C. Withhold crucial information from employees
 - D. Ensure grapevine is only used during crisis
- (2 marks)
23. Which of the following is a non-verbal indicator of active listening?
- A. Fidgeting
 - B. Eye-contact
 - C. Remembering
 - D. Questioning
- (2 marks)
24. Identify a reason for the increased popularity of emails in business communication.
- A. Provides a personal touch
 - B. Suitable for long messages
 - C. Causes information overload
 - D. Accessible anywhere anytime
- (2 marks)
25. Which of the following is a reason why an interviewer should build rapport with interviewees at the beginning of an interview?
- A. To assess their character and skills
 - B. Help them in overcoming nervousness
 - C. To hold small talk in familiar topics
 - D. Help build a lasting relationship
- (2 marks)
26. Select a role played by a chairperson before the meeting.
- A. Ensure copies of the agenda are prepared
 - B. Circulate the agenda to all members
 - C. Ensure the notice of the meeting is given
 - D. Consult on the business to be discussed beforehand
- (2 marks)
27. Which of the following is an objective of having members take turns to speak in a meeting?
- A. Encourage participation of all members
 - B. Ensure all the notice items are discussed
 - C. Enable the secretary to control the meeting
 - D. Ensure the minutes of a meeting are detailed
- (2 marks)

28. Which of the following is a reason for using non-verbal cues during an interview?
- A. Demonstrate competence to interviewer
 - B. Complement oral communication
 - C. Avoid contradicting the interviewer
 - D. Enhance retention of information
- (2 marks)
29. Which factor could affect the effectiveness of vertical communication in an organisation?
- A. Use of multiple non-verbal signals
 - B. Long lines of communication
 - C. Use of written channels to send messages
 - D. Keeping records of oral communication
- (2 marks)
30. Which of the following represents functions of the receiver in the communication process?
- A. Message conception, decoding, transmitting and feedback
 - B. Message encoding, translation, decoding and reacting
 - C. Message transmission, initiating, translation and feedback
 - D. Message reception, decoding, understanding and responding
- (2 marks)
31. Select the type of letter that is sent to a client in response to a complaint.
- A. Correction letter
 - B. Letter of confirmation
 - C. Adjustment letter
 - D. Circular letter
- (2 marks)
32. Which of the following is a factor that a speaker could consider while undertaking audience analysis?
- A. Their persuasive skills
 - B. Parts of the speech
 - C. Number of topics required
 - D. Demographic characteristics
- (2 marks)
33. Choose a restriction that could be imposed by the franchisor in a franchising arrangement.
- A. Operating standards
 - B. Amount of profit
 - C. Number of permits
 - D. Taxation level
- (2 marks)
34. Identify a purpose of market targeting from the following.
- A. Deciding which market segment to serve
 - B. Breaking down the market into subgroups
 - C. Determining brand positioning in the market
 - D. Enable business to serve the whole market
- (2 marks)
35. Which of the following is a challenge experienced by innovative entrepreneurs?
- A. Lack of new ideas
 - B. Lack of resources
 - C. Lack of employment
 - D. Long business lifecycle
36. Which of the following characteristics enables entrepreneurs to identify business opportunities?
- A. Ability to influence others
 - B. Honesty and integrity
 - C. Avoidance of business challenges
 - D. Business networking ability
- (2 marks)
37. Which of the following explains a favourable set of circumstances that creates a need for a new product or business?
- A. Business expansion
 - B. Market penetration
 - C. Entrepreneurial opportunity
 - D. Market research
- (2 marks)

38. Identify an element of a good business opportunity.
A. Market competition
B. Market potential
C. Capital requirement
D. Minimal demand (2 marks)
39. Which of the following could be a criteria for admission to a business incubator?
A. Strong brand name
B. Workable business plan
C. Strong management team
D. Number of existing businesses (2 marks)
40. Which of the following is a purpose of internal communication?
A. Convincing publicity material
B. Improves decision-making
C. Enhances corporate image
D. Sound business relationships (2 marks)
41. Which of the following is a merit of oral communication?
A. Has Legal validity
B. Easy to fix responsibility
C. Suitable for persuasion
D. Suitable for lengthy messages (2 marks)
42. Which of the following is a step in writing business documents?
A. Drafting
B. Reading
C. Analysing
D. Decoding (2 marks)
43. Identify the statement that describes an agenda of a meeting.
A. Record of meeting resolutions
B. Notice containing date and venue
C. List of items to be discussed
D. Important actions to be taken (2 marks)
44. Select the statement that describes corporate entrepreneurship.
A. Changing an organisation set up
B. Changing the organisation structure
C. External marketing in unique ways
D. Entrepreneurship within an organisation (2 marks)
45. Identify a proven method of controlling nervousness when making a presentation.
A. Focus on the audience
B. Not knowing the audience
C. Practice the presentation
D. Lack of detailed preparation (2 marks)
46. Which of the following could make it important for an entrepreneur to identify new business opportunities?
A. Ensure fair competition
B. Reduce business lifecycle
C. Respond to market trends
D. Enhance customer expectations (2 marks)
47. Identify a key role of effective external communication in an organisation.
A. Building and enhancing team work
B. Ensure sound business relationships
C. Improving organisational culture
D. Maintaining talented workforce (2 marks)

48. Which of the following is a reward of becoming an entrepreneur?
- A. High degree of dependence
 - B. Opportunity to use skill and talent
 - C. Certainty of making high profits
 - D. High business fees and taxes
- (2 marks)
49. Which of the following is a benefit of using smart phones in marketing?
- A. Not possible to ignore promotional messages
 - B. Can be used to target all demographic groups
 - C. Allows location-based target marketing
 - D. Easy to correct mistakes in an advertisement
- (2 marks)
50. Which of the following is a demerit of mergers as a strategy for business expansion?
- A. May lead to job losses
 - B. Create economies of scale
 - C. Decrease in market share
 - D. Duplication of products
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 7 December 2023. Afternoon Paper.

Time Allowed: 2 hours.

This paper is made up of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Which of the following factors distinguishes a “small business owner” from “an entrepreneur”?
A. Small business owners are keen on innovation
B. Small business owners undertake high risks
C. Small business owners have a long-term vision
D. Small business owners do not seek new opportunities (2 marks)
2. Which of the following elements makes up an entrepreneur’s micro-environment?
A. Government
B. Suppliers
C. Technology
D. Economy (2 marks)
3. Select the statement that describes the term “business opportunity”.
A. A concept in the mind that can provide value for customers
B. An entity involved in the production of goods and services
C. An idea which provides a possibility of a return on investment
D. The process of creating a business for leisure (2 marks)
4. Which of the following represent external sources of business ideas?
A. Government, employees, and exhibitions
B. Media, suppliers, research and development
C. Customers, competitors and distribution channels
D. Exhibitions, hobbies and current trends (2 marks)
5. What term refers to buyers with common characteristics that a business decides to serve?
A. Target market
B. Niche market
C. Loyal customers
D. Satisfied customers (2 marks)
6. Which of the following could be exploited by an entrepreneur as a business opportunity?
A. Established competitors
B. Availability of substitutes
C. Solution to a problem
D. Competent employees (2 marks)
7. Identify a reason that could lead to the failure of a new venture.
A. Poor timing
B. Controlled growth
C. Delegation of duties
D. Low competition (2 marks)

