

MASOMO MSINGI PUBLISHERS

0128 776 317

ENTREPRENEURSHIP AND COMMUNICATION REVISION KIT

PART 1, SECTION 1

REVISION KIT

2020

SAMPLE WORK

UPDATED WITH NOVEMBER 2020 PAST PAPER

0728 776 317

CPA

CIFA

CCP

CICT

PART I

SECTION 1

**ENTREPRENEURSHIP
AND COMMUNICATION
REVISION KIT**

REVISION KIT

SAMPLE WORK

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**PAST EXAMINATION PAST PAPERS
WITH SUGGESTED ANSWERS**

SAMPLE WORK

INTRODUCTION

Following our continued effort to provide quality study and revision materials at an affordable price for the private students who study on their own, full time and part time students, we partnered with other team of professionals to make this possible.

This Revision kit (Questions and Answers) contains kasneb past examination past papers and their suggested answers as provided by a team of lecturers who are experts in their area of training. The book is intended to help the learner do enough practice on how to handle exam questions and this makes it easy to pass kasneb exams.

Special appreciation and recognition to the lecturers who have helped in the development of our materials, These are: FA Kegicha William Momanyi (MBA Accounting, CPA, CISA and CCP and CIFA, FA Bramwel Omogo (B.sc Actuarial Science, CIFA, CIIA, CFA second level and ICIFA member), Johnmark Mwangi (MSc Finance, CPAK, BCom Finance), CPA Gregory Mailu (Bsc. Economics) CPA Dominic Rasungu and CPA Lawrence Ambunya among others.

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PAPER NO.3 ENTREPRENEURSHIP AND COMMUNICATION

GENERAL OBJECTIVE

This paper intends to equip the candidate with knowledge, skills and attitudes that will enable him/her to apply entrepreneurship knowledge in business and other environments.

3.0 LEARNING OUTCOMES

A candidate who passes this paper should be able to:

- Identify viable business opportunities
- Prepare a business plan
- Demonstrate entrepreneurial orientation skills
- Communicate effectively in a business environment
- Apply entrepreneurial knowledge in response to the emerging business trends.

CONTENT

3.1 Entrepreneurial mindset

- Definition of entrepreneurship
- Historical development of entrepreneurship
- Characteristics of entrepreneurs
- Types of entrepreneurs
- Distinction between entrepreneurs and small business owners
- Approaches to entrepreneurship
- Importance of entrepreneurs to development

3.2 Entrepreneurship and innovation

- Creativity and innovation
- Corporate entrepreneurship and innovation
- Qualities of entrepreneurial firms
- Social enterprises and sustainability
- Entrepreneurial ethics, responsibility and leadership
- Case study on corporate entrepreneurship

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3.3 Opportunity identification and development

- Methods of generating ideas
- Sources of innovative ideas
- Qualities of viable business opportunities
- Evaluating business opportunities
- Challenges of starting new ventures
- Why new ventures fail
- Business incubation
- Role of government in promoting entrepreneurship

3.4 Creating and starting a new venture

- Approaches to creating new ventures
- Acquiring an established business venture
- Business planning
- Overview of the business plan
- Scope and value of a business plan
- Practical experience in writing of a business plan

3.5 Business growth strategies

- Penetration, market and product development strategy
- Public and private placements
- Joint ventures
- Diversification
- Loans and equity financing
- Venture capitalists
- Informal risk capitalists
- Crowd funding and crowding sourcing

3.6 Entrepreneurship and technology

- Internet and e-commerce
- The enterprise website
- Impact of globalisation

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- Global entrepreneurs
- Business process outsourcing
- Electronic and mobile money transfers
- Business networking

3.7 Nature of business communication

- Meaning of communication
- Purposes of business communication
- Internal and external communication
- The communication process
- Methods of communication
- Communication systems and networks
- Principles of effective communication
- Barriers to effective communication

3.8 Written communication

- Rules of effective writing
- Business correspondence
- Reports
- Memorandum
- Proposal writing
- Forms and questionnaire design
- Circulars and newsletters
- Notices and advertisements
- Publicity materials
- Press releases
- Graphic communication

