

CERTIFIED PUBLIC ACCOUNTANT FOUNDATION LEVEL 1 EXAMINATIONS F1.4: BUSINESS MANAGEMENT, ETHICS AND ENTREPREURSHIP OF

DATE: MONDAY, 25 JULY 2022

MARKING GUIDE AND MODEL ANSWERS

F1.4 cpariui y2022icpariui y2022icpariui y2022 icpariui y2022icpariui y2022icpariui y2022icpar $\,{
m Page}\,1\,$ of $\,2\,$

20221CPARJULY QUESTION ONE CPARJULY 20221CPARJULY 20221CPA

/2022ICPARJULY**Marking guide;**22ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJ

2022ICPARJULY20

Question	estion Description Page 11 1 2022 ICPAR 10 1 2		Total marks
a) modarii	Levels of cooperative management		
2022ICPARJU	Senior level management/ strategic level 11 Y20221CPARULIY203	21CPA1 2 U	LY2022ICP/
	middle level management/ technical level	21CPA 2	
2022ICPARJU	line level management/ operational level # Y20221CPAR## Y202	21CPAI 2 U	LY2022ICPA
2022ICPARJU 2022ICPARJU 2022ICPARJU	A correction answer with explanation weights 2 marks (any 3 points *2 marks =6 marks maximum. Poorly explained points are awarded 1 mark	2ICPARJU 2ICPARJU 2ICPARJU	LY2022IC 6 LY2022ICP/ LY2022ICP/
2022 ICPAR II	Skills associated with every level of management	2TCPARII	I V2022ICI2
	Senior level managers should have conceptual Skills (1972)	21CPA1 2 T	
	Middle Level Managers should have Human Skills ARJULY202	21CPA1 2 1	
2022ICPARJU	Front Line level Managers should have Technical Skill	2 2	LY2022 ICPA
	A correction answer with explanation weights 2 marks (any 3 points *2 marks =6 marks maximum. Poorly explained points are awarded 1 mark	2ICPARJU 2ICPARJU 2ICPARJU	LY20221C6 LY20221CP/ LY20221CP/
b)21CPARJU	Eight different challenges faced by contemporary	2ICPARJI I	LY2022ICP/
2022ICPARJU	business environment RJULY2022 ICPARJULY2022ICPARJULY202	2ICPARJU	LY2022ICP/
2022TCPARJU	The sectors of the business environment	1	LY 2022ICPA
2022ICPARII	The Challenge of Globalization		V2022ICP
2022ICPARJI	The challenge of Ethics and Governance TV20221CPARHITY203	21CPAF 1 II	LY2022ICP/
2022ICPARJU	The Challenge of Diversity Y2022 ICPARJULY2022 ICPARJULY202	2ICPAR I UI	LY2022ICP
20221CPARJU	The Challenge of Technology	^{21CPA} 1	LY20221CP/
ZUZZICPARJU 2022/CDADIT	The Challenge of Competition	1	LY 2022 ICE2
2022ICPARII	The Challenge of Quality and Productivity	этстрат1111	FV20221CP/
2022ICPARJI	The challenge of strategy formulation RJULY20221CPARJULY202	21CPA1 1 11	LY2022ICP/
2022ICPARJU	The challenge of Change ULY2022 ICPARJULY2022 ICPARJULY202	2ICPAI 1 U	LY2022ICP4
ZUZZICPAKJU	The Challenge of empowerment	1	LY 2022 ICPA
	A correction answer with explanation weights 1 mark (any 8 points *1 mark =8 marks maximum. Poorly explained	2ICPARЛИ 2ICPARЛИ	LY2022 IC 8 / LY2022 ICP/
2022ICPARJU	points are awarded 0.5 marky2022 ICPARHII Y2022ICPARHII Y202	2ICPARII	LY2022ICP/
2022ICPARJU	Total marks Y2022 ICPARJULY2022 ICPARJULY2022 ICPARJULY202	ZICPARJU.	Y2022 20

20221CPARJULN $\mathbf{F1.4}$ CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPAR $\mathbf{Page~2~of~21}$ RJULY20221CPAR

ARJULY2022ICPAR

Model Answer:

- a) Level of cooperative management
- i. Senior Level Management: Strategic Level: Senior management are concerned with strategic issues such as the mission and direction they will take into the future ARMIN 2022 ICPA
- ii. **Middle Level Management: Technical Level:** Middle management operates at a tactical level, translating strategic direction and organizational goals into tangible achievable objectives for their division. Middle management acts as a link between the strategic level and the operational levels.
- iii. **Front Line level Management: Operational Level:** Front line managers are responsible for directly managing and supervising employees involved in the day-to-day operations of the organization. Front line managers operate between middle management and the operational personnel.

