



MACHAKOS UNIVERSITY

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

DIPLOMA BUSINESS MANAGEMENT

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

DIPLOMA IN FOOD AND BEVERAGE

DIPLOMA IN GARMENT MAKING

DIPLOMA IN INFORMATION COMMUNICATION TECHNOLOGY

COMMUNICATION SKILLS

DATE: April 2019

TIME: 9.00AM

SECTION A (32 Marks)

Answer ALL the questions in this section.

1. State four purposes of writing reports in an organization. (4 marks)
2. State three ways in which an employee may exhibit etiquette in an office. (3 marks)
3. List four actions carried out by the secretary of a committee before a meeting is held. (4 marks)
4. State three benefits of effective horizontal communication to an organization. (3 marks)
5. State three reasons why it is important to have an agenda for a meeting. (3 marks)
6. List three items contained in the Terms of Reference of a report. (3 marks)
7. State three ways of ensuring that employees read notices. (3 marks)
8. Outline three roles that the chair of a meeting must play to ensure the success of the meeting. (3 marks)

9. State three reasons that make summary writing important in communication. (3 marks)
10. Highlight three qualities of a good report. (3 marks)

SECTION B (68 Marks)

Answer ALL the questions in this section.

11. (a) Digital self-help group held its second meeting yesterday and discussed the following agenda items among others.

- Fundraising
- Recruitment of new members
- Sponsoring needy children in Secondary Schools

As the Secretary of the group write the minutes. (12 marks)

- (b) Distinguish between conclusions and recommendations sections a for formal report. (4 marks)

12. a) Explain four requirements for conducting a formal meeting. (8 marks)

(b) Explain five ways in which an employee in an organization should portray diplomacy when handling customers. (10 marks)

13. The management of Shika Bank has realized that its customer base has been declining for the last one year. As the Assistant Operations Manager, you have been asked by the Chief Executive Officer to investigate the matter and write a report. Assume that you have completed the investigations and write the report. (16 marks)

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

Every business, during the course of its existence, will face a near collapse experience. This is a period characterized by harsh business conditions such as low sales, low employee morale, low profits, small market share and low innovation among others. While some manage to recover from this period and bounce back stronger than before, others do not.

There are many factors that are responsible for this near collapse experience. Some of them are self-inflicted and others are not. Self-inflicted factors are the internal forces within the business

which the management has control over and can manipulate. They include lack of entrepreneurial skills such as risk taking, lack of innovativeness and originality among others. Another factor is lack of managerial skills in areas such as business planning, coordination, communication and marketing. In addition, inadequate finance has continued to hinder the growth of businesses the world over. Although banks and other financial institutions have improved their lending policies, interest rates are still way beyond the reach of many entrepreneurs due to lack of collateral to secure loans.

Many entrepreneurs also lack adequate technical skills in areas such as production and operational management. For a long time, many people have ventured into businesses without proper self-assessment to determine if they have what it takes. This has frustrated them after starting because they identify the problem when it is too late and the investment is at stake.

Besides the internal factors, external factors too affect the performance of a business. External factors are those forces outside the business which may hinder or facilitate the operations of a business. Infrastructure is one such factor. Poor infrastructure, for example, increases the cost of doing business and lowers operations. Further, political and legal factors seriously affect business operations by providing either an enabling or a restrictive environment. Political stability is instrumental in facilitating a quick return on investment and healthy competition in business.

Another external factor is competition. Although business experts argue that competition is inevitable, it can hinder business operations if it is unhealthy. An entrepreneur should, therefore, be protected from unfair competition such as counterfeit goods, illicit imports and dumping which continue to threaten the survival of many businesses. Moreover, inadequate markets discourage entrepreneurs in their operations. Many people venture into business with the hope of getting a market for their products. However, this has continued to be a nightmare for many of them. Some entrepreneurs complain that besides dumping of counterfeit goods, they are unable to expand the market into other regions.

If these factors are not well controlled, they can lead to the collapse or retardation of a business. Hence, it is necessary for entrepreneurs to know how they can revive their businesses if faced by such scenarios. Some of the measures which an entrepreneur can take include coining up with business strategies to give the business a sense of direction and retain focus in its operations. A business must also constantly analyse its human capital to determine the skills levels so as to know when to upgrade in order to be competitive. Besides, one must understand customer needs and wants so as to strive to satisfy them. If these measures are in place, it is likely that a business will be able to overcome the challenges it may face and even grow into a big business empire.

Adapted from: KASNEB Newslines Issue No. 3, July – September 2015

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

- (i) harsh;
- (ii) inadequate;

- (iii) what it takes;
- (iv) Instrumental;
- (v) Illicit;
- (vi) Coming up with. (6 marks)

(b) In about 150 words, and according to the passage, explain the factors that may cause a business to collapse. (12 marks)