8. Which of the following is a disadvantage of a sole proprietorship form of business?
A. Limited liability
B. Ease of formation
C. Lack of continuity
D. Business inflexibility (2 marks)
9. What term refers to a situation where two companies join together by mutual agreement to form a new entity?
A. Partnership
B. Merger
C. Acquisition
D. Joint venture (2marks)
10. The following are benefits of engaging in a franchising arrangement.
(i) Royalty payments
(ii) Training and guidance
(iii) More control over brand
(iv) Easy to enter foreign markets
(v) Business growth
(vi) Proven track record
- Which of the set below represents benefits that could accrue to a franchisor?
A. (ii), (v), (vi)
B. (ii), (iii), (iv)
C. (i), (iv), (v)
D. (ii), (iv), (vi) (2 marks)
11. Which of the following is a benefit of debt financing to an entrepreneur?
A. No limit of amount to be acquired
B. No conditions and restrictions
C. No relinquishment of ownership
D. It is a permanent source of finance (2 marks)
12. Identify a benefit of preparing a business plan.
A. Helps in reducing competition
B. Helps deal with uncertainties
C. Increases the demand of a product
D. Helps in keeping financial records (2 marks)
13. What term describes the process of managing profitable customer relationships?
A. Customer satisfaction
B. Customer value
C. Market analysis
D. Marketing (2 marks)
14. How could a receiver overcome barriers to oral communication?
A. Use complex language
B. Act on feedback
C. Seek clarification
D. Information overload (2 marks)
15. Why should a speaker carry out audience analysis before delivering a presentation?
A. Determine size of visual aids
B. Determine the occasion
C. To select an appropriate topic
D. Ensure adequate rehearsal (2 mark)
16. Identify one effective way of concluding a presentation.
A. State objectives
B. Cite the source
C. State facts and statistics
D. Call for action (2 marks)

17. What could the display of appropriate posture communicate during an interview?
A. Confidence
B. Knowledge
C. Good health
D. Status (2 marks)
18. Which of the following is a purpose of holding a staff meeting?
A. Determine attendance
B. Write minutes
C. Prepare agenda
D. Give updates (2 marks)
19. Identify a common role played by both the chairperson and secretary of a meeting.
A. Sign minutes
B. Prepare notice
C. Control meeting
D. Open meeting (2 marks)
20. Select the function of an entrepreneur.
A. Political opinion leader
B. Person who bears risk
C. A social mobiliser
D. A business analyst (2 marks)
21. Choose the statement describing a partnership deed.
A. A document of capital appropriation
B. Document showing internal rules of a business
C. Document that allows transfer of shares
D. Document of transfer of assets to partners (2 marks)
22. Identify a rule observed when writing a complaint letter to an organisation.
A. Assuming the organisation is to blame
B. Suggesting how the mistake occurred
C. Using a forceful and unkind language
D. Confining to the facts of the matter at hand (2 marks)
23. Choose a limitation of upward communication.
A. Delays in passing information to top management
B. Minimises understanding among departments
C. It boosts the morale and productivity of employees
D. Ensures better understanding and efficiency (2 marks)
24. Identify the problem a sender encounters when the receiver fails to give feedback.
A. It confirms that the idea has been understood
B. It provides a basis for subsequent action
C. Limitation in taking appropriate action
D. Resolves uncertainties and gives confidence (2 marks)
25. Choose an advantage of face-to-face communication.
A. There is no evidence of communication
B. Difficult when parties are far apart
C. It can be easily misunderstood
D. It enhances communication flexibility (2 marks)
26. Choose an effective method of minimising aspects of communication barriers.
A. Use of technical language
B. Using body language inappropriately
C. Attentive and careful listening
D. Complex organisation structure (2 marks)

27. Select a feature of “concreteness” in communication.
A. Messages are misinterpreted easily
B. Makes use of unclear words
C. Makes use of ambiguous terms
D. Message with facts and figures (2 marks)
28. Choose a benefit of using notices in an organisation.
A. To reveal the sender
B. To encourage informal communication
C. To ensure effective performance
D. To update employees on events (2 marks)
29. Which of the following is an objective of job selection interview?
A. To establish suitability of candidate for the organisation
B. To establish suitability of individual to study
C. To establish whether the candidate can progress
D. To find out whether the job is vacant in an organisation (2 marks)
30. Which of the following is a purpose of using audio-visual aids during a presentation?
A. To lower the impact of a presentation
B. To support and enhance oral presentation
C. To allow an extended presentation
D. To provide the audience with presentations (2 marks)
31. Identify the advantage of using teleconferencing as a way of holding a meeting.
A. It focuses on a small number of staff
B. It is an economical and flexible way
C. It is a way of keeping low technology
D. It allows face-to-face meetings (2 marks)
32. Who is responsible for preparing the minutes of a meeting?
A. The secretary
B. The chairman
C. The master of ceremony
D. The director (2 marks)
33. Which of the following is a method of applying effective listening?
A. Distraction by emotional noise
B. Being empathetic to the speaker
C. Focus on personal agenda
D. Having information overload (2 marks)
34. Identify a factor that could push individuals to become entrepreneurs.
A. Threat of unemployment
B. Lack of human resources
C. Unstable political climate
D. High interest rates (2 marks)
35. Which of the following explains favourable set of circumstances that create a need for a new product or business?
A. Business expansion
B. Market penetration
C. Entrepreneurial opportunity
D. Market research (2 marks)
36. Which of the following could be a criteria for admission to a business incubator?
A. Strong brand name
B. Workable business plan
C. Strong management team
D. Number of existing businesses (2 marks)

37. Which of the following statement describes the term “patent”?
- A. Combination of a name and symbol to identify a brand
 - B. Proprietary information used to gain competitive advantage
 - C. Agreement to use the intellectual property of another for a fee
 - D. Grant of property rights by the government to an inventor
- (2 marks)
38. Which component contains materials required to support a business plan?
- A. Reference
 - B. Appendix
 - C. Executive summary
 - D. Table of content
- (2 marks)
39. Identify a way in which intrapreneurship could be achieved in an organisation.
- A. Undertaking incubation of business
 - B. Encouraging creativity and innovation
 - C. Preparation of an effective business plan
 - D. Segmenting the market for goods and services
- (2 marks)
40. Which of the following is a component of market evaluation of a business idea?
- A. Level of skills available
 - B. Number of competitors
 - C. Government policies
 - D. Personal interests
- (2 marks)
41. Which of the following is a characteristic of equity finance?
- A. Offers ownership position in the business
 - B. Requires payment of principal and interest
 - C. Acquired from external sources only
 - D. Only raised by limited liability companies
- (2 marks)
42. Identify a benefit of understanding customer needs from the following:
- A. Eliminates the need for customer management systems
 - B. Makes it easy to ignore customer preferences
 - C. Reduces the chances of market competition
 - D. Guide to provision of good customer service
- (2 marks)
43. Which of the following is an objective of gathering information on the industry and market while preparing a business plan?
- A. Helps the investors understand the plan
 - B. To help in the acquisition of finance
 - C. Ensure reasonable and measurable goals
 - D. Helps in transferring skills required in business
- (2 marks)
44. Which of the following is a strategy that could be applied at the decline stage of a product life cycle?
- A. Skimming
 - B. Divesting
 - C. Penetration
 - D. Stabilisation
- (2 marks)
45. Identify a problem which could arise as a result of information overload.
- A. Lead to lack of channel to transmit the message
 - B. The message is quickly processed
 - C. Reduce the receiver’s ability to concentrate
 - D. Result in poor timing in conveying the message
- (2 marks)
46. Which of the following is a similarity between a letter and a memorandum?
- A. Have a salutation and complimentary close
 - B. Includes the signature and designation of sender
 - C. Used for internal and external communication
 - D. Generally addressed to multiple recipients
- (2 marks)

47. Identify a situation when a memorised speech could be appropriate.
- A. When the speaker is unprepared
 - B. If the speaker has prepared an outline
 - C. When the speech is relatively short
 - D. If the speaker is unsure of the content
- (2 marks)
48. Select a benefit of using standardised questions in an interview.
- A. Helps to get interviewee's opinions
 - B. Eliminates interviewer's biasness
 - C. Helps to discover interviewee's feelings
 - D. Easy to assess interviewee's communication skills
- (2 marks)
49. Identify the statement that explains the term 'quorum' in relation to meetings.
- A. Members who are invited to a meeting
 - B. Members who should participate in a meeting
 - C. Conveners of a properly constituted meeting
 - D. Minimum number of members who must be present
- (2 marks)
50. Which of the following is an advantage of using flip charts during presentation?
- A. Saves time as they are prepared in advance
 - B. Interactive and allows for audience's input
 - C. Can incorporate multimedia file types
 - D. They are suitable for very large audience
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 24 August 2023. Afternoon Paper.

Time Allowed: 2 hours.

This paper is made up of fifty (50) Multiple Choice Questions. Answer ALL questions by indicating the letter (A, B, C or D) that represents the correct answer. Each question is allocated two (2) marks. Do NOT write anything on this paper.

