

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

**624**

**COMMUNICATION SKILLS.**

**Time: 3 Hours.**

**ANSWER**

**Year: 2004**

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**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. State four reasons why communication policies are important in an organization.

Communication policies help ensure consistency by guiding employees on how messages should be delivered and received, preventing misunderstandings.

They promote professionalism by setting standards for tone, format, and language, ensuring that all communications reflect the organization's values.

They protect confidentiality by defining how sensitive information should be handled and who is authorized to access or share it.

They improve efficiency by streamlining processes, ensuring that information flows through the correct channels without unnecessary delays.

2. Mention four ways poor time management can affect communication in project work.

Poor time management can lead to rushed communication, which increases the risk of errors or incomplete messages being shared.

It can cause missed deadlines for reports or updates, leading to confusion and delays in project implementation.

It reduces the time available for proper review and feedback, which can result in low-quality outputs.

It can increase stress among team members, leading to abrupt or unclear communication that harms collaboration.

3. Give four characteristics of an effective team meeting.

An effective team meeting has a clear agenda that outlines the topics to be discussed, ensuring focus and productivity.

It starts and ends on time, respecting participants' schedules and promoting discipline.

All participants are given the opportunity to contribute, encouraging inclusivity and diverse perspectives.

Decisions and action points are documented and shared, providing a clear record of agreements and responsibilities.

4. State four benefits of keeping accurate records of official correspondence.

Accurate records provide a reference point for resolving disputes or clarifying misunderstandings in the future.

They serve as evidence for legal or compliance purposes, protecting the organization's interests.

They help maintain continuity when staff changes occur, ensuring that incoming employees can follow past communications.

They support informed decision-making by providing access to relevant historical information.

5. Mention four ways non-verbal cues can contradict spoken words.

A person may verbally agree to an idea while shaking their head, signaling disagreement.

Someone might say they are confident while avoiding eye contact, suggesting uncertainty.

An individual could express enthusiasm verbally but have a slouched posture, indicating disinterest.

A speaker might promise openness to feedback while crossing their arms, implying defensiveness.

6. Give four advantages of using visual aids in public speaking.

Visual aids can make complex information easier to understand by providing diagrams, charts, or images.

They capture and maintain audience attention, making the presentation more engaging.

They help reinforce key points, increasing retention and recall of the information shared.

They allow for quicker communication of data, especially when summarizing statistics or trends.

7. State four challenges of implementing a feedback system in a large organization.

There may be delays in processing feedback due to the large number of responses received.

Some employees may be reluctant to provide honest feedback for fear of retaliation.

The system might be misused for personal grievances rather than constructive input.

It can be difficult to act on all feedback, leading to employee frustration if concerns are not addressed promptly.

8. Mention four qualities of a good spokesperson in a crisis.

A good spokesperson remains calm under pressure, ensuring that messages are delivered clearly and without panic.

They are knowledgeable about the organization's operations and policies, enabling them to respond accurately.

They communicate with empathy, showing concern for those affected by the crisis.

They maintain honesty and transparency, building trust with the public and stakeholders.

9. Give four reasons why proper channel selection is important in message delivery.

The right channel ensures the message reaches the intended audience quickly and efficiently.

It helps maintain confidentiality when dealing with sensitive information, avoiding leaks.

It ensures clarity by matching the channel to the complexity of the message, such as using face-to-face communication for detailed discussions.

It enhances engagement by choosing a medium that the audience is comfortable and familiar with.

10. Your company has experienced multiple delays because information from the design department reaches the production team too late. As a communication officer, explain five measures you would introduce to improve speed and accuracy of information flow between these departments.

I would establish a shared digital platform, such as project management software, where both departments can update and access files in real time, reducing delays caused by physical document transfers.

I would implement a clear communication schedule with set deadlines for design submissions, ensuring the production team receives materials early enough to start work on time.

I would assign specific contact persons in each department to handle interdepartmental communication, avoiding confusion over who should send or receive information.

I would encourage the use of concise and standardized templates for transferring design details, reducing the risk of missing information or errors.

I would organize short, regular coordination meetings between the two departments to clarify any questions immediately and adjust schedules if necessary.

