

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE COMMON UNIT

CCU 100 : COMMUNICATION SKILLS

DATE: 28TH JULY 2026

DURATION: 2 HOURS

**MAXIMUM
MARKS: 70**

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

MKULIMA MZURI LTD

Mkulima Mzuri Ltd is a medium-sized agribusiness company based in Uasin Gishu County. In 2024, the company experienced a decline in crop yields despite increased investment in fertilizers and irrigation. Concerned about the situation, the management team decided to conduct an internal assessment to identify the causes of the declining productivity. The Operations Manager appointed a task force to investigate the issue and prepare a formal report for senior management. The task force collected data through farm inspections, interviews with field officers, and analysis of production records from the past three years. After gathering and analysing the information, the team organized their findings into a structured report.

The report included a title page, table of contents, executive summary, introduction, methodology, findings, conclusions, and recommendations. The findings revealed that poor soil testing practices, inadequate staff training, and delayed delivery of farm inputs were the main contributors to the decline in yields. The report clearly presented these findings using tables and charts to enhance understanding. In the conclusion, the task force summarized the key issues identified during the investigation. The recommendations section proposed regular soil testing, refresher training programs for field staff, and improved coordination with suppliers.

The final report was written in clear, concise, and objective language to ensure credibility and professionalism. It was submitted to senior management, who used it to make informed decisions and implement corrective measures. As a result, Mkulima Mzuri Ltd improved its farming practices and recorded better yields in the following season. This case

demonstrates the importance of effective report writing in decision-making and organizational problem-solving.

Required:

- a) Explain the purpose of report writing in an organization, using examples from the case study.

(10 marks)

- b) Identify and discuss the main components of the report prepared by the task force.

(10 marks)

- c) Analyze how effective report writing contributed to decision-making at Mkulima Mzuri Kenya Ltd.

(10 marks)

QUESTION TWO

- a) Discuss five (5) Key essential aspects of effective communications

(5 marks)

- b) Communication is more than transfer of messages, ideas and thoughts from one person to another or one group to another; it is a dynamic process of action and interaction towards desired goals in order to create meaning. Give and explain five (5) benefits for studying communication

(5 Marks)

QUESTION THREE

- a) You have been invited for a job interview at a reputable organization. To improve your chances of success, identify and explain six things you should avoid doing during the interview.

(6 marks)

- b) A student is preparing a written report to be submitted to a panel of examiners. To ensure the report communicates clearly and effectively, discuss four key considerations the student should take into account when writing.

(4

marks)

QUESTION FOUR

- a) Listening is the act of receiving sound, constructing meaning and responding to the spoken message. Expound on 4 important aspects of listening process

(8

marks)

- b) While studying for an examination, a student uses different reading techniques to save time and improve understanding. In this context differentiate the following terms Skimming and Sub-vocalization

(2 marks)

QUESTION FIVE

- a) You have been asked to deliver an important message to members of your study group during a class meeting. Explain four fundamental principles of effective communication that would help ensure the message is clearly understood

(4

marks)

- b) During a lecture or meeting, students are often encouraged to write down key points. Identify two advantages of note-taking in the learning process. **(2 marks)**
- c) A school principal wants to pass information to one student, address a class of learners, hold a staff meeting, and make an announcement to the entire school during assembly. Identify the appropriate category of communication for each situation based on the number of people involved.

(4

marks)

QUESTION SIX

- a) Most organizations have adopted technology that allows people to work away from the office using such channels as notebook computers, digital pagers, and personal digital assistants (PDAs) and cellular phones among others. Discuss five (5) merits of technology to business communication (5

marks)

- b) A manager notices that instructions given to workers are often misunderstood, leading to frequent mistakes and delays at work. Using relevant examples from this situation, explain five barriers to effective communication that may be causing the problem.

(5 Marks)