3.9 Oral and non-verbal communication

- Oral communication in business
- Effective listening
- Interviews

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- Non-verbal communication
- Interpersonal relationships
- Presentations skills

3.10 Meetings

- Notice
- Agenda
- Role of the chairperson
- Role of the secretary
- Role of participants
- Conduct of meetings
- Minutes of meetings

3.11 Information technology and communication

- The internet
- Teleconferencing
- Wireless technologies
- Electronic postal services
- Use of E-mails

3.12 Ethics and integrity in business communication

- Concept of ethics and integrity
- Significance of ethical communication
- Factors influencing ethical communication
- Ethical dilemmas in communication
- Guidelines to handle communication ethics dilemmas
- Business ethics in communication

3.13 Emerging issues and trends

SAMPLE WORK

CONTENT

Past papers

1.	November 2020.....	10
2.	November 2019	13
3.	May 2019.....	16
4.	November 2018.....	19
5.	May 2018.....	22
6.	November 2017.....	26
7.	May 2017.....	29
8.	November 2016.....	32
9.	May 2016.....	35
10.	November 2015.....	38
11.	September 2015.....	41

Suggested Answers

1.	November 2020.....	45
2.	November 2019	65
3.	May 2019.....	88
4.	November 2018.....	109
5.	May 2018.....	134
6.	November 2017.....	155
7.	May 2017.....	171
8.	November 2016.....	191
9.	May 2016.....	210
10.	November 2015.....	235
11.	September 2015.....	251

SAMPLE WORK

PART A

PAST EXAMINATION QUESTIONS

SAMPLE WORK

KASNEB

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

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ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 November 2020.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) State five reasons why organisations outsource services. (5 marks)
- (b) Outline three important guidelines to be followed while developing an intellectual property strategy. (6 marks)
- (c) (i) Explain the term "innovation". (1 mark)
- (ii) Examine four forms which innovation may take. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Suggest five benefits to an entrepreneur arising from selection of the most appropriate business idea. (5 marks)
- (b) Explain five obstacles which might hinder the immediate implementation of a business plan. (5 marks)

SAMPLE WORK

(c) Discuss five advantages of franchising to the franchisor. (10 marks)

(Total: 20 marks)

QUESTION THREE

(a) State five risks associated with small businesses which might threaten their survival.

(5 marks)

(b) Outline five sources of long term finance for an entrepreneur. (5 marks)

(c) Discuss five steps followed by entrepreneurs while carrying out a feasibility study for new business. (10 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Analyse five differences between an entrepreneur and a small business owner.

(10 marks)

(b) (i) In the context of generation of business ideas, explain the term "brainstorming". (2 marks)

(ii) List four rules to be followed in a brainstorming session. (4 marks)

(c) Summarise four merits of pioneering a market with a new product. (4 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

(a) Explain five techniques that could be used to hold an audience's attention throughout a presentation. (5 marks)

(b) Discuss five contents of a request for proposals (RFPs). (5 marks)

(c) You have been appointed as the Director of Strategy for BLC Ltd. Your first assignment is to review the company's strategic plan.

Required:

Draft a memorandum inviting members of staff in your department for a planning meeting. (10 marks)

(Total: 20 marks)

QUESTION SIX

(a) Suggest four ways in which the management of an organisation could effectively make use of grapevine channel of communication. (4 marks)

(b) With reference to decision making in meetings, explain:

(i) Three advantages of consensus. (3 marks)

(ii) Three limitations of consensus. (3 marks)

(c) Discuss five steps that could lead to effective listening. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Explain the following terms:

(i) Online chat. (2 marks)

(ii) Webcam. (2 marks)

(b) Highlight six benefits an organisation could derive from the use of modern information technology. (6 marks)

(c) Evaluate five types of audiences in communication. (10 marks)

(Total: 20 marks)

SAMPLE WORK

KASNEB

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

WEDNESDAY: 27 November 2019.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Suggest eight ways in which entrepreneurship could drive economic development of a country. (8 marks)
- (b) Highlight eight differences between shares and debentures. (8 marks)
- (c) List four circumstances under which an entrepreneur would outsource business activities. 4 (marks)

(Total: 20 marks)

