



CERTIFIED PUBLIC ACCOUNTANTS (CPA)

FOUNDATION LEVEL

COMMUNICATION SKILLS

MONDAY: 20 April 2026. Afternoon Paper.

Time Allowed: 3 hours.

This paper consists of five (5) questions. Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

QUESTION ONE

Accurate Financial Advisory Firm has recently received complaints from clients that some consultants give unclear explanations when discussing investment products. In several cases, clients leave consultations without fully understanding the risks, expected returns, terms and conditions attached to the financial advice provided. The management is concerned that this communication gap could reduce client confidence, increase dissatisfaction and damage the firm's reputation. The firm therefore believes that strengthening the communication and listening skills of its consultants will help clients better understand the advice given and improve overall client relationships.

Required:

- (a) In the context of Accurate Financial Advisory Firm:
 - (i) Outline **TWO** components of the communication process that could influence how financial information is delivered to clients. (2 marks)
 - (ii) Identify **FOUR** communication skills that consultants should demonstrate when explaining investment products to clients. (4 marks)
 - (b) With reference to the situation at Accurate Financial Advisory Firm, explain **FOUR** measures that the management could implement to improve communication between consultants and clients. (4 marks)
 - (c) In relation to the need for consultants to better understand clients' financial concerns and expectations, examine **FOUR** listening techniques they could apply during client consultations. (4 marks)
 - (d) Discuss **SIX** benefits the firm might derive from maintaining effective communication with its clients. (6 marks)
- (Total: 20 marks)**

QUESTION TWO

Mawingu Regional Accounting Consultants Ltd. is a fast-growing accounting consultancy firm with branches in Nairobi, Mombasa, Kisumu and Eldoret. The firm provides audit support, tax advisory, bookkeeping, payroll management and financial reporting services to a wide range of clients across the country.

Recently, the management team has noticed differences in how project teams in different branches carry out assignments from the head office. In some cases, teams interpret instructions in different ways. In other situations, teams are not always aware of what other branches are working on. In addition, coordination between departments handling related tasks is not always smooth, especially where work requires input from more than one office.

The management is concerned that these challenges may be affecting efficiency, teamwork and the quality of services delivered to clients. The firm is therefore looking for ways to improve communication and coordination among its branches.

Required:

- (a) With reference to the communication challenges facing the firm, highlight **FOUR** reasons why effective communication channels are important in organisational coordination. (4 marks)
 - (b) In relation to the misunderstandings, duplication of work and missed deadlines experienced in the firm, analyse **FOUR** consequences that may arise when communication between departments is poorly managed. (4 marks)
 - (c) As a manager in the firm, examine **FOUR** measures that could be implemented to enhance information sharing among project teams operating in different branches. (4 marks)
 - (d) Using the case as a guide, discuss **FOUR** ways in which effective team communication can contribute to improved organisational productivity in the firm. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

Apex Professional Services Ltd. has been invited by a local university to give a seminar on career opportunities in the accounting profession. The seminar forms part of the firm’s career mentorship initiative intended to expose students to the nature and scope of the accounting profession.

The organisers have indicated that the presentation should be clear, informative and engaging. The seminar will attract a large audience of students from different academic backgrounds, with varied career interests and different levels of understanding of the accounting profession.

The management of Apex Professional Services Ltd. has appointed you to prepare and deliver the seminar on behalf of the firm. To carry out this assignment effectively, you will be required to assess the nature of the audience, adopt suitable oral presentation techniques, use visual aids appropriately and anticipate challenges associated with addressing a large audience.

Required:

With reference to the above scenario:

- (a) Highlight **FOUR** factors that you should consider when analysing the audience before preparing the seminar presentation. (4 marks)
 - (b) Identify **FIVE** techniques that you would use to improve the effectiveness of your oral presentation during the seminar. (5 marks)
 - (c) Examine **FIVE** sections that should be included in a report evaluating the effectiveness of the seminar presentation. (5 marks)
 - (d) Explain **SIX** challenges that you might face while addressing the large audience during the seminar. (6 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Enumerate **FOUR** objectives of conducting recruitment interviews in an organisation. (4 marks)
 - (b) Summarise **FOUR** types of employment interviews that organisations could use during recruitment. (4 marks)
 - (c) Explain **SIX** principles that should guide effective written communication in organisations. (6 marks)
 - (d) Prepare a notice informing employees about a scheduled professional development seminar on effective workplace communication. (6 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Summarise **FOUR** ways in which electronic communication tools facilitate information sharing within organisations. (4 marks)
 - (b) Identify **FIVE** ethical principles that employees should observe when using digital communication platforms. (5 marks)
 - (c) Examine **FIVE** challenges organisations may face when relying heavily on electronic communication. (5 marks)
 - (d) Explain **SIX** factors that could contribute to effective meetings in an organisation. (6 marks)
- (Total: 20 marks)**

