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Candidate's Signature _____

Date _____

COMMUNICATION
 November 2015
 Time: 3 hours

THE KENYA NATIONAL EXAMINATIONS COUNCIL

CRAFT CERTIFICATE IN SALES AND MARKETING
 CRAFT CERTIFICATE IN SUPPLY CHAIN MANAGEMENT
 CRAFT CERTIFICATE IN BUSINESS MANAGEMENT
 CRAFT CERTIFICATE IN HUMAN RESOURCE MANAGEMENT
 CRAFT CERTIFICATE IN ROAD TRANSPORT MANAGEMENT
 CRAFT CERTIFICATE IN INFORMATION STUDIES
 CRAFT CERTIFICATE IN MARITIME TRANSPORT OPERATIONS
 CRAFT CERTIFICATE IN TOUR GUIDING OPERATIONS
 CRAFT CERTIFICATE IN TOUR GUIDING AND TRAVEL OPERATIONS
 CRAFT CERTIFICATE IN INFORMATION COMMUNICATION TECHNOLOGY
 CRAFT CERTIFICATE IN PROJECT MANAGEMENT
 CRAFT CERTIFICATE IN CLERICAL OPERATIONS
 CRAFT CERTIFICATE IN INVESTMENT MANAGEMENT
 CRAFT CERTIFICATE IN MARITIME TRANSPORT LOGISTICS

COMMUNICATION

3 hours

INSTRUCTIONS TO CANDIDATES

Write your name and index number in the spaces provided above.
 Sign and write the date of examination in the spaces provided above.
 This paper consists of **FOURTEEN** questions in **TWO** sections; A and B.
 Answer **ALL** the questions in both sections in the spaces provided in this question paper.
 Do **NOT** remove any pages from this booklet.
 Candidates should answer the questions in English.

For Examiner's Use Only

Section	Question	Maximum Score	Candidate's Score
A	1 - 10	32	
	11	18	
B	12	16	
	13	16	
	14	18	
Total Score		100	

This paper consists of 16 printed pages.

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

SECTION A (32 marks)

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

1. Outline **four** instances when it would not be appropriate to use written communication in an organisation. (4 marks)

2. List **three** characteristics of a good report. (3 marks)

3. State **three** reasons why memoranda are more frequently used than any other form of written communication in an organisation. (3 marks)

4. List **three** aspects of personal grooming that one should consider when preparing for a job interview. (3 marks)

5. State **three** roles of committee members during a meeting. (3 marks)

6. List **four** benefits of using mobile phones to communicate. (4 marks)

7. List **three** aims of communicating to customers. (3 marks)

8. Outline **three** causes of negative feedback. (3 marks)

9. State **three** consequences of poor horizontal communication. (3 marks)

10. Rewrite the following sentences according to the instructions given after each. (3 marks)

(i) The contractor utilised all the materials.
(Replace the underlined word with a synonym.)

(ii) Jane (see) the thief walking away.
(Write the word in brackets in the correct form.)

(iii) The (farther, further) the children went, the more they got lost.
(Choose the correct word.)

SECTION B (68 marks)

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

11. (a) Explain **four** ways by which a sender can minimize barriers to effective communication. (8 marks)
- (b) Explain **five** factors that may contribute to the failure of a meeting. (10 marks)
12. The management of Nyumbani Supermarket has noted that some of their stock is expiring before being bought. As the Assistant Operations Manager, you have been requested to investigate the matter. Assume that you have completed the investigations and write the report giving recommendations. (16 marks)
13. Masomo Bookstore supplies stationery to several schools in Narok County. The bookstore will not be in operation for one month. Write a circular letter to all the schools informing them about the closure and explaining the reason for it. (16 marks)
14. *Read the passage below and then answer the questions that follow.*

The 14-seater public service vehicles, commonly referred to as matatus, have for a long time been the most popular mode of public transport for Kenyans. However, due to various reasons, the vehicles are being pushed out of business. To begin with, rising operation costs due to shortage of spare parts and a surge in the number of high occupancy vehicles are taking a toll on the matatus. The shortage of spare parts has been caused by importers who are cautious due to plans by the government to phase out the 14-seater matatus. These plans are part of a wider strategy to reduce traffic congestion in major towns.

Faced with this reality, most transporters have moved fast to **acquire** high-capacity vehicles even as the government prepares to fully implement the new policy on urban public transport. A spot check on most city routes shows that minibuses are gradually taking over and pushing the 14-seater out of business. The Matatu Welfare Association says that it has registered a 25 per cent decline in the number of 14-seaters on the roads. In fact most of them are being forced to operate at night when the minibuses **take a break**.

Due to the increase in the number of high occupancy vehicles, many operators of public service vehicles (PSV) have realised that it is not longer profitable to operate a 14-seater vehicle. The minibuses have brought about **stiff** competition which is nearly rendering the matatus useless. Some matatu operators have voluntarily decided to pull their vehicles off the road because they can hardly earn a profit as competition continues to intensify. Many passengers also favour the minibuses due to the comfort that the vehicles come with.

Besides, minibuses charge regulated fares which have worked to the disadvantage of the 14-seaters. This has brought relief to passengers who have been longing for comfort and predictable bus fares. The 14-seaters charge fares based on weather conditions and demand for the service. Minibuses are more comfortable because they are spacious and have enough legroom for relaxing.

As 14-seater owners count their losses, the minibus owners are planning to expand to other routes to serve more commuters. Umoinner, for example, has applied for licences to serve other routes like Jomo Kenyatta International Airport. Kenya Bus Services also recently started serving Pipeline Estate as they await licences to operate in other routes. At present, many operators of PSVs are going for vehicles with **at least** 50 passengers capacity owing to their high profitability.

Although the minibuses seem to be doing well, they are facing some challenges. Their efforts to operate in some routes have been met with hostility, forcing them to withdraw. This is despite the fact that the matatu industry is liberalised and one can operate any route as long as they meet the requirements. In addition, some matatu operators feel that the 14-seater vehicles should not be phased out **entirely** as they have invested a lot of money in the business. Such operators argue that minibuses cannot operate effectively in some parts of the country, hence they will not be economically viable to the owners.

General Motors, one of the leading car assembly plants in Kenya, has become the main beneficiary of the shift to minibuses due to increased orders for bigger vehicles. The rising demand for the buses has also attracted other auto dealers like Toyota Kenya which recently entered the bus assembly market. The two companies feel that there is a **huge** market for commercial vehicles such as pick-ups, trucks and buses. Sales of commercial and public transport vehicles account for 40 per cent of all industry deals. When the government policy to phase out the 14-seater is fully implemented, demand for higher capacity vehicles is set to increase further.

Adapted from: "Business Daily" Wednesday, August 21, 2013

(a) State the meaning of each of the following words and phrases as used in the passage.

- (i) acquire
- (ii) take a break
- (iii) stiff
- (iv) at least
- (v) entirely
- (vi) huge

(6 marks)

(b) In about 110 words, and according to the passage, explain why 14-seater matatus are being phased out of business.

(12 marks)