QUESTION TWO

- (a) Analyse five factors which an entrepreneur should consider when choosing a business incubator. (10 marks)

SAMPLE WORK

- (b) Examine five conditions which should prevail to ensure a successful brainstorming session. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain six roles of innovation in entrepreneurship. (6 marks)

- (b) With reference to intellectual property rights, discuss three types of patents. (6 marks)

- (c) In the context of manufacturing entities, describe four types of information a business would require when developing the production and operation section of a business plan. (8 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss five stages in the creative process of transforming ideas into useful applications. (10 marks)

- (b) Explain six reasons why business networking is important to an entrepreneur. (6 marks)

- (c) Assess two avenues an entrepreneur could use to generate business opportunities. (4 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Highlight five guidelines followed while designing a questionnaire. (5 marks)

(b) Explain five benefits of an effective internal communication system to an organisation. (5 marks)

(c) Discuss five factors which should be considered while selecting a medium of communication. (10 marks)

(Total: 20 marks)

QUESTION SIX

a) Highlight six qualities of a good business report. (6 marks)

b) Summarise six requirements for a notice of a meeting. (6 marks)

c) Analyse four techniques for effective interviewing. (8 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Outline four characteristics of ethical communication. (4 marks)

(b) Discuss four limitations of using e-mails in communication. (8 marks)

(c) Examine four demerits of using cell phones as a means of communication in the workplace. (8 marks)

(Total: 20 marks)

SAMPLE WORK

KASNEB

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

0728 776 317

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 21 May 2019.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Outline six characteristics of a viable business opportunity. (6 marks)
- (b) Highlight four purposes of a business plan. (4 marks)
- (c) Summarise six advantages of raising money through private placement. (6 marks)
- (d) Jumia is one of the leading e-commerce stores in Africa.

With reference to the above statement, describe four challenges faced by e-commerce entrepreneurs. (4 marks)

(Total: 20 marks)

SAMPLE WORK

QUESTION TWO

(a) In the context of creating a new business venture, analyse five differences between a private limited company and a public limited company. (10 marks)

(b) There are risks that could lead to failure of a new business venture.

With reference to the above statement, broadly discuss five causes of business risks giving an example in each case. (10 marks)

(Total: 20 marks)

QUESTION THREE

(a) Highlight four features associated with business incubation centres. (4 marks)

(b) Discuss three types of diversification strategies which an entrepreneur could make use of to grow a business. (6 marks)

(c) Describe five personal characteristics of high growth oriented entrepreneurs.

(10 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Analyse five factors that an entrepreneur might consider when evaluating sources of loan capital. (10 marks)

(b) Outline five characteristics of participative leadership. (5 marks)

(c) Belinda Akello is in the process of purchasing an existing business.

Advise her on the five steps she should follow to acquire the business. (5 marks)

(Total: 20 marks)

SAMPLE WORK

SECTION II

QUESTION FIVE

- (a) Explain six essential features of effective oral communication. (6 marks)
- (b) Summarise four basic telephone communication rules. (4 marks)
- (c) Examine five factors that should be considered when determining the design of a form. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Highlight six reasons why pre-printed forms are used by enterprises. (6 marks)
- (b) Outline four characteristics of ethical communication in enterprises. (4 marks)
- (c) Explain five situations which may justify the use of wireless technology in an organisation. (5 marks)
- (d) Outline five objectives of the agenda of a meeting. (5 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Explain the "terms of reference" section of a formal report. (2 marks)
- (b) In relation to an enterprise website, explain the four elements in the following address: <http://www.mwanabiashara.com> (8 marks)
- (c) Discuss five techniques used by interviewers to recruit the best candidates. (10 marks)

(Total: 20 marks)

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CPA PART 1 SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

0728 776 317

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 27 November 2018.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Distinguish between an "entrepreneur" and a "small business owner". (2 marks)
- (b) Examine five forces that could be driving the growth of entrepreneurship in your country in the recent past. (10 marks)
- (c) With reference to starting a new business venture through franchising, summarise four merits and four demerits of a franchisee. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a)
 - (i) Explain the term "business incubator". (2 marks)