1. Select a common characteristic of successful entrepreneurs.
A. Problem solvers
B. Indecisive
C. Intolerant to failure
D. Moderately motivated (2 marks)
2. Identify the statement that describes the process of identifying and evaluating a business opportunity.
A. Writing business proposal plan
B. Scanning the business environment
C. Seeking extra business finances
D. Registering the business name (2 marks)
3. Choose the statement that identifies entrepreneurs' contribution to economic growth.
A. Discussions and reports about the economy
B. Widening the economic gap in the country
C. Creating enterprises that increase wealth
D. Registration of companies (2 marks)
4. Choose the statement that defines a business plan.
A. An entrepreneur's expression of interest
B. A list of business ideas in written form
C. Entrepreneurs' diary of business activities
D. A written proposal of a business venture (2 marks)
5. Select the content shown in the marketing strategy section of the business plan.
A. Deadlines and milestones
B. Transfer of assets
C. Market research analysis
D. Proximity to supplies (2 marks)
6. Identify a private form of business organisation.
A. General Partnerships
B. Cooperative organisations
C. Non-governmental organisations
D. Savings and loans societies (2 marks)
7. Choose the guideline considered when writing a business plan.
A. Avoid highlighting the critical risks
B. Writing to capture the reader's interest
C. Excess sales potential of the business
D. Focus on diverse multiple markets (2 marks)

8. Select the main disadvantage of a public limited company.
- A. Unlimited liability of the shareholders
 - B. Shareholders loss of direct control
 - C. Risks are shared on agreed proportions
 - D. Ability to raise large sums of capital
- (2 marks)
9. Which of the following concepts allows large organisations to tap the innovative talents of their employees?
- A. Individual creativity
 - B. Corporate entrepreneurship
 - C. Staff development
 - D. Entrepreneurial culture
- (2 marks)
10. Which of the following is a benefit that could accrue to an entrepreneur from registering intellectual property rights?
- A. Leads to identification of new opportunities
 - B. Attracts government subsidy and support
 - C. Reduces the number of licences required
 - D. Enhances the distinctiveness of a brand
- (2 marks)
11. Select a situation where a sole proprietorship is regarded as a favorable form of ownership.
- A. Where the owner prefers autonomy in decision making
 - B. Where promptness is not required in decision making
 - C. Where personal attention is not an important business aspect
 - D. Where the market is broad and requires large capital investment
- (2 marks)
12. Identify a business expansion strategy.
- A. Borrowing
 - B. Acquisition
 - C. Lending
 - D. Succession
- (2 marks)
13. Which of the following challenges faced by entrepreneurs is related to poor infrastructure?
- A. Lack of capital
 - B. High taxation
 - C. Nearness to competitors
 - D. Inaccessible markets
- (2 marks)
14. Select the statement that describes a business incubator from the following:
- A. Creation of new ideas to ensure success of a business
 - B. Innovation and creativity within a business set-up
 - C. Modifying business processes to meet market needs
 - D. Process of nurturing start-ups to become self-sustaining
- (2 marks)
15. Which of the following factors enhances competitive advantage of a new venture?
- A. High prices
 - B. Size of business
 - C. Unique products
 - D. Quantity of products
- (2 marks)
16. Which of the following is a quality of a good business opportunity?
- A. Limited market scope
 - B. Availability of competition
 - C. Enough skilled labour
 - D. Low return on investment
- (2 marks)
17. Which of the following is a source of equity finance?
- A. Bank loans
 - B. Venture capital
 - C. Lease finance
 - D. Debentures
- (2 marks)

18. Which of the following factors influences a customer to buy a product?
A. Product transferability
B. Brand name
C. Product limitations
D. Availability of substitutes (2 marks)
19. Which of the following is a distinguishing factor between a merger and an acquisition?
A. Mergers create a new different entity
B. Mergers allow expansion of business
C. Mergers enable access to new markets
D. Mergers lead to economies of scale (2 marks)
20. Which of the following statement explains the meaning of a market segment?
A. Group of customers who are emotionally attached to a brand
B. Group of customers that share similar characteristics
C. Group of prospective buyers for a business product
D. Customers who trust the products of a specific business (2 marks)
21. Which of the following is a challenge associated with grapevine communication?
A. Could delay communication
B. Could be resisted by employees
C. Spread of incomplete information
D. It is authoritative and inflexible (2 marks)
22. Choose a statement from the following that describes the term 'prewriting' as a step in the writing process.
A. Modifying and rearranging content
B. Correcting grammatical mistakes
C. Communicating to the audience
D. Gathering and organising information (2 marks)
23. What name is given to entrepreneurs who refine existing business ideas?
A. Imitating
B. Fabian
C. Hustler
D. Drone (2 marks)
24. Which of the following statement explains the meaning of the term 'communication'? (2 marks)
A. Generation of ideas
B. Forming opinions
C. Researching information
D. Conveying information (2 marks)
25. Identify a role played by both the sender and receiver in the communication process?
A. Choosing a channel
B. Conceiving the message
C. Initiates communication
D. Responds to a message (2 marks)
26. Which of the following is an advantage of visual communication?
A. Can support all types of communication
B. Adds variety to oral and written communication
C. Suitable for complete and detailed information
D. Easy and cheap to prepare and adjust (2 marks)
27. How can an organisation benefit from upward communication?
A. Giving instructions
B. Employees' suggestions
C. Smooth work flow
D. Over-communication (2 marks)

28. Which of the following is an indicator of active listening?
A. Withholding feedback
B. Distracting the speaker
C. Appropriate body language
D. Not asking questions (2 marks)
29. What is the purpose of an 'attention line' in a business letter?
A. To indicate the desired sender of the letter
B. Indicate a particular person to handle the letter
C. To indicate the reason for sending the letter
D. To draw interest to the important sections of the letter (2 marks)
30. Which of the following is a purpose of advertisement?
A. Reduce cost of production
B. Make the brand name noticed
C. Eliminate need for middlemen
D. Increase market competition (2 marks)
31. Which statement explains the manuscript method of delivering a speech?
A. Delivering using a pre-prepared outline
B. Presenting from memory
C. Presenting while unprepared
D. Reading the speech word for word (2 marks)
32. Which of the following is a challenge associated with highly structured interviews?
A. Limited range of answers
B. Usually takes more time
C. They are difficult to control
D. Requires highly skilled interviewers (2 marks)
33. Which of the following distinguishes a formal meeting from an informal meeting?
A. Has records of proceedings
B. Allow contribution of members
C. No requirement of notice
D. Making of resolutions (2 marks)
34. Identify the main purpose of a memorandum of association.
A. Show the list of shares offered
B. Show the rights of shareholders
C. Show the companies broad objectives
D. State the qualifications of the directors (2 marks)
35. Which of the following is a contribution of small businesses to the economy?
A. Enhance balanced regional development
B. Discourage growth of large businesses
C. Reduce exploitation of local resources
D. Promote dependence on imported goods (2 marks)
36. Which of the following is a purpose of the marketing plan component of a business plan?
A. Developing marketing-mix
B. Attracting financiers
C. Defining business objectives
D. Increasing market share (2 marks)
37. Identify a tool that is used in market positioning.
A. Customers
B. Slogan
C. Distributors
D. Competitors (2 marks)

38. Choose the importance of having accurate minutes of a meeting.
A. They provide a basis for subsequent action
B. They are a partial record of the events
C. They are used by the secretary only
D. They are a source of misunderstanding (2 marks)
39. Which of the following factors distinguishes a video conference from a webinar?
A. Allows more interaction and collaboration
B. Takes place real-time over the internet
C. Videoconferencing allows for screen sharing
D. Enables discussions to be recorded (2 marks)
40. Identify the purpose of having references to support information in a presentation.
A. To add authority to the arguments or ideas
B. To make the presentation complicated
C. To allow speaker give an in-depth analysis
D. To add color to the arguments raised (2 marks)
41. Identify the behaviour that discourages creativity.
A. Listening actively to employees
B. Being pessimistic, judgmental and critical
C. Protecting honest mistakes when learning
D. Treating employees as equals always (2 marks)
42. Identify the purpose of using notices in an organisation.
A. To hide identity of the sender
B. To keep employees fearful
C. To ensure effective performance
D. To update employees on events (2 marks)
43. Choose a business letter given in reply to an enquiry of a purchase.
A. Enquiry letter
B. Acknowledgement
C. A quotation
D. An order (2 marks)
44. Identify an advantage of written communication in business organisations.
A. No immediate feedback
B. Limited to literate people
C. Communication evidence
D. Easily misunderstood (2 marks)
45. Which of the following statements is a benefit of using circulars in communication?
A. They are a slow means of distributing information
B. They provide minimal information to the readers
C. An inexpensive way to distribute information
D. Lengthy and communicates to all managerial levels (2 marks)
46. Select the meaning of a window of opportunity
A. Low business risk opportunity
B. A marketing opportunity gap
C. Time to enter a new market
D. An idea for business set up (2 marks)
47. Identify the major difference between sole proprietorship and partnership.
A. Lack of continuity of business
B. Owners unlimited liability
C. Full control by the owners
D. Shared responsibilities (2 marks)

