

WRITING FOR BUSINESS
FINAL EXAMINATION (50%)
MARKING SCHEME

Exam Instructions

1. Answer **all** questions in section A and any **Two** from Section B.
2. The exam is two hours long.
3. Any form of cheating will lead to immediate dismissal from the exam room. The candidate will earn a failing grade.
4. Follow the instructions carefully.
5. Please write legibly.

SECTION A: COMPULSORY. Answer **ALL** questions

Question One (30 Marks)

- a) It has been one year since you were appointed to head your current organization. Even though the company's profits have reduced, it is still doing great nevertheless. However, you are disturbed by the rate at which employee dissatisfaction is rising.
- (i) Describe an organizational theory you can use to assist you effectively manage the organization to the employee's satisfaction (6mks)
- You can use any of the theories provided you can justify your answer. However, the best theory is the Hawthorne experiments because it takes care of the social aspect. The following make the theory strong enough to be considered:*
- *The work place is a social unit*
 - *Worker behaviour is influenced by groups*
 - *Management must understand that a typical group behaviour can dominate or even supersede individual propensities.*
 - *Human and social motivation can play even a greater role than mere monetary incentives in moving or motivating and managing employee group.*
 - *The style of supervision affects worker's attitude to work and his productivity.*
 - *Productivity increases as a result of improved working conditions in the organisation.*
 - *Employee morale (both individual and in groups) can have profound effects on productivity.*

- *Communication is key as the output increases when workers are explained the logic behind various decisions and their participation in decision making brings better results*
 - *Management must have a balanced approach to business*
- (ii) Explain two changes you will bring which you hope will lead to employee satisfaction (4mks)

Examiner discretion but the students can come up with the following:

- *Improve working conditions*
 - *Improve communication channels*
 - *Increase in motivation etc.*
- b) You have noticed the following concerns with employees at the organization: absenteeism; lateness to meetings; non-attendance of meetings; failure to submit critical documents when required; failure to attend important functions. You then realize all these are occasioned by barriers to effective communication.

- (i) Discuss two types of communication barriers affecting your organization (6mks)

Examiner discretion but the following can be considered:

- *Physical defects like distorted medium (messages not getting to the target audience); information overload (maybe too many messages being sent so that employees do not internalize them and act accordingly)*
 - *Semantic and language barriers- perhaps the language may be jargon to some employees*
 - *Organizational barriers such as editing and filtering (the message is eventually distorted); deliberate withholding of some information so that some do not receive the message; organizational politics; overdependence on written communication*
 - *Social psychological barriers such as resistance to messages, selective perception, status block, closed mind, poor communication skills, etc.*
- (ii) Explain two ways to overcome the barriers mentioned above (4mks)
- *Management to ensure communication is simple and can be understood by all*
 - *Management to use workshops to talk about barriers to effective communication, etc.*

- c) Your organization is facing hard times as far as finances are concerned, and is considering laying off about 20 employees. You are tasked with delivering this negative message to the employees. Write a letter informing them of this decision (10mks)

Examiner discretion. However, the following should be considered:

Format: Letter format (addresses, date, salutation, title, introduction, body, conclusion, closing)

Content: Follow the dictates of writing negative messages. Use a more tactful and diplomatic approach to soften the impact and preserve relationships. Use polite and

diplomatic language; subtle or gradual introduction of the main point; and explanations before delivering the main message. After delivering the negative news, close in a positive note, eg

Sample Letter

*Wakulima Sacco
25th October 2024*

Dear Ms. Maria,

Subject: Organizational Update

Wakulima Sacco exists because of the commitment and dedication of our employees. Over the last one year, we have judiciously monitored the company's financial position and evaluated paths we can take to strengthen the Sacco and ensure long-term sustainability. As you are aware, we have faced significant financial challenges, and done the best we could to resolve them.

Having explored all possible options, we have to admit that the only option available is making adjustments to our workforce. We have to let go of 20 positions across various departments, yours being one of them.

Please know that this was not an easy decision and in no way does it reflect on your performance. We will be here to assist each employee make a smooth transition and this includes swift processing of severance packages, benefits and others.

We value your contributions and deeply appreciate your understanding as we work through this challenging period. In case of any concerns, please feel free to reach out to Mr. Marimba, the Human Capital Manager.

*Sincerely,
John Mapesa
CEO
Wakulima Sacco*

SECTION B: Answer any TWO questions

Question Two (10 Marks)

As the Public Relations official in the organization, you have been requested to write a grant proposal.