SAMPLE WORK

- (ii) Highlight six services that could be provided to entrepreneurs by a business incubator. (6 marks)
- (b) List six characteristics commonly associated with entrepreneurs. (6 marks)
- (c) Summarise what an entrepreneur should do before implementing radical changes in a business. (6 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Discuss four approaches to corporate entrepreneurship. (8 marks)
- (b) Describe six essential features of a good business plan. (6 marks)
- (c) State three advantages and three disadvantages of financing a business through debt. (6 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) In the context of acquisition of an existing business, explain the term "due diligence". (2 marks)
- (b) With reference to stages of entrepreneurial development, examine four types of entrepreneurs. (8 marks)
- (c) Assess five strategies that a business entity could use to enter a foreign market. (10 marks)

(Total: 20 marks)

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SECTION II

QUESTION FIVE

- (a)
- (i) With reference to internal communication, distinguish between "an order" and an instruction". (4 marks)
 - (ii) From the supervisor's perspective, analyse four ways of improving upward communication. (8 marks)
- (b) Suggest eight measures that an interviewer should take to ensure the success of an interview. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Summarise four qualities of an effective e-mail. (4 marks)
- (b) Describe the structure of a well written research proposal. (8 marks)
- (c) Discuss four documented information used in the process of conducting meetings. (8 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) State five objectives of downward communication. (5 marks)
- (b) Explain five reasons for the importance of business ethics. (5 marks)
- (c) Examine five techniques of effective listening. (10 marks)

(Total: 20 marks)

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0728 776 317

CPA PART I SECTION 1

CICT PART 1 SECTION 1

CIFA PART 1 SECTION I

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 May 2018.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION 11.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

(a) In relation to entrepreneurship:

(i) Define the term “copreneurs”. (2 marks)

(ii) Suggest four guidelines that copreneurs could observe to ensure success of a business venture. (4 marks)

(b) State four barriers to creativity. (4 marks)

(c) Describe live categories of trademarks. (10 marks)

(Total: 20 marks)

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QUESTION TWO

- (a) Highlight four features of ordinary shares. (4 marks)
- (b) Explain six measures that should be undertaken by a business organisation wishing to establish an intrapreneurial culture. (6 marks)
- (c) Outline six principles of innovation. (6 marks)
- (d) Describe four ways in which an entrepreneur could utilise the Internet as a resource tool. (4 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Imitation is a strategy used by entrepreneurs where they mimic strategies of other companies.
- With reference to the above statement, explain four merits of using imitation strategies to grow a business. (4 marks)
- (b) Explain six ways in which parties to a franchise arrangement could enhance their relationship. (6 marks)
- (c) Discuss five categories of information contained in the operation section of the business plan of a small scale manufacturing entity. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) In the context of generation of business ideas, summarise six rules of brainstorming. (6 marks)
- (b) Analyse three sources of new product ideas available to an entrepreneur. (6 marks)
- (c) An acquisition is an action in which one firm buys most, if not all, of another firm's shares to assume its control.

In the context of the above statement, explain four factors that an entrepreneur could consider before undertaking an acquisition. (8 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

(a) Distinguish between the following letters of credit:

(i) With recourse and without recourse. (2 marks)

(ii) Confirmed and unconfirmed. (2 marks)

(b) Short message service (SMS) marketing is a technique that mostly uses permission based text messaging to spread promotional messages.

Based on the above statement, explain six reasons why organisations are increasingly adopting SMS marketing. (6 marks)

(c) Advertisement copy is the soul of an advertisement. It includes all written or spoken matter in an advertisement expressed in words or sentences and figures designed to convey the desired message to the target consumers.

With reference to the above statement, discuss five types of advertisement copy.

