

**THE UNITED REPUBLIC OF TANZANIA
NATIONAL EXAMINATION COUNCIL OF TANZANIA
GRADE A TEACHERS' CERTIFICATE EXAMINATION**

624

COMMUNICATION SKILLS.

Time: 3 Hours.

ANSWER

Year: 2003

Instructions

1. This paper consists of sections **A, B** and **C**.
2. Answer **all** questions in sections A and B and **one (1)** question from section C.
3. Mobile phones and unauthorized materials are **not allowed** in the examination room.
4. Write your **Examination Number** on every page of your answer **booklet(s)**.

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1. A junior staff member has sent an urgent report with several factual errors to a client. As the senior officer, explain the steps you would take to handle the situation without damaging the company's relationship with the client.

I would first verify the nature and extent of the errors in the report to ensure I have a complete understanding of the problem. This helps in planning an accurate correction.

Next, I would immediately contact the client to acknowledge receipt of the issue and express appreciation for their patience, without directly blaming the junior staff. This keeps communication professional and respectful.

I would then prepare a revised version of the report with the corrected facts, ensuring it is reviewed and approved before sending it to the client. This shows commitment to accuracy and quality.

Finally, I would conduct a follow-up discussion with the junior staff to explain the errors and provide guidance on fact-checking procedures to avoid similar mistakes in the future.

2. During a team presentation, one member repeatedly interrupts others, causing tension. Discuss the strategies you would use to restore order while ensuring all viewpoints are heard.

I would start by politely intervening during the meeting, reminding the group of the agreed presentation order and the importance of allowing each person to complete their points. This sets a tone of fairness.

I would also give the interrupting member an opportunity to share their views at a designated time, making it clear that their input is valued but must be shared respectfully. This encourages inclusivity.

After the meeting, I would speak privately with the interrupting member to address the behavior, emphasizing how it affects the group dynamic and productivity. This prevents public embarrassment and fosters cooperation.

I would also reinforce meeting rules at the start of future sessions, ensuring everyone understands the expectations for respectful communication.

3. Imagine you are part of a cross-functional project team where tasks are delayed because members work in isolation. Explain how you would encourage collaboration without making it seem like forced supervision.

I would propose setting up short, regular progress meetings where members can update each other on their tasks, exchange ideas, and offer assistance. This promotes teamwork naturally.

I would introduce shared online platforms for task tracking and file sharing, so members can see progress in real-time and contribute where needed without feeling micromanaged.

I would highlight the benefits of collaboration by sharing examples of successful joint efforts in other projects, inspiring members to work together voluntarily.

I would also recognize and reward collaborative efforts, showing appreciation for teamwork as much as individual achievements.

4. A stakeholder meeting is scheduled in two days, but you discover key decision-makers have not confirmed their attendance. Describe how you would address this to prevent delays in project approval.

I would immediately reach out to the unconfirmed decision-makers through direct communication channels such as phone calls or urgent emails to confirm their availability. This ensures the matter is treated as a priority.

I would explain the importance of their participation, highlighting how their input will directly impact the timely approval of the project. This reinforces the value of their presence.

If they are unable to attend, I would propose alternative arrangements such as virtual participation or pre-submitting their input to be considered during the meeting. This maintains progress.

I would also keep all stakeholders informed about any changes to the meeting plan to maintain transparency and trust.

5. Your department is adopting a new digital tool, but some employees are resistant to change. Explain the communication techniques you would use to gain their acceptance.

I would begin by organizing a demonstration session to show the tool's features and benefits, making the advantages clear to everyone.

I would create opportunities for employees to test the tool in a low-pressure environment so they can build confidence in using it.

I would address specific concerns by listening to feedback and responding with practical solutions or adjustments to the implementation plan.

I would share success stories from other organizations that have adopted similar tools, providing reassurance through real examples.

6. A colleague shares confidential information during a casual conversation in a public space. Outline the steps you would take to address the breach without creating hostility.

I would discreetly signal to the colleague to stop the conversation immediately, preventing further exposure of sensitive details.

Once in a private setting, I would explain why sharing that information in public could pose risks to the organization and breach confidentiality policies.

I would offer guidance on safe communication practices, such as identifying secure places and appropriate times for sensitive discussions.

Finally, I would encourage the colleague to report the incident to the relevant authority if required, to ensure transparency and corrective measures.

7. You receive mixed feedback from customers about your company's new service. Explain how you would gather, interpret, and use this feedback to improve future service delivery.

I would collect customer feedback through multiple channels such as surveys, social media, and direct interviews to ensure a wide and balanced view.

I would categorize the feedback into common themes, identifying the strengths to retain and weaknesses to address.

I would analyze the patterns to understand whether issues are isolated incidents or widespread problems that require urgent attention.

Based on the findings, I would work with the relevant departments to make improvements and then communicate these changes back to customers to show responsiveness.

8. Your manager often sends instructions late at night, causing stress among staff. Discuss how you would professionally communicate the need for more reasonable timelines.

I would schedule a private discussion with the manager, choosing a time when they are likely to be receptive and not rushed.

I would explain the impact of late-night instructions on staff well-being and productivity, focusing on the need for work-life balance.

