



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 21st 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 21st 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 21st 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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CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 31 August 2021.

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) Using relevant examples, explain four internal forces which motivate people to become entrepreneurs. (4 marks)
- (b) Discuss four potential effects of business mergers. (8 marks)
- (c) Mohammed Sitifa wishes to start a business of selling camel milk in his home town where people predominantly consume milk from dairy cows.

Analyse four drawbacks that Mohammed Sitifa is likely to encounter in his new venture. (8 marks)
(Total: 20 marks)

QUESTION TWO

- (a) (i) Define the term "telecommuting". (2 marks)
- (ii) Analyse four demerits of telecommuting to an enterprise. (8 marks)
- (b) Examine five reasons why entrepreneurs need to conduct SWOT analysis for their business. (10 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Explain four cost reduction benefits of e-commerce. (4 marks)
- (b) Propose four reasons why entrepreneurs need to participate in trade fairs and exhibitions. (4 marks)
- (c) Justify four reasons why a market research is useful to an entrepreneur. (4 marks)
- (d) Examine four ways in which corruption threatens the growth of entrepreneurship in a country. (8 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) Explain four benefits of competition to an enterprise. (4 marks)
- (b) Propose four idea generation techniques which an entrepreneur could use to enhance creativity in an enterprise. (4 marks)
- (c) Summarise four areas that should be included in the financial section of a business plan. (4 marks)
- (d) Analyse four methods employed by entrepreneurs to manage business risks. (8 marks)
(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Highlight four causes of barriers to lateral communication in an organisation. (4 marks)
 - (b) Outline eight steps that a secretary could follow while preparing an agenda for a meeting. (8 marks)
 - (c) Using relevant examples, examine four benefits of non-verbal communication in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Suggest five ways through which a speaker could enhance clarity of a speech. (5 marks)
 - (b) Describe five effective approaches of starting a presentation. (5 marks)
 - (c) Organisations have been migrating from paper business cards to electronic business cards.
With reference to the above statement, argue five cases in support of the migration. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Summarise four items that should be contained in a formal report. (4 marks)
 - (b) With reference to an interview panel, suggest four ways of improving an interview session to make it more effective. (4 marks)
 - (c) Propose four reasons why managers should observe business communication ethics. (4 marks)
 - (d) Analyse four benefits of external communication to an organisation. (8 marks)
- (Total: 20 marks)**
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 18 May 2021.

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) Explain five uses of a budget in an enterprise. (5 marks)
- (b) Suggest five reasons which could make a domestic entrepreneur invest in global markets. (5 marks)
- (c) Explain five drivers of product innovation in an enterprise. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain the term "egoistic entrepreneurs". (2 marks)
- (b) Summarise four internal factors that could motivate an individual to become an entrepreneur. (4 marks)
- (c) Highlight four functions of a risk management committee in an enterprise. (4 marks)
- (d) Explain five factors that might influence an entrepreneur to go for a business merger rather than a business acquisition. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Identify four objectives of government incubators. (4 marks)
- (b) Analyse four drawbacks of enterprises floating shares to the public. (8 marks)
- (c) An entrepreneur is inspired by opportunities and responds by exploiting them. Discuss four approaches of identifying business opportunities. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) With reference to legal frameworks, explain four challenges that might affect the operations of micro and small enterprises. (4 marks)
- (b) Explain four reasons why idea evaluation is an important step in determining the feasibility of a business venture. (8 marks)
- (c) Discuss four factors which have led to small business ventures becoming more popular in the contemporary business world. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Highlight four guidelines that a presenter could follow when handling questions. (4 marks)
 - (b) Explain four limitations of upward communication. (4 marks)
 - (c) (i) Distinguish between “office circular” and “circular letter”. (4 marks)
 - (ii) Assess four situations under which communication through a circular letter could be appropriate. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Summarise four preparations by an organisation before holding a meeting. (4 marks)
 - (b) Outline four benefits that could accrue to an organisation that adopts ethical communication. (4 marks)
 - (c) Explain four psychological barriers to effective communication. (4 marks)
 - (d) Discuss four disadvantages of using the internet in communication. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain four advantages of the use of audio-visual equipment in communication. (4 marks)
 - (b) Summarise four types of information which could be contained in an organisation’s newsletter. (4 marks)
 - (c) Justify four reasons why an organisation needs to constitute an ethics committee. (4 marks)
 - (d) Suggest four causes of inefficient filing of documents in an organisation. (8 marks)
- (Total: 20 marks)**
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CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 November 2020.