Skills associated with every level of management

- i. Senior Level Managers should have Conceptual Skills: Conceptual skills refer to the ability to think strategically, to take a long-term, broad view of the organization in its entirety and the relationship between each part
- ii. Middle Level Managers should have human skills: Ability to work with other people and work effectively in group situations. Human skills are concerned with a manager's ability to motivate, lead, communicate and resolve conflict
- iii. Front Line level Managers should have Technical Skill: Technical skills refer to the specialized knowledge and expertise needed to accomplish a task.
- b) Different challenges faced by contemporary business environment
- 1. The sectors of the business environment: Cooperatives operate in a dynamic environment that has a direct influence on how they operate and whether they will achieve their objectives.
- **2.** The Challenge of Globalization: Globalization is the international integration of intercultural ideas, perspectives, products/services, culture, and technology.
- 3. The Challenge of Ethics and Governance: Ethics is at the core of cooperative governance, and management must reflect accountability for their actions on a global community scale.
- **4.** The Challenge of Diversity: Diversity poses various challenges in communication, from differences in language to differences in culture.
- **5.** The Challenge of Technology: Managing new technology requires a thorough understanding of business technology management. Managers must understand how to achieve internal efficiency by applying new technology to operational processes.

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- **6.** The Challenge of Competition: Managers must understand a company's competitive advantage and build a strategy that takes into account the competitive landscape
- 7. The Challenge of Quality and Productivity: Companies compete with international competitors with respect to quality and productivity of goods and services. Managers must, therefore, focus on producing more and better with fewer resources.
- **8.** Challenge of Strategy Formulation: Just as everything around is constantly changing, business firms must watch the strategies and strategic management. Strategies keep changing according to environmental changes.
- **9.** Challenge of Change: Change is a continuous process. If firms want to compete in the complex, dynamic and diverse environment as they are facing today, where expectations from managers and their organizations are on an ever increase, they must accept the changes that confront their everyday life.
- **10.** Challenge of Empowerment: Participative decision-making and formation of groups and work teams help in fulfillment of individual, group and organizational goals.

QUESTION TWO

Marking guide

Question	Description ILY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICP	Mark	Total marks
Qn 2 a) i	Specific objectives of human resource management	CPARJUL	72022ICPA
2022ICPARJU	To ensure effective utilization of human resources,	1	(20221CF/
	To generate maximum development of human resources	1	/2022ICP/
2022ICPARJU	To establish and maintain an adequate organizational structure	1	(2022ICFA
	To ensure respect for human beings by providing various services and welfare facilities to the personnel.	1	/20221CPA /20221CPA
2022ICPARJU 2022ICPARJU	To ensure reconciliation of individual/group goals with those of the organisation (CPARILLY 2022) (CPARILLY 2022)	CPARJUĽ CPARJUĽ	/2022ICPA /2022ICPA
20221CPARJU 20221CPARJU	To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards.	CPARJUL	/20221CPA /20221CPA
2022ICPARII	Any valid answer with correct explanation (any 5 points	TPARITIES	·202216 5
	*1marks =5 marks maximum. Poorly explained points are	CPARJUE	/2022ICPA
2022ICPARJU	awarded 0.5 mark 21CPARJULY20221CPARJULY20221CPARJULY20221	CPARJUE	72022ICP/
2 a) ii)	Functions of human resource management 22/CPAR/ULY2022/CPAR/UL		
2022ICPARJU	1. Managerial Functions	CPARJUL	/20221CPA
2022 ICPAR II	Planning RHH V20221CPARHH V20221CPARHH V20221CPARHH V20221	-DAR-1	720221CFA
	Controlling ULY2022 ICPARJULY2022 ICPARJULY2022 ICPARJULY2022	CPARJI 1 C	/2022ICPA
	Directing RUUY20221CPARJULY20221CPARJULY20221CPARJULY20221	CPARJU I L	/2022ICP/
	Organization Y2022ICPARJULY2022ICPARJULY2022ICPARJULY2022I	PAR 1	/2022ICP/
2022ICPARJU	2. Operational functions	LPAKUUL	(20221CFA
2022 ICPAR II	Procurement of Personnel	ърде П	720221CPA
2022ICPARЛ	Development of Personnel Ly2022 ICPARJULY2022 ICPARJULY20221	PARJI1	/2022ICPA
2022ICPARJU	Compensation to Personnel Y2022 ICPARJULY2022 ICPARJULY2022 I	CPARJU 1 C	/2022ICP/
20221CPARJU	Maintaining Good Industrial Relation	CPARJI1	720221CPA