48. What term refers to beliefs and attitudes of individuals in a society that facilitate investment in business opportunities?
- A. Entrepreneurship
 - B. Entrepreneurial culture
 - C. Intrapreneurship
 - D. Social customs
- (2 marks)
49. In the context of SWOT analysis, identify a threat that could affect the viability of a business idea.
- A. Presence of strong competitors
 - B. Internal operations problems
 - C. Lack of entrepreneurial skills
 - D. High market demand
- (2 marks)
50. Select the main function of the articles of association.
- A. State the liability of members
 - B. State objectives of the company
 - C. Guide internal management of company
 - D. Provide a list of company directors
- (2 marks)
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 25 April 2023. Afternoon Paper.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks. Do NOT write anything on this paper.

SECTION I

QUESTION ONE

- (a) (i) Explain the term “artificial intelligence” as used in marketing. (2 marks)
 - (ii) Highlight **SIX** benefits of using artificial intelligence in marketing. (6 marks)
 - (b) Summarise **SIX** differences between a partnership and company as forms of business ownership. (12 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) (i) Distinguish between “patent” and “trademark”. (4 marks)
 - (ii) Outline **FOUR** benefits of acquiring patent rights. (4 marks)
 - (b) Explain **SIX** factors that could lead to failure of a new venture. (6 marks)
 - (c) Highlight **SIX** functions of a marketing plan. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain **FIVE** characteristics of imitative entrepreneurs. (5 marks)
 - (b) Discuss **THREE** types of market segmentation. (6 marks)
 - (c) Outline **FIVE** benefits of business mergers. (5 marks)
 - (d) Summarise **FOUR** components that an entrepreneur could include in a business plan. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Highlight **FOUR** reasons why it is important for an entrepreneur to identify new business opportunities. (4 marks)
 - (b) Discuss **THREE** micro-environmental factors that could affect the success of an entrepreneur. (6 marks)
 - (c) Analyse **FIVE** contributions of small businesses to the socio-economic development in your country. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Explain **THREE** psychological barriers to effective communication. (6 marks)
 - (b) In relation to recruitment interviews, give **THREE** reasons why an interviewee could be issued with a thank-you letter. (6 marks)
 - (c) Analyse **FOUR** essential qualities of a good public speaker. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Distinguish between the following types of communication:
- (i) “Visual communication” and “audio-visual communication”. (4 marks)
 - (ii) “Small group communication” and “public communication”. (4 marks)
- (b) Highlight **SIX** items that the chair of a meeting could include in the opening remarks. (6 marks)
- (c) Identify **SIX** situations when electronic channels of communication could be most appropriate. (6 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) With reference to written communication, explain the following terms:
- (i) Coherence. (2 marks)
 - (ii) Proofreading. (2 marks)
 - (iii) Revising. (2 marks)
- (b) List **SIX** measures that a sender could consider to ensure clarity of a message. (6 marks)
- (c) Describe **FOUR** ways in which upward communication could be enhanced in an organisation. (8 marks)
- (Total: 20 marks)**
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 6 December 2022. Afternoon Paper.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks. Do NOT write anything on this paper.

SECTION I

QUESTION ONE

- (a) (i) Define the term “entrepreneurial opportunity”. (1 mark)
- (ii) List **SIX** qualities of a good entrepreneurial opportunity. (6 marks)
- (b) Identify **FIVE** challenges faced by entrepreneurs at the growth stage of the business. (5 marks)
- (c) Analyse **FOUR** categories of stakeholders that could contribute to the success of a new business venture. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Outline **FIVE** restrictions that a franchisor could impose on a franchisee. (5 marks)
- (b) Identify **FIVE** benefits of marketing to a business organisation. (5 marks)
- (c) Analyse **FIVE** reasons that make an executive summary to be the most important component of a business plan. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) (i) Explain the meaning of a business incubator. (2 marks)
- (ii) Summarise **FOUR** roles of a business incubator. (8 marks)
- (b) Highlight **FOUR** factors that might be considered by an entrepreneur when selecting venture capital. (4 marks)
- (c) Discuss **THREE** similarities between a sole proprietorship business and a partnership form of business ownership. (6 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) (i) Define the term “imitative entrepreneur”. (1 mark)
- (ii) Identify **FIVE** characteristics of successful entrepreneurs. (5 marks)
- (b) Discuss **FOUR** key steps taken in new product and service development to ensure a successful launch. (8 marks)
- (c) Explain **THREE** advantages of corporate entrepreneurship. (6 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Outline **FIVE** requirements of an effective advertisement. (5 marks)
- (b) Identify **FIVE** features of grapevine communication. (5 marks)
- (c) Analyse **FIVE** rules of writing an effective business letter. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) List **FIVE** reasons that could make an interviewer take notes during a job interview. (5 marks)
- (b) Highlight **FIVE** limitations of formal communication. (5 marks)
- (c) Describe **FIVE** stages of the listening process followed in order to make oral communication effective. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) State **FOUR** items that should be included in a notice of an annual general meeting of a public limited company. (4 marks)
- (b) Identify **SIX** major elements of the process of communication. (6 marks)
- (c) With reference to presentations, analyse **FIVE** reasons of carrying out an audience analysis. (10 marks)

(Total: 20 marks)

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ATD LEVEL I

PILOT PAPER

ENTREPRENEURSHIP AND COMMUNICATION

December 2021.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Discuss five merits and five demerits of operating a sole proprietorship form of business ownership. (10 marks)
 - (b) Using relevant examples discuss five characteristics of social entrepreneurship. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

Using relevant examples, distinguish between the entrepreneurship concepts below:

- (a) Entrepreneurship and Intrapreneurship. (5 marks)
 - (b) Venture capitalists and Business Angels. (5 marks)
 - (c) Business idea and business opportunity. (5 marks)
 - (d) Patent and Trade mark. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse five main contributions made by successful entrepreneurs to the economic development of the country. (10 marks)
 - (b) Describe any five dimensions of entrepreneurial marketing. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) The business club in your institution wishes to start an events management business. Explain to them five reasons why they need to write a business plan as a starting point for their entrepreneurial journey. (10 marks)
 - (b) In order to establish a viable business, an entrepreneur must carefully screen all the generated business ideas.

With respect the above statement, discuss the four steps of determining business viability. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Discuss five personal barriers to communication that could affect the relationship between the business owner and his employees. (10 marks)
 - (b) By stating its influence on the audience, highlight five ways in which nonverbal communication is expressed. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain two types of formal communication. (2 marks)
- (b) Advise a supervisor who wishes to become an effective listener and improve her interpersonal relationship skills with the team of production staff that she is leading on four steps she could take to achieve her desire. (8 marks)
- (c) Give five examples of downward communication to employees working in a commercial bank. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five communication barriers that could happen within the communication process. (10 marks)
- (b) With reference to communication through the internet, highlight five ways in which one could use to protect against security and privacy breaches on information. (10 marks)
- (Total: 20 marks)**
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 2 August 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks. Do NOT write anything on this paper.