- a) Explain the term 'grant proposal' (2mks)
It is a proposal that requests funding to solve a problem or fulfill a need.
- b) Create an outline with briefs of the content you intend to include in your proposal (8mks)
The outline can be topic or sentence.

Sample Outline

Outline for a grant proposal

- *Cover letter; introduce the proposal*
- *Executive summary; summarizes all the contents of the proposal e.g. objectives, need, method, expected impact, etc.*
- *Needs statement; detailed explanation of the problem, relevant data and literature, justify why funding*
- *Project description; outline of the project-goals, objectives, outcomes, methodology, schedule, etc.*
- *Organization background; mission, vision, history, experience, past projects, etc.*
- *Goals and objectives*
- *Budget; projected expenses for materials and human resources*
- *Evaluation plan; assess impact and effectiveness of project*
- *Conclusion; reinforce the project's importance*

Question Three (10 Marks)

You are a project manager at a global software development company. Your team, which includes members from different time zones and cultural backgrounds, needs to conduct a virtual meeting to discuss the progress of a critical project. Describe the key considerations for conducting an effective virtual meeting that you will observe.

- a) *Send all documentation that will be discussed to all participants before the meeting*
- b) *Participants to introduce themselves and their locations at the start of the meeting*
- c) *Participants to identify themselves in telephone conversations to avoid confusion*
- d) *No interruptions or leaving out certain participants when it comes to participation*
- e) *Ensure minimum distractions e.g. silence your phone*
- f) *Use the best equipment*
- g) *Good organization: Have a group calendar; have a notification system; find a tool that works for you; structure your meetings*
- h) *Focus on what's important: Set clear objectives*
- i) *Adopt a mandatory video-on policy: Mind non-verbal cues*
- j) *Acknowledge all in the call*
- k) *Share the mic*
- l) *Don't allow disrespect*
- m) *Keep meetings short*
- n) *Agree on the next steps*

Question Four (10 Marks)

You have been asked to investigate the extent of wastage by employees in your organization. Write a brief report of seven or more paragraphs in which you observe the rules of paragraphing.

Sample Report***Report on Employee Wastage in ABC Corporation******Introduction***

This report assesses organization resource wastage within ABC Corporation. Office suppliers are being used carelessly, utilities are being used inefficiently, and there are reports of time misuse at the workplace. Understanding these areas will help identify opportunities for reducing costs and enhancing efficiency across the organization.

Background

It is essential that resource wastage be minimized in order to optimize the cost of operation and sustainability. This investigation was born out of a need to stem resource wastage following concerns that employees were engaging in wastefulness. The findings are expected to provide a sound implementation framework.

Methodology

Employee surveys, an analysis of recent resource utilization reports and observation were employed in this investigation. Gathering data from multiple sources enabled the triangulation of data for a comprehensive view of the wastage patterns and contributing factors within the organization.

Results

The findings point to several areas where wastage is prevalent. First, office supplies, especially paper and printing ink, are used excessively. There is very high paper and ink consumption because many employees print documents in large numbers, sometimes unnecessarily. Secondly, many employees leave on lights even after working hours, leading to considerable waste of energy. Additionally, many employees waste time as they often engage in non-work-related activities during office hours and this impacts negatively on productivity.

Analysis and Discussion

An analysis reveals that several factors contribute to the wastage which includes the lack of awareness about the cost implications of resource usage. The employees have not thought about the amount of money required to purchase printing materials/equipment or paying the electricity bill. Because accountability measures are lacking in the organization, many employees do not feel personally responsible for reducing resource usage. Additionally, there appears to be an organizational culture that permits this behavior because of limited emphasis on sustainability practices within ABC Corporation.

- *Excellent knowledge of principles and procedures in Finance*
- *People skills*
- *Excellent Knowledge in computer packages, namely, Word, Excel, Access, PowerPoint and the Internet*
- *Good administration, speaking, social media and report writing skills*

Community Service

- *Volunteer with Imani Children's Home where I do their accounting processes*
- *A member of Green World where we clean the environment and plant trees*

References

Name: Mr. Micheal Ajuoga

Title: Manager, Absa Bank

Mobile Number: 07147825609

Email: micheal.ajuoga@absa.co.ke

Name: Mr. Ali Mwaniki

Position: Lecturer

Institution: Mount Carmel University

Mobile Number: 07013897527

Email: alimwaniki@mcu.ac.ke

Mentor: Ted Opiyo

Position: Finance Manager, Africa

Company Name: Financial Solutions Kenya

Mobile Number: 07174590258

Email: tedopiyo@fsk.ke