

2903/104 2922/104
2906/104 2924/104
2907/104 2925/104
2909/104

COMMUNICATION SKILLS
July 2016
Time: 3 hours



THE KENYA NATIONAL EXAMINATIONS COUNCIL

DIPLOMA IN SUPPLY CHAIN MANAGEMENT
DIPLOMA IN BUSINESS MANAGEMENT
DIPLOMA IN COOPERATIVE MANAGEMENT
DIPLOMA IN ROAD TRANSPORT MANAGEMENT
DIPLOMA IN PROJECT MANAGEMENT
DIPLOMA IN INVESTMENT MANAGEMENT
DIPLOMA IN MARITIME TRANSPORT LOGISTICS
(MODULE I)

COMMUNICATION SKILLS

3 hours

INSTRUCTIONS TO CANDIDATES

*This paper consists of 14 questions in TWO sections; A and B.
Answer ALL the questions in both sections in the answer booklet provided.
Candidates should answer the questions in English.*

This paper consists of 5 printed pages

**Candidates should check the question paper to ascertain that all
the pages are printed as indicated and that no questions are missing.**

Answer ALL the questions in this section.

1. Explain the following terms as used in communication:
 - (i) encoding;
 - (ii) audience;
 - (iii) noise. (3 marks)
2. State **three** circumstances when it may be inappropriate to write a letter to an employee. (3 marks)
3. List **three** ways in which language may be a barrier to effective communication. (3 marks)
4. Outline **three** reasons why a person should be diplomatic when communicating in an office. (3 marks)
5. State **four** characteristics of a good report. (4 marks)
6. State **four** forms of visual communication that may be used when writing documents in an organization. (4 marks)
7. List **three** challenges that an employee may face when communicating with dissatisfied customers. (3 marks)
8. State **three** instances when a manager may prefer using grapevine instead of formal communication. (3 marks)
9. Outline **three** reasons for holding meetings in organizations. (3 marks)
10. State **three** reasons that have led to the increased use of email to invite prospective employees for interviews. (3 marks)

SECTION B (68 marks)

Answer ALL the questions in this section.

11. (a) Explain **three** tasks that the secretary of a meeting may fail to carry out leading to the failure of the meeting. (6 marks)
- (b) Write an essay of about 250 words on the topic: "How Kenya is Going to Benefit from the Minerals Recently Discovered in Various Parts of the Country." (10 marks)
12. (a) The company you work for has decided to change the terms of employment for one of the employees from temporary to permanent. As the Assistant Human Resource manager, write a suitable letter to the employee. (12 marks)
- (b) Explain **three** benefits that an organization derives from effective horizontal communication. (6 marks)
13. Upesi Limited, a public transport company, introduced a new route for its buses last year. However, the company has been incurring losses from the same route. As an assistant manager, you have been asked to investigate the matter and write a report giving recommendations. Assume you have completed the investigations and write the report. (16 marks)

14. *Read the passage below and then answer the questions that follow.*

Africa's recent economic growth rates and rising youth population have increased the potential of business opportunities on the continent. The common method of introducing foreign companies in Africa is mainly through franchising. However, for e-commerce start-ups it has not been that easy. Currently, there are about 3,186 e-business firms in Africa which operate across borders but are yet to start making good money despite attracting some customers.

The reality of Internet business in Africa deviates from what is obtainable in the Western world. It is characterised by some obvious challenges any operator in the continent will face. These challenges include distrust. Africans are yet to **embrace** online shopping due to online fraud. In Nigeria, for example, where phishing is common, people are sceptical about putting their personal information online. Without attracting the best spenders, the sector continues to serve mainly college students and the younger population. In fact, some of the companies are offering cash-on-delivery to mitigate this challenge.

2903/104 2922/104
 2906/104 2924/104
 2907/104 2925/104
 2909/104

July 2016

Another challenge is the cost of broadband. Africa enjoys tremendous growth in mobile connectivity which is a popular means for people to access the Internet. While using Facebook may be free on some telecommunication networks, others charge some fees which may discourage users from accessing those adverts. For instance, it may cost one Ksh 4,600 on browsing charges to watch a three-hour online video in Congo. Therefore, with the high cost of bandwidth, video-based Internet businesses in Africa struggle to **meet** their targets.

Further, the logistics involved in selling products online may discourage some buyers due to non-functioning postal systems in Africa. As a result, most online businesses operate delivery motorbikes thus increasing the cost of doing business. Moreover, there are **numerous** informal markets in Africa. An e-commerce company must beat these markets in prices if it is to be competitive. This is especially so considering that all e-commerce firms are formalized for access to the banking system. They, therefore, pay taxes which can put them at a disadvantage since their informal competitors are not taxed.

Fragmented markets are also a major challenge to e-commerce in Africa despite the efforts made to make it appear as one market. A company has to **set up** country-specific sites because of trade barriers such as cross-border payments, languages and cultural differences among others. This affects economies of scale and efficient allocation of capital causing duplication of resources across the region. Besides, literacy rates are low. Even if all the infrastructure and integration issues were solved, illiterate citizens may be unable to participate directly on e-commerce sites that require reading and writing skills. Without investing in the education of these citizens, the pool of potential customers for online entrepreneurs is **greatly reduced**.

There are some companies attempting to **tackle** these issues. One such company is Jumia, a Nigerian company that was founded in 2012. The problem, though, is that while Jumia and other African companies may be successful in terms of market share, they are still not profitable. E-commerce in Africa could be a very profitable venture but it will take time and effort. Leaders on the continent must understand that besides launching websites, there are many issues that need to be solved for entrepreneurs to be successful. To make e-commerce succeed, African leaders need to focus less on how to improve the number of total domains registered and instead fix the physical business infrastructure. This will unleash the wealth-creating potential of e-commerce in Africa.

2903/104 2922/104

2906/104 2924/104

2907/104 2925/104

2909/104

July 2016

The Internet is redesigning commerce and will continue to reshape industrial sectors. Africa cannot afford to avoid participating in the opportunities the Internet is creating through expansion of markets. But entrepreneurs - particularly those in online businesses - need to realize the challenges they will have to overcome in order for them to be successful and profitable.

Adapted from: 'Daily Nation', Friday March 27, 2015

- a) In about 130 words, and according to the passage, explain the challenges any e-commerce entrepreneur in Africa will face. (12 marks)
- b) State the meaning of each of the following words and phrases as used in the passage: (6 marks)
- (i) embrace;
 - (ii) meet;
 - (iii) numerous;
 - (iv) set up;
 - (v) greatly reduced;
 - (vi) tackle.

THIS IS THE LAST PRINTED PAGE.