SECTION I

QUESTION ONE

- (a) Identify five advantages that an entrepreneur could derive from running a business as a partnership. (5 marks)
 - (b) Explain five key elements that are contained in the executive summary of a business plan. (10 marks)
 - (c) Summarise five gaps in the market that could provide an entrepreneurial opportunity. (5 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse four barriers to entrepreneurship that the youth face in your country. (8 marks)
 - (b) Summarise six factors that a franchisee could consider while selecting a franchise opportunity. (6 marks)
 - (c)
 - (i) Define the term “entrepreneurial culture”. (2 marks)
 - (ii) Identify four factors that could influence entrepreneurial culture in your country. (4 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Describe four categories of business angels. (8 marks)
 - (b) Analyse four marketing strategies that could be applied at the introduction stage of a product life-cycle. (8 marks)
 - (c) Identify four challenges that might make new ventures experience low sales. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a)
 - (i) Identify three sources of equity finance. (3 marks)
 - (ii) Summarise four reasons that could make start-up entrepreneurs prefer to use equity financing over debt financing. (4 marks)
 - (b) In the context of customer needs, explain five product features that could influence the purchasing decision of customers. (10 marks)
 - (c) Explain three challenges of writing a business plan. (3 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Highlight five reasons why feedback is an essential component in communication. (5 marks)
- (b) Explain five functions of upward communication in an organisation. (5 marks)
- (c) With the help of relevant examples, distinguish between “an annual general meeting” and “an extraordinary general meeting”. (4 marks)
- (d) Outline six roles of a chairperson before a meeting. (6 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Examine five non-verbal features of body language. (5 marks)
- (b) Suggest five measures which could be adopted by the management of an organisation to overcome barriers to effective oral communication. (10 marks)
- (c) Identify five qualities of a good interviewer. (5 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) You have been appointed to represent your supervisor at a forum organised by a professional body. The topic to be presented is “the importance of internal audit”.

Describe four steps you would follow to sufficiently prepare and make an effective presentation. (8 marks)
- (b) Highlight five disadvantages of written communication. (5 marks)
- (c) Identify three characteristics of poor listeners. (3 marks)
- (d) List four tactics of enhancing presentations using visual communication aids. (4 marks)

(Total: 20 marks)

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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 5 April 2022. Afternoon paper.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks. Do NOT write anything on this paper.

SECTION I

QUESTION ONE

- (a) (i) Explain the meaning of the term “intellectual property”. (2 marks)
- (ii) Summarise four ways an entrepreneur could take to protect intellectual property. (8 marks)
- (b) Describe the following types of venture financing:
- (i) Crowdfunding. (2 marks)
- (ii) Equity financing. (2 marks)
- (iii) Personal financing. (2 marks)
- (c) List four reasons why business incubation could be important to a small business start-up. (4 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) As a business expansion strategy, discuss five advantages of acquisitions. (10 marks)
- (b) (i) Define the term “customer needs”. (2 marks)
- (ii) Propose four strategies that an entrepreneur could use to identify customer needs. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Identify four differences between entrepreneurs and small business owners. (8 marks)
- (b) Summarise six factors that an entrepreneur could consider while assessing the viability of a good business opportunity. (6 marks)
- (c) Enumerate six benefits of becoming an entrepreneur. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Analyse four marketing strategies used to grow a business. (8 marks)
- (b) (i) Explain the term “business plan”. (2 marks)
- (ii) Examine five reasons why it is important for an entrepreneur to prepare a business plan. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) (i) Explain the meaning of the term “memorandum”. (2 marks)
- (ii) Outline six uses of a memorandum. (6 marks)
- (b) Discuss six reasons why horizontal communication is important in an organisation. (12 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Examine five features of communication. (10 marks)
- (b) Summarise five differences between structured and unstructured interviews. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) An effective meeting is an efficient tool in the communication process which provides useful opportunities for business stakeholders to share information.
- In the context of meetings, explain five types of meetings that are held in a company. (10 marks)
- (b) People who experience a degree of nervousness or anxiety when giving a presentation are said to suffer from glossophobia which is a fear of public speaking.
- With reference to the above statement, identify five measures that a speaker could take to deal with glossophobia before making a presentation. (5 marks)
- (c) List five prerequisites for a valid notice of a formal meeting. (5 marks)
- (Total: 20 marks)**
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ATD LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

THURSDAY: 16 December 2021.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Discuss six ways in which entrepreneurship could benefit the economy of a country. (12 marks)
 - (b) Summarise four uses of a business plan. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Distinguish between “entrepreneurship” and “intrapreneurship”. (4 marks)
 - (b) Highlight four personal characteristics that an entrepreneur could consider before venturing into business. (4 marks)
 - (c) Analyse six advantages of franchising. (12 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) List seven sources that an aspiring entrepreneur could get good business ideas from. (7 marks)
 - (b) Justify six reasons why entrepreneurs should segment the market. (6 marks)
 - (c) Identify seven contents of a partnership deed. (7 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) In the context of Covid-19 pandemic, explain six entrepreneurial opportunities that have been created. (12 marks)
 - (b) Describe four qualities of an effective marketing plan. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Identify five types of business letters. (5 marks)
 - (b) Outline five benefits of using emails as a means of communication. (5 marks)
 - (c) Analyse five factors that might be considered while choosing a channel of communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight five advantages of knowing the audience before making a presentation. (5 marks)
 - (b) Summarise five roles of the secretary after the meeting. (5 marks)
 - (c) Explain five reasons for using visual aids in presentations. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain six reasons why an organisation could prefer to use written communication instead of oral communication. (6 marks)
- (b) Enumerate five reasons why interviews are important in the recruitment process. (5 marks)
- (c) (i) Outline six essential elements of minutes of a formal meeting. (6 marks)
- (ii) List three uses of minutes. (3 marks)

(Total: 20 marks)

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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 31 August 2021.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Highlight five indicators of a declining business. (5 marks)
 - (b) Outline five circumstances under which a partnership could be dissolved. (5 marks)
 - (c) Describe the process of new venture creation. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain four benefits of carrying out online market surveys. (4 marks)
 - (b) Outline four roles of government in promoting business incubation in your country. (4 marks)
 - (c) Suggest four reasons which could have contributed to the increased use of mobile money transfers in the world. (4 marks)
 - (d) Analyse four marketing strategies that an entrepreneur could apply at the start-up stage of the business cycle. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight four reasons why a business plan is important to a business organisation's lenders. (4 marks)
 - (b) Explain four challenges that an entrepreneur might experience for failing to innovate in business operations. (4 marks)
 - (c) Summarise three differences between short-term bank loans and bank overdrafts. (6 marks)
 - (d) Summarise six factors that an entrepreneur might consider when designing a business website. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise four benefits that could accrue to an enterprise from outsourcing products and services. (4 marks)
 - (b) Suggest six factors that might inhibit growth of entrepreneurial culture in your country. (6 marks)
 - (c) Describe the steps that an entrepreneur could follow when launching a new product into the market. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Highlight three advantages of visual communication. (3 marks)
 - (b) Identify four situations in which an organisation could prefer to use written communication over oral communication. (4 marks)
 - (c) Justify five reasons why social media is an important tool in business communication. (5 marks)
 - (d) Analyse four approaches of responding to a letter of complaint in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain three qualities of a well-designed questionnaire. (3 marks)
 - (b) Suggest four factors that might be considered while preparing visual communication aids. (4 marks)
 - (c) Summarise five causes of ineffective meetings. (5 marks)
 - (d) Discuss four ways in which an organisation could unintentionally communicate in an unethical manner. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) With reference to meetings:
 - (i) Outline four items that should be included in a notice for a meeting. (4 marks)
 - (ii) Explain four voting methods that could be used to decide a matter in a formal meeting. (4 marks)
 - (b) Highlight four sender oriented barriers to communication arising from the sender. (4 marks)
 - (c) Analyse four impacts of wireless technology in an organisation. (8 marks)
- (Total: 20 marks)**
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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 18 May 2021.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Highlight four common traits that are likely to be exhibited by successful entrepreneurs. (4 marks)
- (b) Summarise six benefits of business networking to an enterprise. (6 marks)
- (c) Explain five factors that an entrepreneur might consider before acquiring a business which is on sale. (5 marks)
- (d) Suggest five factors that could inhibit the youth from becoming entrepreneurs. (5 marks)

(Total: 20 marks)

