



**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 19 August 2024. Afternoon Paper.**

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Highlight **FOUR** qualities of a well-organised message. (4 marks)
- (b) Outline **SIX** factors to consider when choosing the written channel of communication. (6 marks)
- (c) You have been appointed as a communication manager to organise for a talent conference to be held outside your country.
- Discuss **FIVE** reasons why it is important to advertise the event. (10 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Highlight **FIVE** advantages of videoconferencing to an organisation. (5 marks)
- (b) Summarise **FIVE** benefits realised by an organisation for having a clear board meeting agenda. (5 marks)
- (c) Describe **FIVE** ways in which effective internal communication could promote harmony within an organisation. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FIVE** techniques you could use to achieve effective PowerPoint presentation. (5 marks)
- (b) Explain **FIVE** ways in which body language impacts on communication. (5 marks)
- (c) Analyse **FIVE** roles played by the internet in promoting business communication in the 21<sup>st</sup> century. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) State **FOUR** circumstances under which oral communication could be preferred to written communication. (4 marks)
- (b) Explain **FOUR** communication challenges encountered in a multicultural work environment. (8 marks)
- (c) Giving an example in each case, describe **FOUR** situations in which you could appropriately make use of visual aids. (8 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight **FOUR** factors that might be considered when writing a persuasive message. (4 marks)
- (b) Summarise **SIX** qualities of a good business report. (6 marks)
- (c) Discuss **FIVE** principles of ethical communication. (10 marks)

**(Total: 20 marks)**

**QUESTION SIX**

- (a) Highlight **FOUR** approaches that a chairman could use to keep a discussion relevant in a meeting. (4 marks)
  - (b) Analyse **FOUR** strategies that you could institute to improve on public speaking skills. (8 marks)
  - (c) Describe **FOUR** factors that affect decision making in group discussions. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Highlight **FIVE** impacts of social media on communication. (5 marks)
  - (b) Outline **FIVE** guidelines followed by a manager in order to give oral instructions effectively. (5 marks)
  - (c) Summarise **FIVE** intrapersonal barriers to effective communication. (5 marks)
  - (d) Explain **FIVE** benefits that could accrue to an organisation from grapevine communication. (5 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

**MONDAY: 22 April 2024. Afternoon Paper.**

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Highlight **FOUR** limitations of oral communication. (4 marks)
  - (b) In relation to interviews, explain **FOUR** reasons why posture is important. (8 marks)
  - (c) Analyse **FOUR** characteristics of well-constructed sentences. (8 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Analyse **FIVE** factors that might be considered when selecting an internet service provider for an organisation. (10 marks)
  - (b) Discuss **FIVE** reasons why effective team communication is essential in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) With reference to external communication:
    - (i) List **THREE** examples of formal external communication methods used by organisations. (3 marks)
    - (ii) Explain **THREE** reasons why formal external communication is important to an organisation. (3 marks)
  - (b) Summarise **FOUR** tips one could use to grab the attention of an audience during a presentation. (4 marks)
  - (c) Discuss **FIVE** strategies that a chairman could apply to encourage members to participate in a formal meeting. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) State **FIVE** reasons why organisations conduct job interviews. (5 marks)
  - (b) Examine **FIVE** factors that could be taken into account to ensure written communication is ethical. (5 marks)
  - (c) (i) Explain the meaning of the term “cross-cultural communication”. (2 marks)
  - (ii) Describe **FOUR** strategies that could be used to improve cross-cultural communication in an organisation. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) State **FOUR** limitations of teleconferencing. (4 marks)
  - (b) Highlight **FOUR** advantages of team reports. (4 marks)
  - (c) (i) Define the term “upward communication”. (2 marks)
  - (ii) Discuss **FIVE** ways in which managers could build a culture of upward communication in the work place. (10 marks)
- (Total: 20 marks)**

**QUESTION SIX**

- (a) (i) Define the term “ethical dilemma”. (2 marks)
  - (ii) Analyse **THREE** methods of solving ethical dilemmas in communication. (6 marks)
  - (b) Highlight **FOUR** advantages of an electronic resume. (4 marks)
  - (c) Discuss **FOUR** circumstances under which it might be appropriate to use non-verbal communication. (8 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Explain **FOUR** techniques required for effective listening. (4 marks)
  - (b) Highlight **FOUR** reasons why organisations install closed-circuit televisions (CCTV). (4 marks)
  - (c) Summarise **FOUR** approaches that you could use to build interpersonal communication skills. (4 marks)
  - (d) Discuss **FOUR** ways in which digital technology has improved productivity in business communication. (8 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

