

2902/104 2918/104  
2908/104 2920/104  
2912/104 2921/104  
COMMUNICATION  
JULY 2017  
Time: 3 hours

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24<sup>th</sup>/7/17.



**THE KENYA NATIONAL EXAMINATIONS COUNCIL**

**DIPLOMA IN SALES AND MARKETING  
DIPLOMA IN HUMAN RESOURCE MANAGEMENT  
DIPLOMA IN TOURISM MANAGEMENT  
DIPLOMA IN TOUR GUIDING MANAGEMENT  
DIPLOMA IN INFORMATION COMMUNICATION TECHNOLOGY  
DIPLOMA IN PETROLEUM MANAGEMENT  
(MODULE I)**

**COMMUNICATION**

**3 hours**

**INSTRUCTIONS TO CANDIDATES**

*This paper consists of **FOURTEEN** 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.**

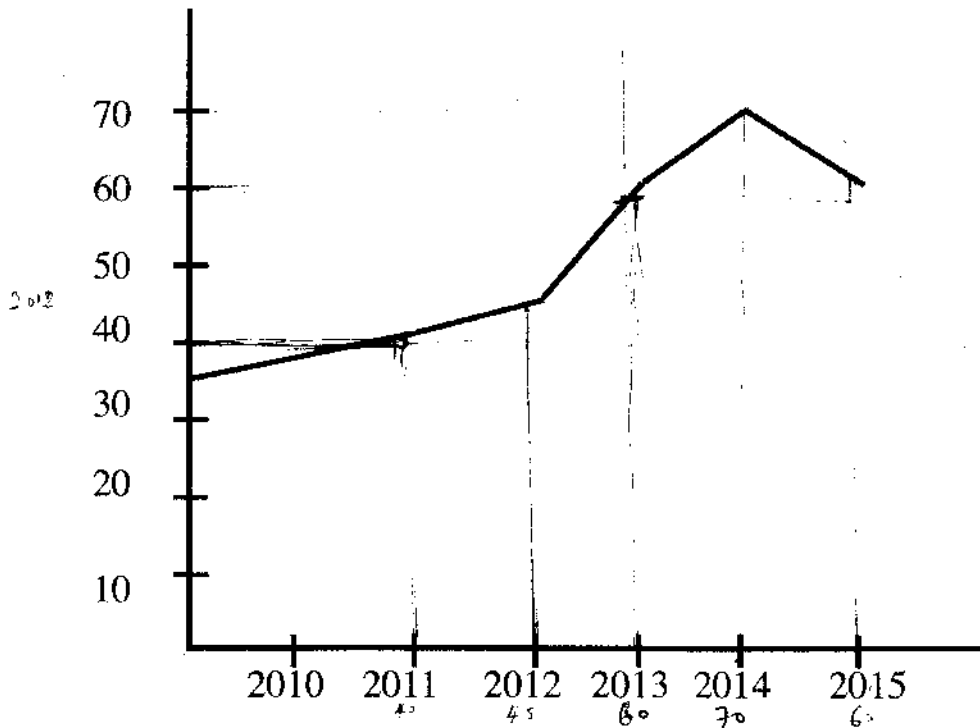
**SECTION A (32 marks)***Answer ALL the questions in this section.*

1. List **three** items that must be contained in the agenda of an Annual General Meeting. (3 marks)
2. State **three** features of appraisal interviews. (3 marks)
3. Outline **three** advantages of written reports. (3 marks)
4. List **three** functions of external communication. (3 marks)
5. Outline **four** factors that may cause delays in the transmission of information. (4 marks)
6. List **four** categories of information that are included in a curriculum vitae. (4 marks)
- \*7. State **three** measures that one should take to ensure effective telephone communication. (3 marks)
8. List **three** challenges that one may experience when using visual communication to pass information. (3 marks)
9. State **three** uses of non-verbal cues in oral communication. (3 marks)
10. Outline **three** benefits of using videoconferencing in an organization. (3 marks)

**SECTION B (68 marks)***Answer ALL the questions in this section.*

11. As the secretary of Peston Association, write the minutes of a monthly meeting which discussed the following agenda items among others:
  - (a) security;
  - (b) tree planting;
  - (c) improving infrastructure. (16 marks)
12. (a) Umoja Holdings Limited, a supermarket chain, is intending to close down two of its branches in a month's time. Write a circular letter to all stakeholders informing them about the closure. (12 marks)
- (b) Ms. Rema, a student representative at Masomo University, will give a speech on their graduation day. Describe **four** non-verbal cues that she may use to make her speech effective. (6 marks)

13. (a) The graph below show the approximate number of local tourists who visited City National Park over a period of six years.