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Question	Description J y2022 ICPARJULY2022 ICPARJUL	Mark	Total marks
2022ICPARJU	Record Keeping 0221CPARJULY20221CPARJULY20221CPARJULY20221	CPARJ I L	/2022ICPA
2022ICPARJU	Personnel Planning and Evaluation	1	(2022ICPA
20221CPARJU 20221CPAR II	Any valid answer with correct explanation (any 5 points		.,,,,,,5
	*1marks =5 marks maximum. Poorly explained points are awarded 0.5 marks	CPARJUL CPARJUL	/2022ICPA /2022ICPA
Qn 2b	Challenges faced by Human Resource Department in public sector environment	CPARJUE CPARJUE	/2022ICPA /2022ICPA
2022 ICPARJU 2022 ICPARJU 2022 ICPARJU	Skill requirements in public sector keeps increasing in response to technological change	PAR 1	20221CPA (20221CPA (20221CPA
2022ICPARJU 2022ICPARJU	Future workforces in public sector need to be more RECHY20221 significantly educated and more diverse ULY20221CPAR/JULY20221	CPARJUL	/2022ICPA /2022ICPA
2022ICPARJU	Advances in technology changes the way training is delivered	CPARJU L	/20221CPA
2022ICPARJU 2022ICPARJU 2022ICPARJU	Public Sector institutions emphasis on human performance management is accelerated		20221CPA (20221CPA (20221CPA
2022ICPARJU 2022ICPARJU	Low skilled jobs are increasingly moving to countries with lower costs	CPARJUE	'2022 ICPA '2022 ICPA
2022 ICPARJU 2022 ICPARJU	individuals are required to assume more personal responsibility for their own educational	CPARJUL CPARJUL	/2022ICPA /2022ICPA
2022 ICPARJU 2022 ICPARJU 2022 ICPARJU	The workforce increasingly needs to be flexible to respond to change Part-time contracts	PART 1	2022 ICTA (2022 ICPA (2022 ICPA
2022ICPARJU	Employees are changing jobs more frequently 221CPARJULY20221	CPARJU 1 C	/2022ICPA
2022ICPARJU 2022ICPARJU	Closer alignment of pay with achieving organizational objectives	CPARJUL CPARJUL	(2022ICPA (2022ICPA
2022ICPARJU	Employees are expected to take on more job responsibility	DAD T	720221CF/
2022ICPARJU 2022ICPARJU	Any valid answer with correct explanation (any 10 points ************************************	CPARJUE CPARJUE	120221 10 120221CPA
2022ICPARJU	Total marks Y2022 ICPARJULY2022 ICPARJULY2022 ICPARJULY2022	CPARJUL	(20221 20 4

Model Answers:

a) (i) Specific objectives of human resource management are as follows:

- i) To ensure effective utilization of human resources, all other organizational resources will be efficiently utilized by the human resources. ICPARULIY2022ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPARULIY202ICPAR
- **ii**) To establish and maintain an adequate organizational structure of relationship among all the members of an organization by dividing of organization tasks into functions, positions and jobs, and by defining clearly the responsibility, accountability, authority for each job and its relation with other jobs in the organization.
- iii) To generate maximum development of human resources within the organisation by offering opportunities for advancement to employees through training and education.
- iv) To ensure respect for human beings by providing various services and welfare facilities to the personnel.