QUESTION TWO

- (a) (i) With reference to market research, differentiate between “primary” and “secondary” sources of data. (4 marks)
- (ii) Summarise four factors that might affect the choice of sources of data. (4 marks)
- (b) Justify four reasons why it is important to include an executive summary in a business plan. (4 marks)
- (c) Discuss four challenges that entrepreneurs might encounter while selecting a new venture. (8 marks)

(Total: 20 marks)

QUESTION THREE

- (a) (i) Identify two challenges that might be experienced by a business at the maturity stage. (2 marks)
- (ii) Suggest two solutions to the challenges identified in (a) (i) above. (2 marks)
- (b) Outline four advantages of running a business as a sole proprietorship. (4 marks)
- (c) Explain four contributions of techpreneurs to the modern economy. (8 marks)
- (d) Suggest four strategies that a government could apply to influence the location of a business. (4 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Highlight four barriers to creativity. (4 marks)
- (b) Explain four challenges that entrepreneurs might face while protecting their businesses against loss of business secrets. (4 marks)
- (c) Describe three bases that an entrepreneur could use to segment markets. (6 marks)
- (d) In relation to sales strategy, discuss three objectives of pricing. (6 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) (i) Define the term “downward communication”. (2 marks)
 - (ii) Discuss four circumstances under which an organisation could use downward communication. (8 marks)
 - (b) Suggest five measures that an organisation could take into account to ensure effectiveness of committees. (5 marks)
 - (c) Explain five common mistakes that could be made during presentations. (5 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain four ways in which brochures could be used by an organisation. (4 marks)
 - (b) Highlight four advantages of having an agenda in a meeting. (4 marks)
 - (c) Justify four reasons why emails are essential in the world of business. (4 marks)
 - (d) Discuss four merits of virtual communication. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Propose three ways in which communication through suggestion boxes could be improved in an organisation. (3 marks)
 - (b) In relation to making a presentation, summarise five benefits of knowing your audience. (5 marks)
 - (c) Explain the following terms:
 - (i) Code of ethics. (2 marks)
 - (ii) Whistleblower. (2 marks)
 - (d) Analyse four reasons why integrity is an important quality in an organisation. (8 marks)
- (Total: 20 marks)**
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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 November 2020.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Innovation is the process by which entrepreneurs convert opportunities into marketable solutions.

Discuss three basic types of innovation.

(6 marks)

- (b) Outline seven factors that may encourage individuals to become entrepreneurs.

(7 marks)

- (c) Summarise seven reasons which could make an entrepreneur consider a location for establishing a business.

(7 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Explain six factors which might influence the type of decisions made by an entrepreneur.

(6 marks)

- (b) Outline six consequences of failing to adhere to health and safety issues while setting up a new venture.

(6 marks)

- (c) Ecopreneurs are entrepreneurs whose business efforts are not only driven by profits, but also by a concern for the environment.

With respect to the above statement, explain four roles of ecopreneurs in the economic development of a country.

(8 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Highlight five personal factors that might lead to failure of a small business venture.

(5 marks)

- (b) Explain seven factors that an entrepreneur could consider while assessing the technical viability of a product.

(7 marks)

- (c) Discuss four types of resources that an entrepreneur might need while venturing into a new industry.

(8 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Summarise four challenges that an entrepreneur is likely to face at the maturity phase of a business.

(4 marks)

- (b) Explain six roles played by the government in promoting business incubation.

(6 marks)

- (c) Discuss five qualities required of a franchisee in order to make a franchise arrangement successful.

(10 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Describe five elements of interpersonal communication. (10 marks)
- (b) Being assertive means expressing your thoughts, feeling, and needs in an open and honest way, while standing up for yourself and respecting others' opinions.

With respect to the above statement, explain five ways of improving assertiveness.

(10 marks)
(Total: 20 marks)

QUESTION SIX

- (a) Discuss five psychological barriers to communication. (10 marks)
- (b) With regard to meetings, outline five roles that are played by the Secretary. (5 marks)
- (c) State five reasons why it is important to write minutes of a meeting. (5 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) In the context of visual aids, summarise six guidelines to be observed while constructing a bar graph. (6 marks)
- (b) Highlight six benefits of using emails in communication. (6 marks)
- (c) Analyse four guidelines for making ethical decisions at the workplace. (8 marks)

(Total: 20 marks)

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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Summarise six sources of funding for a business venture. (6 marks)
 - (b) Highlight six benefits which could accrue to an entrepreneur from registering a trademark. (6 marks)
 - (c) Discuss four situations under which an entrepreneur would be compelled to revise a business plan. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) With reference to selecting new business ventures from various alternatives, explain six steps followed while making a decision. (6 marks)
 - (b) Highlight six characteristics of a good business idea. (6 marks)
 - (c) Discuss four types of risks which an entrepreneur is likely to be exposed to. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse five advantages which might accrue to an entrepreneur from advertising on the website. (10 marks)
 - (b) In the context of innovation process, describe five stages of a new product development. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a)
 - (i) Define the term “entrepreneurial culture”. (2 marks)
 - (ii) Suggest five ways in which entrepreneurial culture could be promoted in your country. (5 marks)
 - (b) Suggest five reasons why entrepreneurs analyse their competitors. (5 marks)
 - (c) Analyse four elements usually included in the executive summary of a business plan. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Explain the importance of the following emerging trends in business communication:
- (i) Social networking sites. (2 marks)
 - (ii) Cloud computing. (2 marks)
- (b) Summarise eight behaviours likely to be exhibited by active listeners. (8 marks)
- (c) Highlight eight roles of the chairperson in a meeting. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Distinguish between "lateral communication" and "diagonal communication". (4 marks)
- (b) With reference to effective communication:
- (i) Identify six personal barriers. (6 marks)
 - (ii) Suggest six ways of overcoming the barriers identified in (b) (i) above. (6 marks)
- (c) Suggest four merits of using suggestion boxes as a means of upward communication in an organisation. (4 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss five qualities of a good speech. (10 marks)
- (b) Analyse five factors which might contribute to unethical communication in an organisation. (10 marks)
- (Total: 20 marks)**
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kasneb

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 21 May 2019.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Highlight five roles performed by venture capitalists. (5 marks)
 - (b) Explain five methods that an entrepreneur could use to tap into a business opportunity for a new venture. (5 marks)
 - (c) Discuss five reasons why an entrepreneur needs to conduct a market research before entering into foreign markets. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline five disadvantages of a sole proprietorship business. (5 marks)
 - (b) Explain five challenges that could inhibit the growth of women entrepreneurship in your country. (5 marks)
 - (c) Discuss five factors that have led to the global rise of information technology and service oriented businesses. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Suggest four factors which could inhibit carrying out a marketing research for an enterprise. (4 marks)
 - (b) Discuss three differences between a "manager" and an "entrepreneur". (6 marks)
 - (c) Describe five stages of the life-cycle of a business enterprise. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Justify four reasons why profit maximisation is important to an entrepreneur. (4 marks)
 - (b) Analyse four major types of business incubators. (8 marks)
 - (c) State four ways in which investors could offer support to an enterprise. (4 marks)
 - (d) Explain four possible impacts of frequent review of government regulations to small and medium enterprises. (4 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Outline three qualities of an effective business letter. (3 marks)
 - (b) (i) Explain the term "graphic communication". (2 marks)
 - (ii) Explain five reasons of using visual aids in a presentation. (5 marks)
 - (c) Analyse five technological trends that have influenced business communication in the 21st century. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight five advantages of grapevine communication to an organisation. (5 marks)
 - (b) Outline five qualities of a good proposal. (5 marks)
 - (c) Suggest five measures that an organisation should put in place to prevent unethical behaviour. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Justify five circumstances that could necessitate an organisation to issue a press release. (5 marks)
 - (b) Discuss three situations which could be appropriate for the use of video conferencing. (6 marks)
 - (c) In relation to committees:
 - (i) Differentiate between a "standing committee" and an "ad hoc committee". (4 marks)
 - (ii) Suggest five factors that could lead to ineffectiveness of a committee meeting. (5 marks)
- (Total: 20 marks)**
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kasneb