11. In a multinational organization, cultural misunderstandings are causing tension between teams. Describe five strategies you would use to improve cross-cultural communication and cooperation among employees.

I would organize cultural awareness training sessions to help employees understand and appreciate different communication styles, traditions, and work ethics.

I would establish a common corporate language policy, ensuring that all official communication uses a language understood by all teams, while allowing for translation support if needed.

I would promote inclusive team-building activities where employees from different cultures work together on non-work-related tasks, encouraging personal bonds.

I would create a mentorship or buddy system pairing employees from different backgrounds, promoting one-on-one cultural exchange.

I would encourage managers to model respect for cultural diversity by acknowledging cultural holidays, customs, and achievements in workplace communications.

12. With examples, discuss six ways poor communication can affect an organization's public image, and suggest six solutions to address these challenges.

Poor communication can lead to misinformation reaching the public, damaging credibility. For example, inconsistent statements about a product recall can make customers lose trust. To solve this, an organization should have a central spokesperson responsible for official updates.

It can cause delayed responses to crises, making the company appear disorganized. The solution is to have a crisis communication plan ready in advance.

It may result in insensitive remarks or tone-deaf advertising, leading to public backlash. This can be prevented by reviewing all messages with a diverse communication team.

Poor communication can lead to customer complaints being ignored, portraying the company as uncaring. A solution is to implement an efficient customer service feedback system.

It may create confusion among stakeholders about the company's mission or goals. The solution is to communicate consistently across all channels.

It can allow rumors to spread unchecked, harming reputation. The solution is to quickly address false information with factual updates.

13. Imagine you are the chairperson of a school board meeting to address parents' concerns about rising fees. Prepare a 250-word opening statement that explains the situation while seeking cooperation and understanding from the parents.

Good morning esteemed parents and guardians. I appreciate your presence here today and your commitment to the wellbeing of our children's education. I understand that the recent announcement of increased school fees has caused concern, and I am here to explain the reasons and listen to your views.

Over the past year, our school has faced significant rises in operational costs, including utilities, maintenance, and teaching materials. In addition, to maintain the high standard of education we are proud of, we have invested in modern learning resources, improved classroom facilities, and training for our teachers. These improvements are designed to directly benefit your children's learning experience.

We have also worked to maintain reasonable class sizes so that each student receives the attention they deserve. However, these measures require additional funding. The fee adjustment, though difficult, is necessary to ensure we can continue providing quality education without compromising on standards.

I assure you that the school board has carefully considered all possible alternatives and kept the increase to the minimum required. Our priority remains the success and development of your children, and we are committed to transparency and open dialogue.

I look forward to discussing your concerns, exploring possible support options for families in need, and finding ways to work together for the good of our students. Thank you.

14. “Face-to-face communication is superior to digital communication in building trust among colleagues.”

Using six points for each side, argue for and against this statement.

Face-to-face communication allows for immediate feedback, which reduces misunderstandings. Digital communication can be more convenient and faster, enabling discussions even across distances.

It enables the reading of body language and facial expressions, adding context to words. Digital communication provides a written record that can be reviewed later for clarity.

It builds stronger personal connections through shared physical presence. Digital communication allows flexibility in scheduling and participation from remote locations.

It reduces the likelihood of misinterpretation since tone and gestures are clear. Digital communication supports simultaneous sharing of documents and multimedia resources.

It fosters a sense of team unity by creating shared experiences in the workplace. Digital communication can reach larger groups at once without logistical challenges.

It shows commitment to the relationship by taking the time to meet in person. Digital communication reduces travel costs and time, making frequent updates possible.

15. You have been asked to develop a six-point action plan to train junior staff on effective workplace communication, with two sub-points under each main point.

Provide training on active listening, including maintaining eye contact and asking clarifying questions.

Teach clear verbal expression, focusing on tone control and avoiding jargon.

Introduce effective email writing skills, including concise subject lines and professional formatting.

Demonstrate non-verbal communication techniques, such as positive body language and appropriate gestures.

Encourage feedback skills, including how to give constructive criticism and receive it gracefully.

Foster cross-cultural awareness, emphasizing respect for diversity and adaptation of communication styles.