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

**QUESTION TWO**

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

**QUESTION THREE**

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

**QUESTION FOUR**

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

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Highlight **FIVE** benefits of using visual aids in presentations. (5 marks)
- (b) Confidentiality is an ethical concern with regard to virtual meetings.  
With reference to the above statement, explain **FIVE** measures that could be instituted to ensure confidentiality of virtual meetings' in an organisation. (5 marks)
- (c) Discuss **FIVE** differences between a "speech" and a "presentation". (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Identify **FIVE** roles of a receiver in eliminating barriers to communication. (5 marks)
- (b) Explain **FIVE** merits of digital communication in an organisation. (5 marks)
- (c) Analyse **FIVE** factors to consider when carrying out audience analysis. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** factors that a communication manager might consider when making negative organisational announcements. (4 marks)
- (b) Assess **FOUR** benefits that could accrue to an organisation from hosting webinars. (8 marks)
- (c) In the 21<sup>st</sup> Century, digital media has been identified as a key breeding ground for poor etiquette that has created negative public image to many organisations.  
With reference to the above statement, explain **FOUR** strategies that you could apply to enhance high standards of etiquette in online communication. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise **FOUR** guidelines that you could follow in developing coherent paragraphs. (4 marks)
- (b) Analyse **FOUR** factors that an interviewee might take into account when preparing for a job interview. (8 marks)
- (c) Discuss **FOUR** limitations of upward communication. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

- (a) Explain **FOUR** sources of secondary data that you could use to gather information on a research topic. (4 marks)
  - (b) Outline **SIX** factors that you might put into consideration when writing a job application letter. (6 marks)
  - (c) Analyse **FIVE** strategies which a management team could apply to improve digital communication at the workplace. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain **FIVE** advantages of using questionnaires to collect research data. (5 marks)
  - (b) Highlight **FIVE** factors you could take into account to enhance clarity when writing business documents. (5 marks)
  - (c) Describe **FIVE** elements of the listening process. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a)
    - (i) Explain the term “grapevine communication”. (2 marks)
    - (ii) Summarise **FIVE** reasons why grapevine communication is essential in an organisation. (5 marks)
  - (b) Explain **FIVE** techniques that could be used while creating effective persuasive messages. (5 marks)
  - (c) You have been appointed as a moderator in a meeting. Discuss **FOUR** roles you could play to achieve an effective discussion. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Highlight **FIVE** errors that could be avoided while delivering a presentation. (5 marks)
  - (b) State **FIVE** benefits of telecommuting to an employee. (5 marks)
  - (c) Discuss **FIVE** measures that a manager could take to enhance ethical communication in an organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **FOUR** examples of unethical behaviour in business communication. (4 marks)
  - (b) With relevant examples, discuss **FOUR** ways in which non-verbal communication could reinforce verbal communication. (8 marks)
  - (c) Analyse **FOUR** communication barriers that might be caused by the organisation set-up. (8 marks)
- (Total: 20 marks)**

**QUESTION SIX**

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

**QUESTION SEVEN**

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

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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

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

**QUESTION TWO**

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

**QUESTION THREE**

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

**QUESTION FOUR**

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

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

**COMMUNICATION SKILLS**

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

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

**QUESTION TWO**

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

**QUESTION THREE**

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

**QUESTION FOUR**

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

**QUESTION FIVE**

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

**QUESTION SIX**

- (a) Assess five roles of electronic communication in managing modern organisations. (5 marks)
  - (b) Analyse five ways on how you could use voice to enhance effective presentation in an annual general meeting. (5 marks)
  - (c) Highlight five ethical issues in communication. (5 marks)
  - (d) Explain five roles of circulars and newsletters in communication. (5 marks)
- (Total: 20 marks)**

**QUESTION SEVEN**

- (a) Summarise five powers of a person chairing a meeting. (5 marks)
  - (b) (i) Explain the meaning of “lateral communication”. (2 marks)
  - (ii) Assess five advantages of lateral communication. (5 marks)
  - (c) Discuss four organisational barriers that might interfere with the transmission of information in an organisation. (8 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL**

**COMMUNICATION SKILLS**

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

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

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

**QUESTION TWO**

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

**QUESTION THREE**

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

**QUESTION FOUR**

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

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

**COMMUNICATION SKILLS**

**WEDNESDAY: 15 December 2021.**

**Time Allowed: 3 hours.**

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

**QUESTION ONE**

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

**QUESTION TWO**

- (a) Outline five roles of a secretary during a meeting. (5 marks)
- (b) Explain five advantages of using wireless networks. (10 marks)
- (c) There are many achievements that have been made in the East Africa telecommunication sector over the last decade. Among them is the modern marvels of technology in teleconferencing.
- With reference to the above statement, list five advantages of teleconferencing. (5 marks)
- (Total: 20 marks)**

**QUESTION THREE**

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

**QUESTION FOUR**

- (a) Quite often, senior management officers in an organisation are called upon to deliver oral presentations in various forums within and out of the organisation.
- In relation to the above statement, propose five steps followed in the preparation stage of a presentation. (10 marks)
- (b) Explain five benefits of external communication to a business organisation. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

In relation to the above statement, examine five differences between effective listeners and ineffective listeners. (10 marks)

**(Total: 20 marks)**

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**CPA FOUNDATION LEVEL**  
**PILOT PAPER**  
**COMMUNICATION SKILLS**

**December 2021.**

**Time Allowed: 3 hours.**

**Answer any FIVE questions.**

**ALL questions carry equal marks.**

**QUESTION ONE**

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

**QUESTION TWO**

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

**QUESTION THREE**

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

**QUESTION FOUR**

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

**QUESTION FIVE**

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

**QUESTION SIX**

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

**QUESTION SEVEN**

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

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