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) State five reasons why organisations outsource services. (5 marks)
- (b) Outline three important guidelines to be followed while developing an intellectual property strategy. (6 marks)
- (c) (i) Explain the term “innovation”. (1 mark)
- (ii) Examine four forms which innovation may take. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Suggest five benefits to an entrepreneur arising from selection of the most appropriate business idea. (5 marks)
- (b) Explain five obstacles which might hinder the immediate implementation of a business plan. (5 marks)
- (c) Discuss five advantages of franchising to the franchisor. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) State five risks associated with small businesses which might threaten their survival. (5 marks)
- (b) Outline five sources of long term finance for an entrepreneur. (5 marks)
- (c) Discuss five steps followed by entrepreneurs while carrying out a feasibility study for new business. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Analyse five differences between an entrepreneur and a small business owner. (10 marks)
- (b) (i) In the context of generation of business ideas, explain the term “brainstorming”. (2 marks)
- (ii) List four rules to be followed in a brainstorming session. (4 marks)
- (c) Summarise four merits of pioneering a market with a new product. (4 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Explain five techniques that could be used to hold an audience's attention throughout a presentation. (5 marks)
- (b) Discuss five contents of a request for proposals (RFPs). (5 marks)
- (c) You have been appointed as the Director of Strategy for BLC Ltd. Your first assignment is to review the company's strategic plan.

Required:

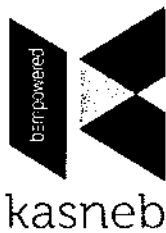
Draft a memorandum inviting members of staff in your department for a planning meeting. (10 marks)
(Total: 20 marks)

QUESTION SIX

- (a) Suggest four ways in which the management of an organisation could effectively make use of grapevine channel of communication. (4 marks)
- (b) With reference to decision making in meetings, explain:
- (i) Three advantages of consensus. (3 marks)
- (ii) Three limitations of consensus. (3 marks)
- (c) Discuss five steps that could lead to effective listening. (10 marks)
(Total: 20 marks)

QUESTION SEVEN

- (a) Explain the following terms:
- (i) Online chat. (2 marks)
- (ii) Webcam. (2 marks)
- (b) Highlight six benefits an organisation could derive from the use of modern information technology. (6 marks)
- (c) Evaluate five types of audiences in communication. (10 marks)
(Total: 20 marks)
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

WEDNESDAY: 27 November 2019.

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) Suggest eight ways in which entrepreneurship could drive economic development of a country. (8 marks)
- (b) Highlight eight differences between shares and debentures. (8 marks)
- (c) List four circumstances under which an entrepreneur would outsource business activities. (4 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Analyse five factors which an entrepreneur should consider when choosing a business incubator. (10 marks)
- (b) Examine five conditions which should prevail to ensure a successful brainstorming session. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain six roles of innovation in entrepreneurship. (6 marks)
- (b) With reference to intellectual property rights, discuss three types of patents. (6 marks)
- (c) In the context of manufacturing entities, describe four types of information a business would require when developing the production and operation section of a business plan. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Discuss five stages in the creative process of transforming ideas into useful applications. (10 marks)
- (b) Explain six reasons why business networking is important to an entrepreneur. (6 marks)
- (c) Assess two avenues an entrepreneur could use to generate business opportunities. (4 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Highlight five guidelines followed while designing a questionnaire. (5 marks)
- (b) Explain five benefits of an effective internal communication system to an organisation. (5 marks)
- (c) Discuss five factors which should be considered while selecting a medium of communication. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight six qualities of a good business report. (6 marks)
 - (b) Summarise six requirements for a notice of a meeting. (6 marks)
 - (c) Analyse four techniques for effective interviewing. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline four characteristics of ethical communication. (4 marks)
 - (b) Discuss four limitations of using e-mails in communication. (8 marks)
 - (c) Examine four demerits of using cell phones as a means of communication in the workplace. (8 marks)
- (Total: 20 marks)**
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 27 November 2018.