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 27 November 2018.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Identify four main features of successful entrepreneurs. (4 marks)
- (b) Highlight four benefits that could accrue to organisations from the use of internet marketing. (4 marks)
- (c) Explain four factors that an entrepreneur could put into consideration when choosing a business incubator. (4 marks)
- (d) Justify four reasons why most entrepreneurs prefer starting a new business venture instead of buying an existing business. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Define the term “innovation”. (2 marks)
- (b) In the context of a market research, suggest five types of information that an entrepreneur could gather from potential customers. (5 marks)
- (c) Highlight three demographic factors that could influence an individual to become an entrepreneur. (3 marks)
- (d) Using relevant examples, discuss five ways in which employees could demonstrate their creativity in an organisation. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Distinguish between “ecopreneurs” and “techpreneurs”. (4 marks)
- (b) Suggest four challenges that an entrepreneur could experience when the business is at the decline stage. (4 marks)
- (c) Highlight four components of the executive summary of a business plan. (4 marks)
- (d) Analyse four reasons that could lead to dissolution of a partnership by a court of law. (8 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Summarise four start-up costs that an entrepreneur could incur while venturing into a new business. (4 marks)
- (b) Explain four roles of an entrepreneur as a decision maker. (4 marks)
- (c) Outline four challenges that entrepreneurs in the mobile technology industry face. (4 marks)
- (d) Discuss four ways in which entrepreneurs contribute to the economic development of a country. (8 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Outline four functions of business letters in an organisation. (4 marks)
 - (b) Explain three methods that employees in an organisation could apply to minimise communication barriers. (3 marks)
 - (c) Highlight three uses of memos in an organisation. (3 marks)
 - (d) "Mr Adrian is a new employee in an organisation and had been invited to attend a management meeting"
Advise him on five strategies he could employ towards the effectiveness of the meeting. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five merits of visual presentations. (5 marks)
 - (b) Summarise five uses of reports in an organisation. (5 marks)
 - (c) Discuss five reasons why an organisation should maintain effective external communication. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four qualities of ethical communication. (4 marks)
 - (b) Outline four situations in which an organisation could prefer to use oral communication. (4 marks)
 - (c) Describe six key stages in the communication process cycle. (12 marks)
- (Total: 20 marks)**
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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 May 2018.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) (i) With reference to generation of business ideas, define the term “creativity”. (2 marks)
- (ii) Discuss four approaches which an entrepreneur could use to promote creativity in an enterprise. (8 marks)
- (b) Highlight five ways in which electronic money transfers could contribute to the growth of global entrepreneurship. (5 marks)
- (c) Enumerate five causes of poor time management in an organisation. (5 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) In relation to business risks:
- (i) Distinguish between “risk avoidance” and “risk reduction”. (4 marks)
- (ii) Explain four measures that an entrepreneur could put in place to mitigate against financial risks in a new venture. (8 marks)
- (b) Discuss four ways in which business location could influence the growth of an enterprise. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight four factors that an entrepreneur could put into consideration before taking a bank loan for a new venture. (4 marks)
- (b) (i) Explain the term “international entrepreneurship”. (2 marks)
- (ii) Citing four reasons, justify why an entrepreneur needs to carry out a feasibility study before venturing into a foreign market. (8 marks)
- (c) Discuss three benefits that could accrue to an enterprise from evaluation of business ideas. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) (i) With reference to direct marketing, define the term “telemarketing”. (2 marks)
- (ii) Summarise five limitations of using telemarketing. (5 marks)

- (b) Explain five non-monetary techniques of motivating employees in an organisation. (5 marks)
 - (c) Discuss four reasons why business organisations need to innovate regularly. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Summarise five purposes of using headings in business documents. (5 marks)
 - (b) Outline five limitations of written communication. (5 marks)
 - (c) You have been invited to make a presentation during an investment conference.
Highlight five guidelines that you could follow to ensure an effective presentation. (5 marks)
 - (d) Assess five causes of semantic barriers in business communication. (5 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Suggest five ways in which ordinary members could enhance the effectiveness of a meeting. (5 marks)
 - (b) Highlight five features of non-verbal communication. (5 marks)
 - (c) Explain five benefits of installing computer networks in an organisation. (5 marks)
 - (d) Outline five purposes of preparing an agenda for a meeting. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Highlight four challenges associated with corporate blogs. (4 marks)
 - (b) Evaluate four gains that could accrue to an organisation from using electronic postal services. (8 marks)
 - (c) Discuss four reasons why organisations need to enforce business ethics. (8 marks)
- (Total: 20 marks)**
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ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 28 November 2017.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Distinguish between a “business plan” and a “marketing plan”. (4 marks)
 - (b) “Entrepreneurs are opting to conduct businesses from their homes”. Suggest four factors that could have contributed to this trend. (4 marks)
 - (c) Discuss six factors an entrepreneur could take into account while engaging in e-commerce. (12 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Distinguish between “innovating entrepreneurs” and “imitative entrepreneurs”. (4 marks)
 - (b) Outline five psychological factors which could motivate an individual to become an entrepreneur. (5 marks)
 - (c) Suggest five factors that an entrepreneur could consider before setting the price of a product. (5 marks)
 - (d) Describe six steps which could be followed while conducting a feasibility study for a business enterprise. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight four drawbacks of business incubation to an enterprise. (4 marks)
 - (b) Analyse eight benefits of involving staff in decision making. (8 marks)
 - (c) Discuss four differences between “business merger” and “business acquisition”. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Assess five methods of evaluating service providers. (5 marks)
 - (b) Explain five factors that could lead to the dissolution of a cooperative society. (5 marks)
 - (c) Discuss five factors that could contribute to the failure of a new venture. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Explain five reasons why organisations conduct exit interviews. (5 marks)
 - (b) Outline five demerits of using intranet in an organisation. (5 marks)
 - (c) Describe five methods of upward communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight five roles of the chairman of a meeting. (5 marks)
 - (b) With reference to graphical presentations:
 - (i) Define the term "multimedia". (2 marks)
 - (ii) Summarise five limitations associated with graphical presentations. (5 marks)
 - (c) Describe four forms of external communication that an organisation could use to promote good corporate image. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) State three disadvantages of using emails in an organisation. (3 marks)
 - (b) Outline five barriers to effective listening. (5 marks)
 - (c) Suggest four benefits which could accrue to an organisation from maintaining effective internal communication. (4 marks)
 - (d) Discuss four ethical dilemmas in business communication. (8 marks)
- (Total: 20 marks)**
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KASNEB

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 23 May 2017.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Discuss three social factors that could influence an individual to become an entrepreneur. (6 marks)
- (b) In relation to business ownership, explain the following terms:
- (i) Partnership deed. (2 marks)
 - (ii) Articles of association. (2 marks)
 - (iii) Certificate of incorporation. (2 marks)
- (c) Summarise four drawbacks associated with business mergers. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Highlight four obstacles that could hinder an entrepreneur from undertaking effective marketing research. (4 marks)
- (b) Describe five strategies an enterprise could adopt to cope with modern technological changes. (10 marks)
- (c) Summarise six benefits that could accrue to an enterprise from obtaining registered trademarks. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) (i) Define the term "m-commerce". (2 marks)
- (ii) Outline six limitations of using m-commerce. (6 marks)
- (b) Describe four factors that could influence an enterprise to outsource its business services. (8 marks)
- (c) Suggest four factors an entrepreneur could consider while choosing a business name. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Enumerate four items of information contained in the financial data of a business plan. (4 marks)
- (b) Explain three challenges an entrepreneur could encounter at the idea generation stage. (6 marks)
- (c) Discuss five features of effective decision making. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Distinguish between “functional business meeting” and “special task force meeting”. (4 marks)
 - (b) Highlight six key items contained in minutes of a meeting. (6 marks)
 - (c) Evaluate five benefits of maintaining ethical values to an enterprise. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline five qualities of a well designed research questionnaire. (5 marks)
 - (b) Identify five merits of using charts in a presentation. (5 marks)
 - (c) Justify five reasons why a press release is an important communication tool in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain the following barriers to communication:
 - (i) Status barriers. (2 marks)
 - (ii) Cultural barriers. (2 marks)
 - (b) Describe five advantages of embracing social media in a business organisation. (10 marks)
 - (c)
 - (i) Define the term “wireless communication”. (2 marks)
 - (ii) Highlight four situations which could justify the use of wireless technology by an organisation. (4 marks)
- (Total: 20 marks)**
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KASNEB