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- v) To ensure reconciliation of individual/group goals with those of the organization in such a manner that the personnel feel a sense of commitment and loyalty towards it.
- vi) To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards.

a) (ii) Functions of human resource management

The main functions of human resource management are classified into two categories:

- Managerial Functions and
- Operational Functions

Managerial Functions

i) Planning

The planning function of human resource department pertains to the steps taken in determining in advance personnel requirements, personnel programmes, policies etc. After determining how many and what type of people are required, a personnel manager has to devise ways and means to motivate them.

ii) Organization

Under organization, the human resource manager has to organize the operative functions by designing structure of relationship among jobs, personnel and physical factors in such way so as to have maximum contribution towards organizational objectives. In this way a personnel manager performs following functions:

- Preparation of task force: (TF: is a unit or formation established to work on a single defined task or activity);
- Allocation of work to individuals;
- Integration of the efforts of the task force;
- Coordination of work of individual with that of the department.

iii) Directing

Directing is concerned with initiation of organized action and stimulating the people to work. The personnel manager directs the activities of people of the organization to get its function performed properly.

iv) Controlling

It provides basic data for establishing standards, makes job analysis and performance appraisal, etc. All these techniques assist in effective control of the qualities, time and efforts of workers.

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Operational Functions

The following are the Operative Functions of Human Resource Management:

i) Procurement of Personnel

It is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organization goals.

ii) Development of Personnel

Development has to do with the increase through training, skill that is necessary for proper job performance. In this process various techniques of training are used to develop the employees. determination of the basis of promotion and making performance appraisal are the elements of personnel development function.

iii) Compensation to Personnel

Compensation means determination of adequate and equitable remuneration of personnel for their contribution to organization objectives. To determine the monetary compensation for various jobs is one of the most difficult and important function of the personnel management.

iv) Maintaining Good Industrial Relation

The personnel manager must create harmonious relations with the help of sufficient communication system and co-partnership. If labor management relations are not good the moral and physical condition of the employee will suffer, and it will be a loss to an organization vis-à-vis a nation.

v) Record Keeping

In record-keeping the personnel manager collects and maintains information concerned with the staff of the organization. It is essential for every organization because it assists the management in decision making such as in promotions.

vi) Personnel Planning and Evaluation: Under this system different type of activities are evaluated such as evaluation of performance, personnel policy of an organization and its practices, personnel audit, morale, survey and performance appraisal, etc.

b) Challenges faced by Human Resource Department in public sector environment

- 1. Skill requirements in public sector keeps increasing in response to technological change
- 2. Future workforces in public sector need to be more significantly educated and more diverse
- 3. Advances in technology changes the way training is delivered
- 4. Public Sector institutions emphasis on human performance management is accelerated
- 5. Low skilled jobs are increasingly moving to countries with lower costs
- 6. Individuals are required to assume more personal responsibility for their own educational, development and training throughout their working life
- 7. The workforce increasingly needs to be flexible to respond to change Part-time contracts and temporary work is increasing
- 8. Employees are changing jobs more frequently
- 9. Closer alignment of pay with achieving organizational objectives
- 10. Employees are expected to take on more job responsibility

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QUESTION THREE

Marking guide:

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Question	Description 2022 ICPAR JULY 20	Mark	Total marks
Qn 3 a i)	In order to become an entrepreneur, you should have the following characteristics Y2022 ICPARIULY2022 ICPARIULY202 ICPARIULY2022 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIULY202 ICPARIUL		/2022ICP/ /2022ICP/
022ICPARJUI	Profit chances 0221CPARJULY20221CPARJULY20221CPARJULY20221	CPARJI2	72022ICPA
2022ICPARJUI	Creativity and Persuasiveness	2	70000100
0221CFARTUI	Innovation W20221CPARHILLY20221CPARHILLY20221CPARHILLY20221	2	720221CFA
2022ICPARJUI	Risk Bearing 2022 ICPARJULY 2022 ICP	CPARJI2	/2022ICPA
2022ICPARJUI	Vision VIII Y20221CPARJULY20221CPARJULY20221CPARJULY20221	SPARJI2	/2022ICPA
2022 ICPARJUI	Excellent Business Skills	2	(20221CF/
2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI	Any valid answer with correct explanation (any 5 points *2marks =10 marks maximum. Poorly explained points are awarded 1 mark	CPARJUL CPARJUL CPARJUL CPARJUL	2022 ICPA
Qn 3 a ii)	Factors Affecting your Entrepreneurship 22/CPARJULY20221	CPARJUL	72022ICPA
2022ICFAKJUI	Personality Factors: Personal factors such as initiative,	JPAKJUL	(2022ICFA
	proactive, problem-solver, persuasion, perseverance, self- confidence and have become the major competencies of entrepreneurs.		/20221CPA /20221CPA /20221CPA
2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI	Environmental Factors: The environmental factors are those factors in which the individuals have to work in the organization. Some of its examples are the legal system, social conditions, political climate, economic conditions and much more.	CPARJUL CPARJUL CPARJUL CPARJUL CPARJUL CPARJUL	2022 ICPA 2022 ICPA 2022 ICPA 2022 ICPA 2022 ICPA 2022 ICPA
2022ICPARJUI 2022ICPARJUI	Any valid point is 0.5 mark (any 6 points * 0.5 mark = 3 marks maximum.	CPARJUL CPARJUL	/2022IC 3 / /2022ICP/
Qn 3 b	characteristics of good business ideas	LPARJUL "Partit"	730331CP/
2022ICPARJUI	Solve a problem a crear HII y 2022 I CRAR II H y 20	0.5	720221CPA
2022ICPARJUI	Offer a better, cheaper way 2022 ICPARJULY2022 ICPARJULY2022	CPAI 0.5 0	/2022ICP/
022ICPARJUI	Simple & practicable RAULY 2022 ICPARIULY 2022 ICPA	0.5	/2022ICPA
UZZICPARJUI	Can be delivered quickly	0.5	
	Have a clear focus Cobra – the "less gassy	0.5	720221CPA
2022 ICPARJUI	Anticipate trends & exploit beer growing markets RHH Y20221	CPA (0.5)	72022ICPA
022ICPARJUI 022ICPARJUI	Any valid answer is 0.5 mark (any 6 points * 0.5 mark = 3 marks maximum.	CPARJUE	/2022ICPA /2022ICPA
Qn 3 c	different variety of sources of Business ideas	CPARJUL CDA D III III	
0221CPARJUI	Prior Employment	PARTIT	720221CE/
2022 ICPARJUI	Obtaining Rights PARJULY2022 ICPARJULY2022 ICPARJULY202 I	CPARJI 1 E	/2022ICP/
2022ICPARJUI	Collaboration or Invention 2022 ICPARIULY2022 ICPARIULY2022 I	CPARJU I E	/2022ICP/
022ICPARJUI	Hobbies Hobbies Hobbies Hobbies Hobbies	CPAR.IYL	(2022ICP/
0221CPARJUI	Social and Business Networks Encounter	PAKJUL SEADUL	
0221CPARTET	Chance Observation	ъда в н 1	70A00TCB/
2022ICPARJUI	Deliberate Search CPARJULY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY2	CPARJUE	72022TCP/
2022 ICPARJUI 2022 ICPARJUI 2022 ICPARJUI	Any valid answer with correct explanation (any 4 points *1 marks =4 marks maximum. Poorly explained points are	CPARJUL CPARJUL CPARJUL	2022 IC 4 / 2022 ICPA 2022 ICPA
	awarded 0.5 mark	CPARJUL	30
022ICPARILII	Total marks	CPARILIE	20

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Model answer:

- a i): In order to become an entrepreneur, you should have the following characteristics:
- i) **Profit chances**: The chances of profit are the level of return to the person who is taking risks and developing an idea into its business venture.
- ii) Creativity and Persuasiveness: There is a need to have the creative capacity for recognizing and pursuing the opportunities in a successful entrepreneurship
- **iii) Innovation**: The entrepreneurship continuously demands a continuous search for innovative ideas.
- **iv) Risk Bearing:** As we defined above, the entrepreneurship is the willingness to take risks. The individuals should arise out of the implementation and creation of the creative ideas.
- v) Vision: Probably, one of the biggest responsibilities of the entrepreneur is to decide the direction of the business. There is a need to have proper vision.
- vi) Excellent Business Skills: A successful entrepreneur always has the ability to set up the internal procedures, systems, and processes required to operate a company. He/she should focus on sales, revenue, and cash flow all the times.

a ii) Factors affecting your Entrepreneurship:

- i) **Personality Factors**: Personal factors such as initiative, proactive, problem-solver, persuasion, perseverance and self-confidence, have become the major competencies of entrepreneurs.
- ii) **Environmental factors:** The environmental factors are those factors in which the individuals have to work in the organization. Some of its examples are the legal system, social conditions, political climate, economic conditions and much more.