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) Distinguish between an “entrepreneur” and a “small business owner”. (2 marks)
- (b) Examine five forces that could be driving the growth of entrepreneurship in your country in the recent past. (10 marks)
- (c) With reference to starting a new business venture through franchising, summarise four merits and four demerits of a franchisee. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) (i) Explain the term “business incubator”. (2 marks)
- (ii) Highlight six services that could be provided to entrepreneurs by a business incubator. (6 marks)
- (b) List six characteristics commonly associated with entrepreneurs. (6 marks)
- (c) Summarise what an entrepreneur should do before implementing radical changes in a business. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Discuss four approaches to corporate entrepreneurship. (8 marks)
- (b) Describe six essential features of a good business plan. (6 marks)
- (c) State three advantages and three disadvantages of financing a business through debt. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) In the context of acquisition of an existing business, explain the term “due diligence”. (2 marks)
- (b) With reference to stages of entrepreneurial development, examine four types of entrepreneurs. (8 marks)
- (c) Assess five strategies that a business entity could use to enter a foreign market. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) (i) With reference to internal communication, distinguish between “an order” and “an instruction”. (4 marks)
- (ii) From the supervisor’s perspective, analyse four ways of improving upward communication. (8 marks)
- (b) Suggest eight measures that an interviewer should take to ensure the success of an interview. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Summarise four qualities of an effective e-mail. (4 marks)
- (b) Describe the structure of a well written research proposal. (8 marks)
- (c) Discuss four documented information used in the process of conducting meetings. (8 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) State five objectives of downward communication. (5 marks)
- (b) Explain five reasons for the importance of business ethics. (5 marks)
- (c) Examine five techniques of effective listening. (10 marks)
- (Total: 20 marks)**
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 May 2018.

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) In relation to entrepreneurship:

- (i) Define the term "copreneurs". (2 marks)
- (ii) Suggest four guidelines that copreneurs could observe to ensure success of a business venture. (4 marks)

(b) State four barriers to creativity. (4 marks)

(c) Describe five categories of trademarks. (10 marks)

(Total: 20 marks)

QUESTION TWO

(a) Highlight four features of ordinary shares. (4 marks)

(b) Explain six measures that should be undertaken by a business organisation wishing to establish an intrapreneurial culture. (6 marks)

(c) Outline six principles of innovation. (6 marks)

(d) Describe four ways in which an entrepreneur could utilise the internet as a resource tool. (4 marks)

(Total: 20 marks)

QUESTION THREE

(a) Imitation is a strategy used by entrepreneurs where they mimic strategies of other companies.

With reference to the above statement, explain four merits of using imitation strategies to grow a business.

(4 marks)

(b) Explain six ways in which parties to a franchise arrangement could enhance their relationship. (6 marks)

(c) Discuss five categories of information contained in the operation section of the business plan of a small scale manufacturing entity. (10 marks)

(Total: 20 marks)

QUESTION FOUR

(a) In the context of generation of business ideas, summarise six rules of brainstorming. (6 marks)

(b) Analyse three sources of new product ideas available to an entrepreneur. (6 marks)

(c) An acquisition is an action in which one firm buys most, if not all, of another firm's shares to assume its control.

In the context of the above statement, explain four factors that an entrepreneur could consider before undertaking an acquisition. (8 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Distinguish between the following letters of credit:
- (i) With recourse and without recourse. (2 marks)
 - (ii) Confirmed and unconfirmed. (2 marks)
- (b) Short message service (SMS) marketing is a technique that mostly uses permission based text messaging to spread promotional messages.

Based on the above statement, explain six reasons why organisations are increasingly adopting SMS marketing. (6 marks)

- (c) Advertisement copy is the soul of an advertisement. It includes all written or spoken matter in an advertisement expressed in words or sentences and figures designed to convey the desired message to the target consumers.
- With reference to the above statement, discuss five types of advertisement copy. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Explain five factors that web content developers should consider while developing a website. (5 marks)
 - (b) Describe five protocols that should be observed during the proceedings of a meeting. (5 marks)
 - (c) Outline five factors that a public speaker should consider when developing an audience profile. (5 marks)
 - (d) Describe five characteristics of effective business communication. (5 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Analyse four types of forms used in business communication. (8 marks)
 - (b) Discuss six factors that should be considered while selecting an appropriate media for communication. (12 marks)
- (Total: 20 marks)**
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 28 November 2017.