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CERTIFIED PUBLIC ACCOOUNTANTS (CPA)

FOUNDATION LEVEL

COMMUNICATION SKILLS

MONDAY: 1 December 2025. Afternoon Paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Highlight **FIVE** benefits of horizontal communication to an organisation. (5 marks)
 - (b) Summarise **FIVE** advantages of using circulars in business communication. (5 marks)
 - (c) Analyse **FIVE** ways through which the internet has revolutionised business communication. (10 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain **FIVE** strategic actions you might consider while preparing to host a virtual meeting for the meeting to be productive. (5 marks)
 - (b) Summarise **FIVE** benefits to employees from effective communication systems at the workplace. (5 marks)
 - (c) Analyse **FIVE** personal attributes that could hinder effective communication among employees. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Highlight **FIVE** types of information transmitted through upward channel of communication. (5 marks)
 - (b) Explain **FIVE** qualities of an effective speech. (5 marks)
 - (c)
 - (i) Describe the term “impromptu meeting”. (2 marks)
 - (ii) Discuss **FOUR** factors that might lead to a chief executive officer to convene an impromptu meeting in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Identify **FOUR** cultural differences that could hinder effective team communication. (4 marks)
 - (b) Examine **FOUR** factors that could lead to a rejection of a business proposal by a potential financier. (8 marks)
 - (c) Discuss **FOUR** ethical responsibilities that might be considered when making a speech. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Identify **FIVE** characteristics of a well-constructed sentence in written communication. (5 marks)
 - (b) Highlight **FIVE** strategies one could use to improve oral communication skills. (5 marks)
 - (c) Your organisation has developed a new library policy. As a communication manager, draft a memorandum to communicate the new library policy to employees within the organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Highlight **FOUR** characteristics of a good press release. (4 marks)
 - (b) Explain **SIX** ways in which grapevine could undermine formal communication. (6 marks)
 - (c) Discuss **FIVE** interviewer actions that could negatively affect the effectiveness of a job selection interview. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Highlight **FIVE** guidelines for effective listening in the communication process. (5 marks)
 - (b) State **FIVE** characteristics of one-way communication. (5 marks)
 - (c) Describe **FOUR** ways in which non-verbal communication could undermine verbal communication. (10 marks)
- (Total: 20 marks)**
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**CPA FOUNDATION LEVEL
COMMUNICATION SKILLS**

MONDAY: 18 August 2025. 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 **SIX** guidelines to be followed to ensure courtesy in business correspondences. (6 marks)
 - (b) Describe **THREE** characteristics of communication. (6 marks)
 - (c) Analyse **FOUR** challenges of grapevine to management at the workplace. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Explain **FIVE** pitfalls that could undermine the effectiveness of a report. (10 marks)
 - (b) In relation to persuasive communication, analyse **FIVE** approaches that could be used to deliver an effective sales presentation. (10 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) State **FIVE** factors to consider when forming effective sentences in business letters. (5 marks)
 - (b) Explain **FIVE** guidelines that a speaker could observe when facilitating the question session in a seminar. (5 marks)
 - (c) Describe **FIVE** stages of the listening process. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Summarise **FIVE** negative impacts of technology at the workplace. (5 marks)
 - (b) Highlight **FIVE** reasons why organisations might use unethical advertisements while promoting their products. (5 marks)
 - (c) Discuss **FIVE** ways in which effective communication contributes to the growth of businesses. (10 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Discuss **FIVE** ways in which barriers to communication could affect performance in an organisation. (10 marks)
 - (b) Analyse **FIVE** reasons why face to face communication has continued to remain relevant in the digital age. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Outline **FIVE** reasons why organisations issue memorandums. (5 marks)
 - (b) Summarise **FIVE** disadvantages of telecommuting to an employee. (5 marks)
 - (c) Discuss **FIVE** ethical considerations necessary while writing reports. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline **FIVE** factors that could hinder effective presentations. (5 marks)
- (b) Highlight **FIVE** barriers to effective verbal communication in an organisation. (5 marks)
- (c) Identify **FIVE** situations that might necessitate an interviewer to use probe questions during a job interview. (5 marks)
- (d) Summarise **FIVE** factors that a communication manager might put into consideration when designing leaflets for an organisation. (5 marks)

(Total: 20 marks)

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CPA FOUNDATION LEVEL

COMMUNICATION SKILLS

TUESDAY: 22 April 2025. Afternoon Paper.

