



Kasarani Campus

Off Thika Road
Tel. 2042692 / 3

49274, 00100

NAIROBI

Westlands Campus

Pamstech House
Woodvale Grove
Tel. 4442212
Fax: 4444175

P. O. Box

KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2023/2024 ACADEMIC YEAR
FIRST YEAR, FIRST SEMESTER EXAMINATION
FOR THE DIPLOMA IN ACCOUNTING
DCU 1001: COMMUNICATION SKILLS

Date: 7TH AUGUST 2023

Time: 11:30AM-1:30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Read the excerpt below and answer the questions that follow:

Leadership can be defined as a progression by which an individual stimulates a cluster of other individuals to accomplish a collective objective (Peter G. Northouse, *leadership theory and practice*). According to Northouse therefore, influence to people is what constitutes a leader. Every style of leadership is founded on certain principles (known as theories) that direct how the entire leadership process is undertaken. Trupir theory of leadership stands for a governance founded on Trust, Responsibility, Unpopular but excellent decision making, purposefulness, Inclusivity and Rationality as the acronym (TRUPIR) denotes. This theory is pegged on ensuring **equality** in treatment of human beings (*John Rawl's Egalitarian Theory of justice*) and rationality in decision making. The reasoning behind the aspect of equality is that it promotes fairness hence justice for all. The theory revolves around the society's presumed norm to improve as much as conceivable the prosperity of the people. It builds on social justice as the principle of rational judiciousness applied to actualize the well-being of all in the society. John Rawls hypothesized that the arbiter of the rationality of his theory of justice would be a persuasive man applying reason and logic. Trupir suggests proper reasoning and logic that would deliver fairness hence justice in leadership. A good leader, according to this theory should be **guided** by logic and motive to deliver justice to his followers. The principles of collective justice according to Rawls, help in providing an approach of passing on rights and obligations in the rudimentary foundations of society. As such, they help to define the suitable provision of the benefits and afflictions of societal collaboration. Trupir theory of leadership proposes a society comprised of members who have the capacity to comprehend qualities of a good leader. This is demonstrated by the ideology of allowing a common platform for anyone to take up leadership as the society deems right. The theory also has chosen the tenet of trust between the leader and his followers in the presumption that these parties will have confidence in each other to afford this virtue. **Trust** is built between the leader and the followers to facilitate confidence and surety when delegating duties (on the side of the leader) and when performing such duties (on the side of the followers). Trupir theory of leadership postulates that both the leader and the followers shall be responsible parties in the context of leadership. This responsibility is deemed to be an aspect of sincerity while attending to any allocated task. The theory outlines that responsible leadership shall be reciprocated by responsible followership. Another **principal** in this theory is that a good leader will be confronted by circumstances that will drive him to make unpopular but prudent decisions for the sake of the good of the organization and stakeholders at large. Such circumstances could arise when there is an impending crisis in an organization. Where there are

opposing sides on an issue for instance, the leader has to evaluate the gains of the organization which is the umbrella of every other entity. If the suggestions fronted by the differing groups are not favorable, he may opt for a decision that is not in the expectation of either side; no matter how unpopular the decision may be as long as it restores harmony in the organization and fosters development of the said institution. This theory is applicable as a teaching model where good values need to be instilled to members in the society. Where members of an entity learn to trust each other while working responsibly together to achieve predetermined morally acceptable goals, there is adequate harmony in such context. This is ideal because development of any institution can easily be attained in the presence of sufficient concurrence. It is also applicable in the political scene in the context of providing a roadmap (manifestos) for voters to understand where they will be heading if they elect such and such a contestant. On the same breadth, these contestants seem to apply the same philosophy when they delegate campaign duties to different followers on their behalf. This is an assertion of trust built upon these identified followers (by the contenders) who are facilitated to spearhead these campaigns on behalf of the competitors. The theory can in addition be used in the process of administration of justice by the judiciary. Judiciary being the sole arm of government that has been entrusted with the direction of justice, it gives liberty to every side (both the plaintiff and the defendant) to express themselves before passing a verdict. This platform to express oneself is in my opinion a source of hope (to get true justice) by each party. Courts are expected to make rational decisions governed by the rule of law. The philosophy of Trupir theory of leadership is applicable also in the sense that courts do not function to please any party but presumably to deliver justice for all. In the same accord, judges can make unpopular but prudent decisions in the course of their duty. Example: The Supreme Court judges in Kenya stunned the continent and world at large by nullifying the presidential election of August 2017. This was unexpected. Indeed, the first of its kind in Africa. *(Extract from Trupir theory of leadership (Festus M. N2019)*

- a) Give the excerpt an appropriate title. (1 Mark)
- b) Summarise the **tenets** and **application** concepts of the TRUPIR Theory in 150 words. (7 Marks)
- c) Explain the meaning of the following words as used in the extract:
 - i. Judiciousness. (2 Marks)
 - ii. Rudimentary. (2 Marks)
 - iii. Impending. (2 Marks)
 - iv. Verdict. (2 Marks)
- d) Assuming your lecturer is reading out the passage for you to comprehend, explain two types of listening strategies that you would employ. (4 Marks)
- e) correct the words in **bold** in the extract. (4 Marks)
- f) Write a memorandum as the Human Resource Manager of Cross Check Company Ltd, inviting all Departmental Managers for orientation on how to adopt the tenets of TRUPIR leadership style on Monday 2nd July, 2023 at the organizations plenary Hall. (6 Marks)
- g) Analyse the excerpt and discuss three principles of effective communication that the author has explored. (6 Marks)

QUESTION TWO (20 MARKS)

- a) Given a chance to present the information in the extract in QUESTION 1 above as a communications expert, discuss why you would present it in a written format and not orally. (6 Marks)
- b) Analyze the excerpt in QUESTION ONE and discuss three principles of effective communication that the author has explored. (6 Marks)
- c) As a Manager addressing the Departmental managers on the above matter (excerpt in QUESTION 1), explain how the following nonverbal cues will communicate your message:
 - i. Dressing. (2 Marks)
 - ii. Space. (2 Marks)
 - iii. Eye contact. (2 Marks)
 - iv. Body orientation. (2 Marks)

QUESTION THREE (20 MARKS)

- a) As an information expert in Ecotel company, explain how technological advancement has transformed working in this specific company. (8 Marks)
- b) Sharon has completed her Diploma course and has been invited for an interview at Hekima company. This interview is scheduled to begin in two hours' time. Explain three factors that she will consider as she prepares for this interview. (6 Marks)
- c) As a C.E.O of your company discuss how you will use three audio-visual tools during a presentation to your staff. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) As a guest speaker you been invited to address staff of a neighboring company about some barriers of communication in their company. Discuss some of them giving relevant examples from the company. (6 Marks)
- b) State four factors that you will consider when choosing a communication medium when passing confidential message to your employees. (8 Marks)
- c) Jane and Joan are discussing about the upcoming examination. Jane is explaining to Joan about the questions that are likely to be set in the examination. Discuss role of:
 - i. Jane. (3 Marks)
 - ii. Joan. (3 Marks)

QUESTION FIVE (20 MARKS)

- a) Telecommunication company and has advertised for a job looking for a communication officer. The suitable person should have a diploma in communication and very flexible. Considering this position, write a curriculum Vitae that suites this position. (10 Marks)
- b) Your friend is an administrator in Kiriri Women's University of Science and Technology. Advise on three aspects of telephone etiquettes that she needs to consider. (6 Marks)
- c) Faith is having an upcoming meeting in the next one hour to discuss several matters about the company. Discuss 4 things that she will consider as she is preparing for this meeting with the other employees. (4 Marks)