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) With reference to penetration of foreign markets, state three demerits of the use of licensing strategy. (3 marks)
- (b) In relation to e-commerce, explain the following terms:
- (i) Payment gateway. (2 marks)
 - (ii) E-solution providers. (2 marks)
 - (iii) Content providers. (2 marks)
- (c) Explain six ways in which an entrepreneur could benefit from e-commerce. (6 marks)
- (d) Describe five challenges that could be faced by an entrepreneur during the initial stage of venturing into an international market. (5 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Outline six ways in which an entrepreneur could benefit from a patent. (6 marks)
- (b) (i) Explain the term "conglomerate diversification". (2 marks)
- (ii) Highlight six reasons that could lead to conglomerate diversification. (6 marks)
- (c) Highlight six essentials of an ideal business plan. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Analyse five benefits of business networking. (10 marks)
- (b) State six demerits of forming a joint venture. (6 marks)
- (c) Identify four skills that an entrepreneur should possess in order to manage a business effectively. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Discuss five factors which influence business risks in an enterprise. (10 marks)
- (b) Enumerate ten reasons why many business start-ups fail before the end of their first year of operation. (10 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Outline the format of a formal proposal. (10 marks)
- (b) Discuss five limitations of the use of internet as a source of information. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse five guidelines to effective listening. (10 marks)
- (b) Summarise ten ethical best practices in business communication. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) List six steps in consensus building. (6 marks)
- (b) Explain four requirements of a valid meeting. (4 marks)
- (c) Examine seven measures that might be instituted in an organisation in order to achieve effective inter-cultural communication. (7 marks)
- (d) State three circumstances which may demand the use of audio-visual communication. (3 marks)
- (Total: 20 marks)**
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CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 23 May 2017.

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) Highlight seven limitations of a franchise arrangement to a franchisee. (7 marks)
- (b) Describe the "organisation and management" component of a business plan. (5 marks)
- (c) Discuss four qualities of a good business opportunity. (8 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Citing five reasons, justify why business enterprises strive to adopt innovations. (10 marks)
- (b) Summarise four economic factors that could impede the growth of entrepreneurship in developing countries. (4 marks)
- (c) Outline six characteristics of intrapreneurship. (6 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) Describe six factors which investors consider before buying shares of a company. (6 marks)
- (b) With reference to new idea generation, development and communication, describe the creative process. (10 marks)
- (c) Highlight four pitfalls likely to be experienced by an entrepreneur while pursuing global patents. (4 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Briefly describe the following entrepreneurial schools of thought:
- (i) Environmental school of thought. (2 marks)
 - (ii) Capital school of thought. (2 marks)
 - (iii) Displacement school of thought. (2 marks)
- (b) Discuss four finance related elements of a feasibility analysis report that are of interest to venture capitalists. (8 marks)
- (c) Outline six strategies which an enterprise could make use of to achieve success in e-commerce. (6 marks)
- (Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Summarise four objectives of carrying out an audience analysis while making a presentation. (4 marks)
- (b) With reference to group communication, distinguish between "seminar" and "workshop". (4 marks)

- (c) With reference to non verbal communication, analyse four spatial zones. (8 marks)
- (d) Describe four guidelines to be observed when communicating negative news to employees. (4 marks)
- (Total: 20 marks)

QUESTION SIX

- (a) Outline four benefits of video conferencing to an organisation. (4 marks)
- (b) Summarise four guidelines for writing an effective news release. (4 marks)
- (c) With reference to deciding ethical dilemmas, distinguish between "utilitarian approach" and "individual approach". (4 marks)
- (d) Assess four differences between a "report" and a "proposal". (8 marks)
- (Total: 20 marks)

QUESTION SEVEN

- (a) In the context of communication, describe five sources of ethics. (10 marks)
- (b) Identify six measures that a speaker should take to ensure clarity. (6 marks)
- (c) Explain four purposes of an agenda for a meeting. (4 marks)
- (Total: 20 marks)

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KASNEB

CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 November 2016.