Time Allowed: 3 hours.

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

QUESTION ONE

- (a) Highlight **FOUR** functions of a receiver in a communication process. (4 marks)
 - (b) Analyse **FOUR** barriers to effective verbal communication. (8 marks)
 - (c) Discuss **FOUR** strategies that a Chief Executive Officer may apply to manage grapevine communication in an organisation. (8 marks)
- (Total: 20 marks)**

QUESTION TWO

- (a) Highlight **FOUR** factors that may contribute to cross cultural communication. (4 marks)
 - (b) Describe **FOUR** characteristics of effective teams. (8 marks)
 - (c) You have been appointed as a team leader in conducting a marketing assessment analysis in your organisation. Analyse **FOUR** factors that you could consider to ensure clarity of your report. (8 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Identify **FOUR** items you could consider in assessing the effectiveness of oral communication in a presentation. (4 marks)
 - (b) Highlight **SIX** active listening techniques employed in the communication process. (6 marks)
 - (c) Explain **FIVE** ways in which technology has impacted the use of business letters. (10 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Explain **FOUR** reasons why feedback is an important tool in formal communication. (4 marks)
 - (b) You have been requested by a youth group to guide them in writing a good resume. Identify **SIX** key parts that you would guide them to include in a resume. (6 marks)
 - (c) (i) Explain the meaning of “diagonal communication”. (2 marks)
 - (ii) Discuss **FOUR** roles of diagonal communication at the workplace. (8 marks)
- (Total: 20 marks)**

QUESTION FIVE

- (a) Highlight **FIVE** limitations of video conferencing over physical meetings. (5 marks)
 - (b) Explain **FIVE** roles of non-verbal cues in communication. (5 marks)
 - (c) Discuss **FIVE** factors that could influence ethical communication in an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Enumerate **FOUR** qualities of a good interviewer. (4 marks)
 - (b) Explain **THREE** benefits of using committees in decision making. (6 marks)
 - (c) Analyse **FIVE** reasons for documenting minutes of a meeting. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Outline **FOUR** benefits of using illustrative data when presenting a progress report. (4 marks)
 - (b) Explain **FOUR** factors that you could put into consideration when incorporating humour in oral presentation. (8 marks)
 - (c) Examine **FOUR** benefits that an organisation would gain by procuring an effective team communication system. (8 marks)
- (Total: 20 marks)**
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CPA FOUNDATION LEVEL

COMMUNICATION SKILLS

MONDAY: 2 December 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) (i) With reference to ineffective communication, distinguish between “systematic” and “attitudinal” barriers. (4 marks)
- (ii) Identify **SIX** ways of overcoming barriers to communication. (6 marks)
- (b) Common elements of negative communication include rumours, fake news, misinformation, misinterpretation and incomplete information.

With reference to the above statement, analyse **FIVE** effects of negative communication in the workplace. (10 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Identify **FOUR** reasons why managers use downward communication in an organisation. (4 marks)
- (b) Highlight **FOUR** characteristics of formal communication. (4 marks)
- (c) Describe the **SIX** stages of communication process. (12 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Highlight **THREE** challenges faced by organisations from the use of information communication technology in business communication. (3 marks)
- (b) Cite **FIVE** circumstances under which a manager may prefer to communicate through email compared to other modes of communication. (5 marks)
- (c) Discuss **SIX** contributions of technology on effective business communication (12 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Describe **FOUR** factors to consider when selecting an appropriate channel of communication. (8 marks)
- (b) With regards to principles of communication, discuss **SIX** of the 7Cs of effective communication. (12 marks)

(Total: 20 marks)

QUESTION FIVE

- (a) Highlight **FIVE** characteristics of poor listeners. (5 marks)
- (b) State **FIVE** ways of constructing effective sentences in business communication. (5 marks)
- (c) Analyse **FIVE** uses of webinars by an organisation. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Describe **FIVE** types of gestures used in communication. (10 marks)
 - (b) Examine **FIVE** disadvantages of informal communication to an organisation. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) Explain the following types of reports:
 - (i) Business reports. (2 marks)
 - (ii) Scientific reports. (2 marks)
 - (b) Highlight **SIX** ways of communicating ethically in an organisation. (6 marks)
 - (c) Examine **FIVE** demerits of using WhatsApp communication as an official tool of communication in an organisation. (10 marks)
- (Total: 20 marks)**
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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 21st 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 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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