- (i) In which year did the park experience the greatest increase in the number of local tourists? (2 marks)
- (ii) What is the difference in the number of tourists received in 2012 and 2015?  
 2015 = 60  
 2012 = 45  
 Difference = 15 (2 marks)
- (iii) What is the total number of local tourists received for the last four years? (2 marks)
- (iv) Outline **one** factor which may have led to the decline in the number of tourists between 2014 and 2015. (2 marks)

- (b) Describe **four** challenges which an organization may face due to poor internal communication. (8 marks)

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

The world is fast changing and there is **stiff** competition among businesses. This calls for innovation in order to survive. Every organization must, therefore, structure itself in such a way that it produces goods and services that meet clients' requirements. Chief Executive Officers must devise ways on how to cope with imminent challenges in order to remain relevant and profitable.

Some of the CEOs have tried to emulate other organizations which have made progress in innovation. This strategy has proved to be a challenge when CEOs fail to realize that some of the factors that make organizations to stand out may **vary** based on geographical regions, industry and size. For instance, what may be working for a technological organization in the United States of America might not work for a manufacturing organization in Africa.

In order to cope with changing requirements and competition, organizations have to be flexible. Organization flexibility can be described as the ability of an organization to not only survive difficult conditions but also **thrive** in the long term. This is achieved by identifying challenges and opportunities and finding solutions that lead to increased productivity. A flexible organization is characterised by four major qualities: ability to innovate rapidly and tailor goods and services to clients' requirements; ability to share information with suppliers and customers; ability to integrate ideas, experiences, knowledge and skills through employees, customers and suppliers; ability to reduce risks and have enough capital to **take up** new opportunities or face challenges.

There are certain strategies that an organization should adopt in order to remain relevant and profitable. Key among them is maintaining focus on its goals through proper structures, infrastructure, good organizational culture and effective management. This involves being ahead in innovation, mastering changing trends and being conversant with the clients' demands and needs and ensuring that every single employee lives and breathes the organization's values and beliefs.

Adaptability is another way through which an organization can remain relevant. This **entails** being able to deal with changes in legislature, market trends, customer demands, workforce needs and technological advancement. In this regard, the organization should be able to respond to demands brought about by globalization and keep up with changing employee needs.

Further, an organization should make decisions promptly and with certainty when faced with changing external conditions. Such decisions should be accompanied by prompt and detailed execution. To achieve timely decision-making, an organization must invest in data collection and analysis through its research and development department. Innovation, another strategy that an organization requires in order to remain relevant, demands that it keeps up with changes in technology. Most organizations, however, are limited by how fast they accept and adapt to changes. Limitations occur due to the high cost of installing new technology which sometimes tends to become obsolete very fast. In addition, organizations may be reluctant to incur the high costs of new technology due to the feeling that the technology already in place is expensive and has not yet given a return on investment. Further, organizations fear the cost of retraining staff on the use of the new technology they are required to adopt.

Besides, an organization must be able to deal with challenges and maintain focus on its core activities. This may be difficult since employees may be overwhelmed by the day-to-day operations of the organization. Therefore, efforts must be made by management to **cultivate** a culture that rewards the fast thinkers who tackle obstacles and innovators who move the organization forward.

An organization can also remain relevant through partnering with clients and other stakeholders. This involves sharing and creating mutually beneficial relationships that focus on continued improvement of goods and services. In this approach, every stakeholder must be treated as a business partner with insights on new processes and products. In other words, the organization should have “customer is right” attitude so as to design products and services as per the customer’s demands.

If these strategies are adopted, business organizations will be competitive and relevant in a sustainable manner.

*Adapted from MANAGEMENT MAGAZINE September 2015.*

- (a) Explain the meaning of the following words and phrase as used in the passage:
- (i) stiff;
  - (ii) vary;
  - (iii) thrive;
  - (iv) take up;
  - (v) entails;
  - (vi) cultivate. (6 marks)
- (b) In about 120 words, and according to the passage, explain the strategies through which an organization can remain relevant and profitable. (12 marks)

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