

**SECTION A (32 marks)**

*Answer ALL the questions in this section in the spaces provided after each question.*

1. Outline **three** ways in which ineffective communication by management may affect an organisation negatively. (3 marks)

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2. Highlight **three** limitations that may be encountered by an employee when communicating to a superior. (3 marks)

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3. Outline **three** circumstances when it may be preferable to use oral communication in an organisation. (3 marks)

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4. State **three** channels that may be used to convey oral messages in a organisation. (3 marks)

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5. Highlight **three** benefits of establishing official etiquette in an office. (3 marks)

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6. State **three** benefits of sending messages through the facsimile. (3 marks)

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7. List **three** items that may be contained in the appendix of a report. (3 marks)

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8. Outline **four** reasons that may make it necessary for management to hold regular meetings with subordinates in an organisation. (4 marks)

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9. Highlight **four** ways in which the chairman of an interview panel can make an interview successful. (4 marks)

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10. Outline **three** roles of public relations to an organisation. (3 marks)

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**SECTION B (68 marks)**

*Answer ALL the questions in this section in the spaces provided after question 14.*

11. (a) Mr Ben Taya has applied for employment as a supervisor at Jambo Supermarket and has given your name as a referee. The management of the supermarket has approached you for information about Mr. Taya. Write a suitable letter of reference. (11 marks)
- (b) Maridadi Limited intends to employ a driver. Draft an advertisement that will be placed in the press for this position. (7 marks)
12. You are the Communications Officer at Kazi Limited and have been requested to present a speech on: "The Effects of Drug and Substance Abuse in Kenya" to graduating students of Waridi College. In about 250 words, write the speech. (16 marks)
13. The enrolment of students at Mwangazi College has been on the decline in the past two years. The management of the college has asked you as a customer care expert to investigate the situation. Assuming that you have completed the investigation, write the report. (16 marks)
14. *Read the following passage and answer the questions that follow.*

The port of Mombasa is the largest port in East and Central Africa serving Uganda, Rwanda and Burundi and is the eastern gateway to the Democratic Republic of Congo. The facility has recorded a **surge** in exports as the economies of Kenya and the neighbouring countries pick up. This has prompted the Kenya Ports Authority (KPA) to boost its cargo handling capacity. Increased activity at the port has led to congestion at the facility which was built with an initial capacity to handle 250,000 teus (20 feet equivalent units). However, the containerized cargo has grown to about 700,000 teus. The authority has tried to solve this problem by acquiring new equipment to beef up the current equipment.

The authority is set to spend more than Ksh10 billion to widen and deepen the channel and the ship-turning basin in Mombasa. It will soon start the construction of Container Berth Number 19. The exercise will allow bigger ships to dock at the port and make the facility more competitive. The dredging will take about one and a half years and will cost about Ksh5.2 billion.

In addition to acquiring new equipment and improving the port's container handling capacity, KPA is in the process of **installing** an automated clearing system. This system, also referred to as the National Electronic Single Window, will enable importers and clearing agents to electronically lodge documentation, which will then be processed by the different government agencies in a matter of hours. As a result, importers and exporters will be able to clear goods at

the port within a record three days; down from the current seven to ten days.

Currently, the clearing process entails a tedious paper system where traders have to move physically from office to office. The process has not only made Kenya an unattractive trade hub but it also creates loopholes for corruption. The Kenya Shippers Council (KSC) envisions that the Single Window will **spur** trade by reducing delays and lowering the cost associated with the clearing of goods at border points thus making Kenyan goods competitive. KSC argues that the Single Window will improve efficiency and effectiveness of official controls thereby reducing costs for both governments and traders due to better use of resources. An entity called Ken Trade has already been constituted to spearhead the process of setting up and operationalising the Single Window platform. When the Single Window is in place, efficiency at the port will increase five fold.

It is envisaged that the Single Window will be in place by the end of the current financial year. When it becomes operational, it will be a relief to importers and truckers. These traders often **endure** long delays when the Kenya Revenue Authority's Information Communication Technology (ICT) system is down, costing the government billions of shillings in revenue. The Single Window will enhance harmonization and better sharing of **relevant data** across government departments, enhance revenue collection and improve efficiency for both the government and the business community.

It is estimated that the Single Window will result in yearly savings to the economy of up to Ksh17.5 billion annually during the first three years. This amount is **set to increase** to Ksh31.5 billion annually in subsequent years. Apart from faster clearance and release of cargo, the process will be more transparent thus reducing the potential of corrupt dealings. In addition, the platform will enable the KPA to implement a 24 hour working schedule. It will also improve container ship turnaround time - the period taken by vessels to drop and pick cargo and leave the port.

These measures to upgrade the port of Mombasa are among flagship projects that are key to delivering the double-digit growth envisaged by the economic blueprint, Vision 2030. The blueprint aims at accelerating the rate at which the country becomes an industrialized middle-income nation by the year 2030.

*Adapted from: Financial Journal, The Standard, August 30, 2011.*

- (a) In about 150 words and according to the passage, explain the benefits that will result from the establishment of the National Electronic Single Window platform.

(12 marks)

(b) State the meaning of each of the following words and phrases as used in the passage:  
(6 marks)

- (i) surge
- (ii) installing
- (iii) spur
- (iv) endure;
- (v) relevant data
- (vi) set to increase

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