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) Outline five benefits of including a statement of cash flows in an entrepreneur's business plan. (5 marks)
- (b) Highlight seven factors which could be considered by a business while assessing the suitability of a potential market. (7 marks)
- (c) Business mergers involve the uniting of two or more entities to form a new entity.
Citing an example in each case, describe four types of business mergers. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Summarise six limitations of focus group discussions in the context of development of business ideas. (6 marks)
- (b) Analyse two requirements necessary for effective decision making. (4 marks)
- (c) Describe five principles of effective time management. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain four characteristics of innovators. (4 marks)
- (b) Describe six environmental conditions that are suitable for the thriving of technological innovations. (6 marks)
- (c) Analyse five limitations of going public with specific reference to public companies. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Assess five categories of e-commerce practised in the business world today. (10 marks)
- (b) Discuss three types of business networks available to an entrepreneur. (6 marks)
- (c) Enumerate four benefits that a business could derive from using telemarketing as a direct marketing tool. (4 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) State five differences between "oral" and "written" communication. (10 marks)
- (b) Planning is required before writing a business report.
In relation to the above statement, summarise five steps involved in the planning for a business research report. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Enumerate five characteristics of ethical communication. (5 marks)
 - (b) Highlight five features found in modern franking machines. (5 marks)
 - (c) Analyse five types of audiences in the context of business communication. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) "Groupthink" occurs when a homogeneous highly cohesive group is so concerned with maintaining unanimity that they fail to evaluate all the alternatives and options.

In relation to the above statement, highlight six measures that could be taken to minimise groupthink during a meeting. (6 marks)
 - (b) State six qualities of an effective interviewer. (6 marks)
 - (c) Analyse four key vocal features that convey meaning while making a presentation. (8 marks)
- (Total: 20 marks)**
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CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 May 2016.

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) With the use of suitable examples, distinguish between “business incubators” and “research and technology parks”. (4 marks)
- (b) Analyse three types of trademarks which are commonly used in businesses today. (6 marks)
- (c) Explain five ways in which brainstorming, as a method of generating business ideas could be made more effective. (5 marks)
- (d) Highlight five reasons why a business plan is important to an entrepreneur. (5 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Suggest five ways in which an enterprise could enhance its competitive advantage. (5 marks)
- (b) Outline five advantages of managing risks to a business enterprise. (5 marks)
- (c) In the context of ethics, summarise five characteristics of each of the following approaches:
- (i) Immoral enterprise management approach. (5 marks)
- (ii) Moral enterprise management approach. (5 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Explain six benefits of outsourcing to an enterprise. (6 marks)
- (b) Distinguish between “creativity” and “innovation”. (4 marks)
- (c) Describe the five steps in the pre-start up phase of a new venture. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Discuss five strategies employed by entrepreneurs to penetrate global markets. (10 marks)
- (b) (i) Define the term “marketing mix”. (2 marks)
- (ii) In relation to entrepreneurship, analyse the 4P’s of marketing mix. (8 marks)
- (Total: 20 marks)**

SECTION II

QUESTION FIVE

- (a) Describe three types of minutes. (6 marks)
- (b) Highlight six features of a letter of transmittal. (6 marks)
- (c) Discuss four principles of effective communication. (8 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) (i) Define the term "ethical dilemma". (2 marks)
- (ii) Highlight four guidelines of handling ethical dilemmas. (4 marks)
- (b) Outline six steps to be followed while making a presentation. (6 marks)
- (c) (i) Explain the term "bypassed instructions" in relation to barriers to communication. (2 marks)
- (ii) Describe how one could overcome the barrier identified in (c)(i) above. (6 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) (i) Explain the term "Wi-Fi" in relation to wireless networking technology. (2 marks)
- (ii) Discuss five benefits that could accrue to an organisation from the use of wireless networking technology. (10 marks)
- (b) Examine four elements of non-verbal communication. (8 marks)
- (Total: 20 marks)**
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KASNEB

CPA PART I SECTION I

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

MONDAY: 23 November 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) Entrepreneurs from all over the world recently converged in Kenya for the Global Entrepreneurship Summit co-hosted by both the governments of Kenya and United States of America.

In relation to the above statement, explore eight ways which a government could employ, to inspire its citizens to become entrepreneurs. (8 marks)

- (b) Justify six reasons why an entrepreneur should have a well defined business strategy before venturing into business. (12 marks)
(Total: 20 marks)

QUESTION TWO

- (a) Enumerate eight obligations of the franchisor in a franchise arrangement. (8 marks)
- (b) Analyse six ways of enhancing creativity in an organisation. (12 marks)
(Total: 20 marks)

QUESTION THREE

- (a) Explain the term "techpreneur". (2 marks)
- (b) Summarise six shortcomings of a business plan to an entrepreneur. (6 marks)
- (c) Describe the six developmental stages of a business. (12 marks)
(Total: 20 marks)

QUESTION FOUR

- (a) Describe five factors that might inhibit the development of an entrepreneurial culture in an organisation. (10 marks)
- (b) An entrepreneur may find it necessary to carry out a feasibility study in order to determine whether a business idea is worth exploiting.