(10 marks)

(Total: 20 marks)

QUESTION SIX

(a) Explain five factors that web content developers should consider while developing a website. (5 marks)

(b) Describe five protocols that should be observed during the proceedings of a meeting. (5 marks)

(c) Outline five factors that a public speaker should consider when developing an audience profile. (5 marks)

(d) Describe five characteristics of effective business communication. (5 marks)

(Total: 20 marks)

QUESTION SEVEN

(a) Analyse four types of forms used in business communication. (8 marks)

(b) Discuss six factors that should be considered while selecting an appropriate media for communication. (12 marks)

(Total: 20 marks)

SAMPLE WORK

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0728 776 317

CPA PART I SECTION 1

CICT PART I SECTION I

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 28 November 2017.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) With reference to penetration of foreign markets, state three demerits of the use of licensing strategy. (3 marks)
- (b) In relation to e-commerce, explain the following terms:
- (i) Payment gateway. (2 marks)
 - (ii) E-solution providers. (2 marks)
 - (iii) Content providers. (2 marks)
- (c) Explain six ways in which an entrepreneur could benefit from e-commerce. (6 marks)

SAMPLE WORK

- (d) Describe five challenges that could be faced by an entrepreneur during the initial stage of venturing into an international market. (5 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Outline six ways in which an entrepreneur could benefit from a patent. (6 marks)
- (b)
- (i) Explain the term "conglomerate diversification". (2 marks)
- (ii) Highlight six reasons that could lead to conglomerate diversification. (6 marks)
- (c) Highlight six essentials of an ideal business plan. (6 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Analyse five benefits of business networking. (10 marks)
- (b) State six demerits of forming a joint venture. (6 marks)
- (c) Identify four skills that an entrepreneur should possess in order to manage a business effectively. (4 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss five factors which influence business risks in an enterprise. (10 marks)
- (b) Enumerate ten reasons why many business start-ups fail before the end of their first year of operation. (10 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Outline the format of a formal proposal. (10 marks)
- (b) Discuss five limitations of the use of internet as a source of information. (10 marks)
- (Total: 20 marks)**

QUESTION SIX

- (a) Analyse five guidelines to effective listening. (10 marks)
- (b) Summarise ten ethical best practices in business communication. (10 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a) List six steps in consensus building. (6 marks)
- (b) Explain four requirements of a valid meeting. (4 marks)
- (c) Examine seven measures that might be instituted in an organisation in order to achieve effective inter-cultural communication. (7 marks)
- (d) State three circumstances which may demand the use of audio-visual communication. (3 marks)
- (Total: 20 marks)**

SAMPLE WORK

KASNEB

0728 776 317

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 23 May 2017.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Highlight seven limitations of a franchise arrangement to a franchisee. (7 marks)
- (b) Describe the "organisation and management" component of a business plan. (5 marks)
- (c) Discuss four qualities of a good business opportunity. (8 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Citing five reasons, justify why business enterprises strive to adopt innovations.

- (b) Summarise four economic factors that could impede the growth of entrepreneurship in developing countries. (10 marks)
(4 marks)
- (c) Outline six characteristics of intrapreneurship. (6 marks)
- (Total: 20 marks)**

QUESTION THREE

- (a) Describe six factors which investors consider before buying shares of a company. (6 marks)
- (b) With reference to new idea generation, development and communication, describe the creative process. (10 marks)
- (c) Highlight four pitfalls likely to be experienced by an entrepreneur while pursuing global patents. (4 marks)
- (Total: 20 marks)**

QUESTION FOUR

- (a) Briefly describe the following entrepreneurial schools of thought:
- (i) Environmental school of thought. (2 marks)
 - (ii) Capital school of thought. (2 marks)
 - (iii) Displacement school of thought. (2 marks)
- (b) Discuss four finance related elements of a feasibility analysis report that are of interest to venture capitalists. (8 marks)
- (c) Outline six strategies which an enterprise could make use of to achieve success in e-commerce. (6 marks)
- (Total: 20 marks)**

SECTION II

0728 776 317

QUESTION FIVE

- (a) Summarise four objectives of carrying out an audience analysis while making a presentation. (4 marks)
- (b) With reference to group communication, distinguish between "seminar" and "workshop". (4 marks)
- (c) With reference to non-verbal communication, analyse four spatial zones. (8 marks)
- (d) Describe four guidelines to be observed when communicating negative news to employees. (4 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Outline four benefits of video conferencing to an organisation. (4 marks)
- (b) Summarise four guidelines for writing an effective news release. (4 marks)
- (c) With reference to deciding ethical dilemmas, distinguish between "utilitarian approach" and "individual approach". (4 marks)
- (d) Assess four differences between a "report" and a "proposal". (8 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) In the context of communication, describe five sources of ethics. (10 marks)
- (b) Identify six measures that a speaker should take to ensure clarity. (6 marks)
- (c) Explain four purposes of an agenda for a meeting. (4 marks)

