
CERTIFIED ACCOUNTING TECHNICIAN

LEVEL 1 EXAMINATION

L1.3: BUSINESS MANAGEMENT, ETHICS AND ENTREPRE- NEURSHIP

THURSDAY: 4 DECEMBER 2014

INSTRUCTIONS:

- 1. Time Allowed: 3 hours 15 minutes** (15 minutes reading and 3 hours writing).
- 2. This examination has seven questions and only five questions are to be attempted.**
- 3. Marks allocated to each question are shown at the end of the question.**

QUESTION ONE

- a) Explain Herzberg's two factor theory (10 Marks)
 - b) Assume you are the manager of X Ltd, explain main approaches that can be used in structuring jobs. (10 Marks)
- (Total 20 Marks)**

QUESTION TWO

- a) Explain Fielder's theory of effective leadership (5 Marks)
 - b) List benefits that can be gained from teamwork (5 Marks)
 - c) As a manager what will assure you that your teamwork is effective (10 Marks)
- (Total 20 Marks)**

QUESTION THREE

- a) Describe the stages of team development as illustrated by Tuckman and B.W (1965) and explain the role of the leader at each stage. (7 Marks)
 - b) Describe the communication process and explain any four ways that may be used to improve organizational communication. or- (9 Marks)
 - c) Describe a semantic web and explain its aims (4 Marks)
- (Total 20 Marks)**

QUESTION FOUR

As HR Director of an accounting firm, you have been concerned about the 10% increase in absence due to work-related stress over the last few months but you are still shocked when your Managing Partner informs you that your Deputy Managing Partner will be off sick for at least the next three months due to stress-related depression. She feels that the merger with a competing organization two years ago was not managed as well as it could have been, and that the problems that occurred during the change process have contributed to the high levels of stress now being experienced. Your company has been finding it hard to remain competitive and is about to be taken over by a global organization in the coming months.

Your Managing Partner wants to manage this change much more effectively. Knowing that you have had some experience of managing change in a previous role, she has asked you to prepare an advice note.

Required:

- a) Explain five potential sources of resistance to change. (10 Marks)
 - b) Explain four ways in which people may react to proposed changes. (8 Marks)
 - c) Outline the four dimensions of the Gemini 4R's framework for planned strategic change (2Marks)
- (Total: 20 Marks)**

QUESTION FIVE

- a) What are business ethics? (4 Marks)
 - b) Who are the parties to business ethics? (4 Marks)
 - c) Briefly explain business ethics towards customers and employees (12 Marks)
- (Total: 20 Marks)**

QUESTION SIX

- a) Outline 5 reasons why it is becoming increasingly possible for smaller organizations to operate on a global basis. (10 Marks)
- b) Handy (1993) says that groups have certain attributes that a random crowd does not possess. Outline two of these attributes. (4 Marks)
- c) What is sales promotion? Explain the main sales promotion methods. (6 Marks)

(Total: 20 Marks)

QUESTION SEVEN

The following are emerging trends in communication:

- Social networking
- Cloud computing
- Virtual identities
- Semantic Web
- Mobile Web

A new registered company has approached you for advice on how they can make use of the above emerging trends in communication.

Required:

Explain each of the above, giving illustration on its use.

(Total: 20 Marks)

End of question paper

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