In relation to the above statement, explain five steps to be followed when carrying out the feasibility study. (10 marks)
(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) In the context of communication process, explain the term "information richness". (2 marks)
- (b) Outline eight characteristics of a well written business report. (8 marks)
- (c) Describe ten fundamental parts of a business letter. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Distinguish between the following terms as used in communication:
- (i) "LANS" and "WANS". (2 marks)
- (ii) "Critical listening" and "casual listening". (2 marks)
- (iii) "Flowchart" and "flip chart". (2 marks)
- (iv) "Telecommunicating" and "telecommuting". (2 marks)
- (b) Describe six stages in the communication process. (12 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) (i) Define the term "groupware" in relation to sharing of information. (2 marks)
- (ii) Outline five conditions that might lead to a successful implementation of groupware in an organisation. (5 marks)
- (b) Suggest five reasons why organisations hold meetings. (5 marks)
- (c) Describe four basic channels of communication. (8 marks)

(Total: 20 marks)

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KASNEB

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

PILOT PAPER

September 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) Differentiate an entrepreneur from a business person. (4 marks)
- (b) From definitions, entrepreneurs are value creators.
Discuss the value creation process of entrepreneurship. (8 marks)
- (c) Explain the role of entrepreneurship in achievement of Kenya's vision 2030. (8 marks)
- (Total: 20 marks)

QUESTION TWO

- (a) Define the term "risk management" from entrepreneurs' point of view. (2 marks)
- (b) Discuss the four forms that entrepreneurship innovation can take. (8 marks)
- (c) Illustrate how Maslow's hierarchy of needs theory act to motivate an individual into entrepreneurship. (10 marks)
- (Total: 20 marks)

QUESTION THREE

- (a) Illustrate the steps followed in carrying out a feasibility study. (5 marks)
- (b) Wangeci has just discovered how to grow a "Mega Rose Flower" from grafting three totally unrelated plants.
Discuss the process of ensuring her new discovery remains unpirated, stating the institutions in your country she has to work with. (10 marks)
- (c) Why do micro and small enterprises find it necessary to go global? (5 marks)
- (Total: 20 marks)

QUESTION FOUR

- (a) Discuss importance of any three chapters of a business plan to a named third party. (6 marks)
- (b) Omar from northern part of your country started a business with 10 camels. One day he bought 100 camels. 3 died while 7 got triplets. After selling, he was left with 13 camels as closing stock. Each camel cost him Sh.30,000 and he sold each at a margin of $33\frac{1}{3}\%$ on the selling price.
If he paid his assistant a daily allowance of Sh.2,000, calculate his gross profit and net profit for the day assuming that he did not sell the triplets. (8 marks)
- (c) Explain the purpose of a Wi-Fi connection to Omar's business. (6 marks)
- (Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Explain the components of a business letter. (7 marks)
 - (b) Critique teleconferencing as a mode of business communication. (8 marks)
 - (c) Illustrate how ethics and integrity affect business communication. (5 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Discuss the role of the chairman in a company's annual general meeting. (6 marks)
- (b) In relation to international trade, explain the meaning and relevance of the acronym "CIF". (4 marks)
- (c) Okili Abuor is determined to sell her carvings in Japan. However, the only two languages she knows are English and Dholuo which are foreign to most of her prospective clientele.

Explain how Okili Abuor can overcome the challenge. (10 marks)
(Total: 20 marks)

QUESTION SEVEN

- (a) Explain how fibre optic cable is impacting on entrepreneurship in your country. (8 marks)
 - (b) Despite the effort in initiating corporate social responsibility programs, your organisation has been constantly accused of not observing human rights amongst its neighbours. Consequently, your chief executive officer has tasked you with the responsibility of coming up with a press release to correct the situation.
 - (i) Explain the prior preparations needed before the press release. (6 marks)
 - (ii) Prepare a one page write up for the presentation. (6 marks)
- (Total: 20 marks)**
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