I would suggest alternative approaches, such as sending instructions during working hours or scheduling them to be delivered the next morning.

I would offer to assist in planning tasks in advance to avoid last-minute communications, showing that my aim is to improve efficiency rather than criticize.

9. During a crisis, two senior managers issue conflicting public statements. As the communication coordinator, explain the measures you would take to repair credibility and prevent future contradictions.

I would first issue a clarification statement that corrects the conflicting information, ensuring it is approved by the leadership before release.

I would organize an internal meeting with the managers involved to align on the official position and agree on a consistent message.

I would establish a clear communication protocol, assigning a single spokesperson for future crisis situations to maintain message consistency.

Finally, I would monitor public and media responses to the clarification to address any remaining confusion promptly.

10. A government ministry plans to merge two departments with overlapping roles. As a communication consultant, outline how you would design and implement a communication plan that minimizes confusion and maintains staff morale during the transition.

I would begin by conducting an internal assessment to understand potential concerns and expectations from staff in both departments. This would allow me to design messages that directly address their needs and fears.

I would prepare a clear communication strategy that explains the reasons for the merger, the expected benefits, and how roles will be realigned. This ensures employees understand the bigger picture.

I would schedule regular briefings, both physical and virtual, to keep staff informed about each stage of the process. Frequent updates reduce uncertainty and rumors.

I would create a feedback channel, such as a dedicated email or suggestion box, where employees can ask questions anonymously. This helps management to respond transparently and build trust.

Finally, I would recognize and appreciate the contributions of both departments to show that the merger is about growth and not loss, which helps maintain morale.

11. A multinational company is facing a public backlash after one of its adverts was accused of promoting cultural stereotypes. As the public relations manager, explain your approach to damage control while ensuring lessons are learned for future campaigns.

I would first issue a prompt public statement acknowledging the concerns and expressing regret for any offense caused. This shows the company is responsive and empathetic.

I would initiate a formal review of the advert, involving cultural experts to assess its content and provide recommendations. This adds credibility to the corrective action.

I would organize an internal training program for the marketing team on cultural sensitivity and ethical advertising practices. This ensures long-term improvement.

I would maintain open communication with community leaders and advocacy groups to rebuild trust and demonstrate a willingness to listen and adapt.

Finally, I would implement a stricter approval process for future campaigns, ensuring that multiple perspectives are considered before release.

12. A university is launching a new online learning platform but fears that students in rural areas may have limited internet access. Propose a strategic communication plan that ensures all students are informed and included in the transition.

I would start by mapping out the areas where internet access is limited, using surveys and data from student records to understand the scale of the challenge.

I would design communication materials that can be distributed in multiple formats, including printed brochures, SMS notifications, and radio announcements, so that information reaches all students.

I would organize in-person orientation sessions in rural campuses before the platform goes live, allowing students to practice using it while support staff are available.

I would establish a dedicated helpline where students can get assistance in their preferred language, ensuring accessibility and inclusivity.

Finally, I would partner with local internet providers to explore affordable data packages or offline content options, reducing the technological barrier for rural students.

13. A humanitarian organization is rolling out an emergency response campaign in flood-affected areas. Explain how you would create messages that are both urgent and culturally appropriate for the diverse communities affected.

I would first work with local community leaders to identify the most appropriate languages, symbols, and imagery for the messages, ensuring cultural alignment.

I would develop messages that are clear, short, and action-focused, such as evacuation instructions, but without creating unnecessary panic.

I would use multiple communication channels including community radio, posters in public areas, and mobile loudspeaker announcements, targeting the most reliable mediums in each location.

I would test the messages with small focus groups before large-scale dissemination to ensure they are understood and accepted by the target communities.

I would also train field volunteers on how to deliver the messages respectfully, especially in areas with strong traditional customs.

14. A large health clinic has received reports that patients are dissatisfied with waiting times. As the operations manager, outline how you would communicate operational changes to address the problem and keep patient trust.

I would start by collecting detailed data on current waiting times, identifying peak hours and service bottlenecks. This ensures that my communication is based on evidence.

I would create an action plan to address the delays, such as introducing appointment scheduling, adding extra staff during busy periods, or creating fast-track services for certain cases.

I would then communicate these changes to patients through notice boards, SMS updates, and the clinic's social media platforms, explaining how the adjustments will improve service delivery.

I would also keep an open channel for patient feedback to measure the effectiveness of the new system and make further improvements if needed.

Finally, I would regularly update the public on progress, showing transparency and commitment to better service.

15. A regional transport authority is introducing a cashless fare payment system. Many passengers are unfamiliar with digital transactions. Describe how you would ensure a smooth rollout while reducing confusion and resistance.

I would start by organizing public awareness campaigns using posters, radio announcements, and social media to explain how the new payment system works.

I would deploy trained customer service staff at major stations to guide passengers through the first few weeks of implementation, ensuring they understand the process.

I would provide multiple payment options, such as mobile money and prepaid cards, so that passengers have flexibility in choosing a method they are comfortable with.

I would set up demonstration booths where passengers can try out the system before using it on actual trips, reducing anxiety about making mistakes.

Finally, I would collect passenger feedback after the rollout to identify areas for improvement and make adjustments that enhance user experience.