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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**THIRD YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF SCIENCE**  
**(BUSINESS ADMINISTRATION)**

Date: 14<sup>th</sup> December, 2022  
Time: 11.30am – 1.30pm

**KBA 302 - BUSINESS COMMUNICATION**

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE (30 MARKS)**

**The Cost of Poor Communications**

David Grossman reported in “The Cost of Poor Communications” that a survey of 400 companies with 100,000 employees each cited an average loss per company of \$62.4 million per year because of inadequate communication to and between employees. The critical problem which you may also recognize is that although worldwide surveys continue to confirm the importance of good communication, these same surveys consistently report that prospective and current employees are doing poorly enough to be labeled “deficient” in their communication skills. As indicated in the SHRM Body of Competency and Knowledge in 2016, so much of the HR professional’s success depends on “the ability to understand business functions and metrics within the organization and industry.” However, only effective communication skills enable HR professionals to make their business case. Even with all the HR knowledge in the world, practitioners’ inability to communicate their understanding of the business will leave them unable to leverage their knowledge for the good of the organization.

As strategic business partners, HR professionals interact with executives, line managers, rank-and-file employees, and outside stakeholders. With this increased visibility comes an opportunity to influence the organization and its strategic objectives. This opportunity, however, depends in large part on the HR professional’s ability to effectively communicate up (to superiors), down (to subordinates), and sideways (to peers). The HR practitioner with strong communication skills will be strategically positioned to have a great impact in the workplace. The role of HR professionals has become increasingly complex—and is likely to become even more complicated in the foreseeable future. Gone are the days of the personnel administrator sitting alone in a back office processing the company payroll, never to see the light of day or any real-life employees. Today’s HR professionals have taken on a more strategic role that has increased their visibility throughout their organizations.

Whether in a generalist or specialist role, HR practitioners' wide range of responsibilities can only be effectively met with strong communication skills. Staffing the firm, training employees, developing and implementing policies, and integrating HR needs with the overall organization are all responsibilities that require effective communication. The HR professional will need to become adept at speaking, which means channeling nervous energy into positive energy, presenting information logically, reading and using body language effectively, and supplementing verbal content with powerful visuals, all while seeming approachable and conversational.

In addition to possessing general speaking skills, HR professionals must be competent communicators to succeed at one of their main tasks: workforce management. This function includes crafting a recruitment strategy, interviewing, welcoming new talent aboard, and then training and managing that new talent. Recruiting, selecting, and retaining talent require effective communication. Applicants will often forego employment with a company whose recruiter was not able to compellingly communicate what the position involved and specifics about the company.

With so much at stake in the HR arena today, HR professionals must be skilled communicators. In some cases, a failure to communicate successfully could land the company in court; in other cases, it could make the company unable to recruit and retain key talent; in all cases, it will cost the company money. By contrast, if we can better our communication skills, we can increase our value.

### **Required**

- a) Highlight the need for effective business communication to the human resource professionals as per the excerpt above.  
(6 Marks)
- b) Identify the dangers that an organization may expose itself to by not embracing skilled communicators as per David Grossman's report above.  
(6 Marks)
- c) Advise the human professionals on ways of enhancing effective communication within the organization as per the essay above.  
(6 Marks)
- d) Explain some of the barriers that can hinder effective communication in the organization as the report above.  
(6 Marks)
- e) As a student of business communication, advise the company on the cost of poor communications as captured in the report above  
(6 Marks)

### **QUESTION TWO (20 MARKS)**

- a) You were unable to sit for the Continuous Assessment tests this semester because you did not pay tuition fees on time. Write an email requesting for the make-up CAT.  
(10 Marks)
- b) Effective information flow in organization enhances its success and productivity. Using relevant examples, explain the benefits of using business letters to communicate  
(10 Marks)

**QUESTION THREE (20 MARKS)**

- a) You have been searching for a sales job. Recently you saw a job advert and would wish to apply for the job. Prepare a curriculum vitae that will help you apply for the sales job  
(10 Marks)
- b) Using examples, examine various ways in which communication flow in modern organizations  
(10 Marks)

**QUESTION FOUR (20 MARKS)**

- a) The Dean of students has organised a debate for all the contestants for the upcoming KWUSO elections. You are vying for the post of the Secretary General. Prepare a speech outlining your agenda to be presented during your debate  
(10 Marks)
- b) Analyse reasons why organizations would prefer to use written communication over verbal communication  
(10 Marks)

**QUESTION FIVE (20 MARKS)**

- a) You are the class representative for Business Communication. The lecturer has called you and informed you that the date and time for the class has been rescheduled due to the lecturers training. Write a memo to class members informing them about the change of class. A copy of the memo should be shared to the offices of the Academic Registrar, Deans of Schools and the Head of Department  
(10 Marks)
- b) Explain how positive intrapersonal communication can help you build yourself image  
(10 Marks)