(Total: 20 marks)

SAMPLE WORK

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0728 776 317

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 22 November 2016.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Outline five benefits of including a statement of cash flows in an entrepreneur's business plan. (5 marks)
- (b) Highlight seven factors which could be considered by a business while assessing the suitability of a potential market. (7 marks)
- (c) Business mergers involve the uniting of two or more entities to form a new entity. Citing an example in each case, describe four types of business mergers. (8 marks)

(Total: 20 marks)

SAMPLE WORK

QUESTION TWO

- (a) Summarise six limitations of focus group discussions in the context of development of business ideas. (6 marks)
- (b) Analyse two requirements necessary for effective decision making. (4 marks)
- (c) Describe five principles of effective time management. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain four characteristics of innovators. (4 marks)
- (b) Describe six environmental conditions that are suitable for the thriving of technological innovations. (6 marks)
- (c) Analyse five limitations of going public with specific reference to public companies. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Assess five categories of e-commerce practised in the business world today. (10 marks)
- (b) Discuss three types of business networks available to an entrepreneur. (6 marks)
- (c) Enumerate four benefits that a business could derive from using telemarketing as a direct marketing tool. (4 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) State five differences between "oral" and "written" communication. (10 marks)
- (b) Planning is required before writing a business report.

In relation to the above statement, summarise five steps involved in the planning for a business research report. (10 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Enumerate five characteristics of ethical communication. (5 marks)
- (b) Highlight five features found in modern franking machines. (5 marks)
- (c) Analyse five types of audiences in the context of business communication.

(10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) "Groupthink" occurs when a homogeneous highly cohesive group is so concerned with maintaining unanimity that they fail to evaluate all the alternatives and options.

In relation to the above statement, highlight six measures that could be taken to minimise groupthink during a meeting. (6 marks)

- (b) State six qualities of an effective interviewer. (6 marks)
- (c) Analyse four key vocal features that convey meaning while making a presentation.

(8 marks)

(Total: 20 marks)

SAMPLE WORK

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0728 776 317

CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART I SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

TUESDAY: 24 May 2016.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) With the use of suitable examples, distinguish between "business incubators" and "research and technology parks". (4 marks)
- (b) Analyse three types of trademarks which are commonly used in businesses today. (6 marks)
- (c) Explain five ways in which brainstorming, as a method of generating business ideas could be made more effective. (5 marks)
- (d) Highlight five reasons why a business plan is important to an entrepreneur. (5 marks)

(Total: 20 marks)

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QUESTION TWO

- (a) Suggest five ways in which an enterprise could enhance its competitive advantage. (5 marks)
- (b) Outline five advantages of managing risks to a business enterprise. (5 marks)
- (c) In the context of ethics, summarise five characteristics of each of the following approaches:
- (i) Immoral enterprise management approach. (5 marks)
 - (ii) Moral enterprise management approach. (5 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Explain six benefits of outsourcing to an enterprise. (6 marks)
- (b) Distinguish between "creativity" and "innovation". (4 marks)
- (c) Describe the five steps in the pre-start up phase of a new venture. (10 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss five strategies employed by entrepreneurs to penetrate global markets. (10 marks)
- (b)
- (i) Define the term "marketing mix". (2 marks)
 - (ii) In relation to entrepreneurship, analyse the 4P's of marketing mix. (8 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Describe three types of minutes. (6 marks)

SAMPLE WORK

- (b) Highlight six features of a letter of transmittal. (6 marks)
- (c) Discuss four principles of effective communication. (8 marks)

(Total: 20 marks)

QUESTION SIX

- (a)
- (i) Define the term "ethical dilemma". (2 marks)
- (ii) Highlight four guidelines of handling ethical dilemmas. (4 marks)
- (b) Outline six steps to be followed while making a presentation. (6 marks)
- (c)
- (i) Explain the term "bypassed instructions" in relation to barriers to communication. (2 marks)
- (ii) Describe how one could overcome the barrier identified in (c)(i) above. (6marks)