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 November 2016.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) (i) Distinguish between "mobile money" and "mobile banking". (4 marks)
 - (ii) Explain four benefits of using mobile money technology to an enterprise. (4 marks)
 - (b) Highlight four factors an entrepreneur could consider before investing in a public limited company. (4 marks)
 - (c) Discuss four strategies that an entrepreneur could use to conduct on-line marketing. (8 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Analyse six steps of the risk management process in an organisation. (6 marks)
 - (b) Discuss five reasons why it is important for an entrepreneur to carry out self assessment. (10 marks)
 - (c) Outline four purposes of the business description section of a business plan. (4 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) Explain four social barriers that could hinder the growth of youth entrepreneurship in a nation. (4 marks)
 - (b) Describe four entry strategies an entrepreneur could use at the start-up stage of a business venture. (8 marks)
 - (c) Summarise four benefits that could accrue to an organisation due to the Chief Executive being a corporate entrepreneur. (8 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Explain four roles of an entrepreneur in decision making process. (8 marks)
 - (b) Suggest four techniques an entrepreneur could use to generate business ideas. (8 marks)
 - (c) State four factors which could limit an entrepreneur from setting business goals. (4 marks)
- (Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Highlight four functions of feedback communication in an organisation. (4 marks)
 - (b) Discuss four benefits of using electronic data interchange in an organisation. (8 marks)
 - (c) Describe four ways an organisation could make communication through posters more effective. (8 marks)
- (Total: 20 marks)

QUESTION SIX

- (a) Explain five merits of using e-mail messages by an organisation. (5 marks)
- (b) In relation to ethics in communication:
- (i) Define the term “ethnocentrism”. (2 marks)
- (ii) Discuss four measures a business enterprise could put in place to promote integrity in communication. (8 marks)
- (c) Highlight five merits of using closed ended questions during an interview. (5 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Explain four uses of pre-printed forms in an organisation. (4 marks)
- (b) Analyse four measures organisations could put in place to make grapevine communication effective. (8 marks)
- (c) (i) Distinguish between “minutes of resolution” and “minutes of narration”. (4 marks)
- (ii) Highlight four reasons why minutes of meetings are important to an organisation. (4 marks)

(Total: 20 marks)

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KASNEB

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 May 2016.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Distinguish between "an entrepreneur" and "entrepreneurship". (4 marks)
 - (b) Outline four benefits which could accrue to an economy from business incubation. (4 marks)
 - (c) Describe six stages of the creative process. (12 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) State five characteristics of a good brand name. (5 marks)
 - (b) Highlight five challenges associated with e-commerce. (5 marks)
 - (c) Suggest five strategies that a government could use to promote growth of entrepreneurship in a country. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse five benefits that could accrue to an entrepreneur from embracing business innovation. (10 marks)
 - (b) Discuss five factors an entrepreneur could consider before acquiring another business. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) With reference to the business planning process:
 - (i) Distinguish between "an operation plan" and "a financial plan". (4 marks)
 - (ii) Identify four stakeholders who might be interested in a business plan. (4 marks)
 - (iii) Outline one role of a business plan to each of the stakeholders identified in (a)(ii) above. (4 marks)
 - (b) Discuss four factors an entrepreneur could consider before selecting a product to produce. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) (i) Differentiate between "ethics" and "integrity". (4 marks)
 - (ii) Explain six reasons why ethics are important in a business organisation. (12 marks)
 - (b) Highlight four factors that could hinder presentation of a press report. (4 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain four limitations of oral communication. (8 marks)
- (b) (i) Differentiate between "a standing committee" and "an ad hoc committee". (4 marks)
- (ii) Summarise eight merits of forming committees in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) (i) Explain the term "video conferencing". (2 marks)
- (ii) Identify four situations which could justify the use of video conferencing as a medium of communication. (4 marks)
- (b) Suggest four uses of brochures in an organisation. (4 marks)
- (c) Discuss five disadvantages of diagonal communication. (10 marks)
- (Total: 20 marks)**
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KASNEB

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any **THREE** questions in **SECTION I** and **TWO** questions in **SECTION II**. **ALL** questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Define the term "entrepreneur". (2 marks)
 - (b) Explain five reasons why time management is important to an entrepreneur. (10 marks)
 - (c) Explain four reasons why the government finds it necessary to develop entrepreneurs amongst its citizens. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Define the term "creativity". (2 marks)
 - (b) Explain any five characteristics common to successful entrepreneurs. (10 marks)
 - (c) Demonstrate any four reasons why entrepreneurship is important to an individual. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain the term "business opportunity". (2 marks)
 - (b) In reference to entrepreneurship, illustrate the relevance of "SWOT analysis". (8 marks)
 - (c) Explain five reasons why business incubation is essential for achievement of your country's development blue print. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Briefly discuss five chapters of a business plan. (10 marks)
 - (b) Differentiate between "franchising" and "joint ventures" as strategies for enterprise growth. (6 marks)
 - (c) Demonstrate four benefits that an entrepreneur could get from the use of the internet. (4 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Discuss any three forms that business communication can take. (6 marks)
 - (b) For effective business communication to take place, the sender must demonstrate certain characteristics.
Explain any four such characteristics. (4 marks)
 - (c) With the aid of a well labelled diagram, illustrate the business communication process. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain any five benefits of effective communication to a business. (5 marks)
- (b) Your Chief Executive Officer (CEO) has called a meeting for all employees to discuss issues affecting production within the organisation.

As the secretary to the meeting:

- (i) Prepare a one page notice of the meeting incorporating five possible agenda items. (5 marks)
- (ii) Draft minutes of the meeting proceedings to be confirmed by the Chief Executive Officer in the next meeting. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Discuss any five barriers to effective business communication. (5 marks)
- (b) For the last one year, your organisation has been experiencing difficulties resulting from lack of staff morale, high labour turnover and pilferage among others.
- (i) As the Chief Executive Officer, draft a memo to all staff aimed at managing the above challenges. (8 marks)
- (ii) As the chief human resource officer, write a letter inviting a short listed candidate for an interview to replace one of the employees; a plant supervisor who has so far left your organisation. (7 marks)
- (Total: 20 marks)**

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KASNEB

ATD LEVEL I

DICT LEVEL I

DCM LEVEL I

ENTREPRENEURSHIP AND COMMUNICATION

WEDNESDAY: 18 November 2015.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION I and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

- (a) Outline four primary characteristics of a successful entrepreneur. (4 marks)
 - (b) Analyse five obstacles that could inhibit growth of entrepreneurship in a nation. (10 marks)
 - (c) Highlight six ways of obtaining information about business competitors. (6 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Outline four benefits of a good marketing plan. (4 marks)
 - (b) Discuss four components of a feasibility analysis report. (8 marks)
 - (c) Suggest four techniques an entrepreneur could use to mitigate business risks. (8 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) (i) Distinguish between "crowd sourcing" and "crowd funding". (4 marks)
 - (ii) Describe four types of crowd funding. (8 marks)
 - (b) Summarise four benefits which could accrue to an entrepreneur from assessing the business environment. (8 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) State four fundamental characteristics of a good business website. (4 marks)
 - (b) Explain four benefits of rational decision making to an entrepreneur. (8 marks)
 - (c) Suggest four ways in which a business could use the penetration strategy to gain competitive advantage. (8 marks)
- (Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Outline five characteristics of a well structured questionnaire. (5 marks)
 - (b) Highlight three functions of downward communication in an organisation. (3 marks)
 - (c) Analyse six reasons why organisations publish business newsletters. (12 marks)
- (Total: 20 marks)

QUESTION SIX

- (a) Identify four features of ethical communication in an organisation. (4 marks)
 - (b) Explain four merits of effective listening. (8 marks)
 - (c) Discuss four reasons that could contribute to the failure of a meeting. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline four benefits of using fibre optic cable to a business organisation. (4 marks)
 - (b) Explain four advantages of using mobile wireless technology in an organisation. (8 marks)
 - (c) Discuss four merits of incorporating visual aids in business reports. (8 marks)
- (Total: 20 marks)**
-