(Total: 20 marks)

QUESTION SEVEN

- (a)
- (i) Explain the term "Wi-Fi" in relation to wireless networking technology. (2 marks)
- (ii) Discuss five benefits that could accrue to an organisation from the use of wireless networking technology. (10 marks)
- (b) Examine four elements of non-verbal communication. (8 marks)

(Total: 20 marks)

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CPA PART I SECTION 1

CICT PART I SECTION I

CIFA PART I SECTION I

CCP PART I SECTION I

ENTREPRENEURSHIP AND COMMUNICATION

MONDAY: 23 November 2015.

Time Allowed: 3 hours.

**Answer any THREE questions in SECTION I and TWO questions in SECTION II.
ALL questions carry equal marks.**

SECTION I

QUESTION ONE

- (a) Entrepreneurs from all over the world recently converged in Kenya for the Global Entrepreneurship Summit co-hosted by both the governments of Kenya and United States of America.

In relation to the above statement, explore eight ways which a government could employ, to inspire its citizens to become entrepreneurs. (8 marks)

- (b) Justify six reasons why an entrepreneur should have a well defined business strategy before venturing into business. (12 marks)

(Total: 20 marks)

QUESTION TWO

- (a) Enumerate eight obligations of the franchisor in a franchise arrangement. (8 marks)

(b) Analyse six ways of enhancing creativity in an organisation. (12 marks)

(Total: 20 marks)

QUESTION THREE

(a) Explain the term "techpreneur". (2 marks)

(b) Summarise six shortcomings of a business plan to an entrepreneur. (6 marks)

(c) Describe the six developmental stages of a business. (12 marks)

(Total: 20 marks)

QUESTION FOUR

(a) Describe five factors that might inhibit the development of an entrepreneurial culture in an organisation. (10 marks)

(b) An entrepreneur may find it necessary to carry out a feasibility study in order to determine whether a business idea is worth exploiting.

In relation to the above statement, explain five steps to be followed when carrying out the feasibility study. (10 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

(a) In the context of communication process, explain the term "information richness". (2 marks)

(b) Outline eight characteristics of a well written business report. (8 marks)

(c) Describe ten fundamental parts of a business letter. (10 marks)

(Total: 20 marks)

QUESTION SIX

(a) Distinguish between the following terms as used in communication

(i) "LANS" and "WANS". (2 marks)

- (ii) "Critical listening" and "casual listening". (2 marks)
- (iii) "Flowchart" and "flip chart". (2 marks)
- (iv) "Telecommunicating" and "telecommuting" (2 marks)
- (b) Describe six stages in the communication process. (12 marks)
- (Total: 20 marks)**

QUESTION SEVEN

- (a)
- (i) Define the term "groupware" in relation to sharing of information, (2 marks)
- (ii) Outline five conditions that might lead to a successful implementation of groupware in an organisation. (5 marks)
- (b) Suggest five reasons why organisations hold meetings. (5 marks)
- (c) Describe four basic channels of communication. (8 marks)
- (Total: 20 marks)**

SAMPLE WORK

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CPA PART I SECTION 1

CICT PART I SECTION 1

CIFA PART 1 SECTION 1

CCP PART I SECTION 1

ENTREPRENEURSHIP AND COMMUNICATION

PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer any THREE questions in SECTION 1 and any TWO questions in SECTION II. ALL questions carry equal marks.

SECTION I

QUESTION ONE

(a) Differentiate an entrepreneur from a business person. (4 marks)

(b) From definitions, entrepreneurs are value creators.

Discuss the value creation process of entrepreneurship. (8 marks)

(c) Explain the role of entrepreneurship in achievement of Kenya's vision 2030.

(8 marks)

(Total: 20 marks)

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QUESTION TWO

- (a) Define the term "risk management" from entrepreneurs' point of view. (2 marks)
- (b) Discuss the four forms that entrepreneurship innovation can take. (8 marks)
- (c) Illustrate how Maslow's hierarchy of needs theory act to motivate an individual into entrepreneurship. (10 marks)

(Total: 20 marks)

QUESTION THREE

- (a) Illustrate the steps followed in carrying out a feasibility study. (5 marks)
- (b) Wangeci has just discovered how to grow a "Mega Rose Flower" from grafting three totally unrelated plants.
- Discuss the process of ensuring her new discovery remains unpirated, stating the institutions in your country she has to work with. (10 marks)
- (c) Why do micro and small enterprises find it necessary to go global? (5 marks)

(Total: 20 marks)

QUESTION FOUR

- (a) Discuss importance of any three chapters of a business plan to a named third party. (6 marks)
- (b) Omar from northern part of your country started a business with 10 camels. One day he bought 100 camels. 3 died while 7 got triplets. After selling, he was left with 13 camels as closing stock. Each camel cost him Sh.30,000 and he sold each at a margin of $33\frac{1}{3}\%$ on the selling price.
- If he paid his assistant a daily allowance of Sh.2,000, calculate his gross profit and net profit for the day assuming that he did not sell the triplets. (8 marks)
- (c) Explain the purpose of a Wi-Fi connection to Omar's business. (6 marks)

(Total: 20 marks)

SECTION II

QUESTION FIVE

- (a) Explain the components of a business letter. (7 marks)
- (b) Critique teleconferencing as a mode of business communication. (8 marks)
- (c) Illustrate how ethics and integrity affect business communication. (5 marks)

(Total: 20 marks)

QUESTION SIX

- (a) Discuss the role of the chairman in a company's annual general meeting. (6 marks)
- (b) In relation to international trade, explain the meaning and relevance of the acronym "CIF". (4 marks)
- (c) Okili Abuor is determined to sell her carvings in Japan. However, the only two languages she knows are English and Dholuo which are foreign to most of her prospective clientele.

Explain how Okili Abuor can overcome the challenge. (10 marks)

(Total: 20 marks)

QUESTION SEVEN

- (a) Explain how fibre optic cable is impacting on entrepreneurship in your country. (8 marks)
- (b) Despite the effort in initiating corporate social responsibility programs, your organisation has been constantly accused of not observing human rights amongst its neighbours. Consequently, your chief executive officer has tasked you with the responsibility of coming up with a press release to correct the situation.
 - (i) Explain the prior preparations needed before the press release. (6 marks)
 - (ii) Prepare a one page write up for the presentation. (6 marks)

SAMPLE WORK
(Total: 20 marks)

0728 776 317

PART B

SUGGESTED ANSWERS

SAMPLE WORK

NOVEMBER 2020.

ENTREPRENEURSHIP AND COMMUNICATION

SUGGESTED ANSWERS

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(a) **Reasons why organisations outsource services.**

✓ **Reduce cost of operation**

The biggest motivating reason for a company to outsource is to save money. There are many reasons a company may want to reduce operating costs. There might be a problem with a supplier or a cost increase in materials and the company needs to reduce costs to stay competitive with its products. Another reason may be the need to downsize due to a merger or acquisition.

✓ **Save on training costs**

Within the overall cost savings for outsourcing, a company also saves wages, benefits and training costs. The training period for new employees is eliminated when skilled workers can immediately step into the position the very first day.

✓ **Free up resources**

A company may need to outsource a department in order to free up experts needed on other projects. Business expansions often require additional duties for existing personnel and outsourcing is a good solution for having too few personnel to fill the new demands.

✓ **Company restructure**

The company business model may need to be restructured. The duties of existing personnel may have changed in order to fulfill important positions. Instead of hiring more experts to back fill those jobs, some companies view outsourcing as a better option. Forbes agrees that outsourcing provides companies with more options for experts and other talent.

✓ **Improve productivity and efficiency**

A company may be seeking ways to improve its efficiency with its allotment of manpower. This might be in production where there is greater expertise outside the company. For example, a laptop company might find it more profitable to outsource the manufacturing of electronic components to an OEM (Original Equipment Manufacturer) instead of attempting to produce in-house.

✓ **Reduce business risk**

There are times when companies may not wish to shoulder the burden of a specific function and find by outsourcing it, they can reduce the financial risks. This is

SAMPLE WORK