Qn 3 b) Characteristics of good business ideas good business ideas should:

- i) solve a problem
- ii) Offer a better, cheaper way
- iii) Simple & practicable
- iv) Can be delivered quickly
- v) Have a clear focus Cobra the "less gassy "
- vi) Anticipate trends & exploit beer growing markets

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- c) Explanation of different variety of sources of Business ideas:
- i) Prior employment: Many new venture ideas come from the experience gained in former jobs.
- **ii) Obtaining rights:** Acquiring a license to produce and sell a product or service developed by others is another way of developing a new business venture.
- **iii)** Collaboration or invention: An inventor or creator of an idea who lacks some necessary skill in sales, finance, production etc, may be willing to let an appropriate person collaborate with them a new venture.
- **iv) Hobbies: These** can be a source of new venture ideas. For example, an avid part-time gardener may decide to open their own garden center.
- v) Social and Business Networks Encounter: Social and Business networks play an important role in the commercialization of new venture ideas.
- vi) Chance observation: Sometimes the inspiration for a new product or service will come simply from seeing a need in one's daily life. ICPARULIY 2022 ICPAR
- **vii) Deliberate Search**: This approach involves the entrepreneur searching for ideas. The internet is a growing source of ideas with its extensive search capabilities. The internet is a growing source of ideas with its extensive search capabilities.

QUESTION FOUR Marking guide:

Question	Description 2022 ICPARJULY 2022 ICPA	Mark	Total marks
Qn 4 a	Questions (or elements) that you may ask yourself and once positive results are found, you start that business		/2022ICP/ /2022ICP/
2022ICPARJUI	Why start my own business? 221CPARIULY2022ICPARIULY2022	PARI 2	/2022ICP/
2022ICPARJUI	What different types of businesses are there?	2	/2022ICP/
2022ICPARJUI	What are my skills and interests?	2	/20221CF/
2022 ICPARJUI	Where can I find information about a business? PARILLY 2022	-par 2	72022ICP/
2022 ICPARJUI	What are the start-up costs? 2022 ICPARJULY 2022 ICPARJULY 2022	CPARJI2	/2022ICP/
2022ICPARJUI	What level of risk can I expect? CPARJULY2022ICPARJULY2022	PARJI2	/2022ICP/
2022ICPARJUI	What steps are involved in running this business?	2	20221013
2022ICPARUUI	What resources will I need?	2	/2022ICD/
2022ICPARJUI 2022ICPARJUI 2022ICPARJUI	Any valid answer with correct explanation (any 6 points *2 marks =12 marks maximum. Poorly explained points are awarded 1 mark	CPARJUL CPARJUL CPARJUL	720221 12 720221CP/ 720221CP/
Qn 4 b	McClelland motivational theory of entrepreneurship.	CPARJUL	(20221CP)
-0-21CPAR II II	i) Entrepreneurs do things in a new and ii) better way	PAR II2	/2022ICP/
2022ICPARJUI	iii) make decisions under uncertainty 1 1 2022 CPARJULY 2022	EPARJI 1 E	/2022ICP/

F1.4 CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPA Page 10 of 21

Question	Description Y2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPA	Mark	Total marks
2022ICPARJUI	iv) Entrepreneurs are characterized by a need for	PARJI3	/2022ICP/
	achievement or v) an achievement orientation which is a drive to excel, advance and vi) grow	CPARJUL CPARJUL	/2022ICPA /2022ICPA
20221CPARJUI 20221CPARJUI 20221CPARJUI	vii) He believed that entrepreneurship is learned and viii) that such learning can be encouraged fruitfully	PARJUL	/2022ICP/ /2022ICP/
2022 ICPARJUI 2022 ICPARJUI	Any valid answer is 1 mark (any 8 points *1 marks =8 marks maximum.	CPARJUE CPARJUE	/2022IC 8 / /2022ICP/
2022 ICPARJUI	Total marks		20

Model Answer

- Q 4 a) Questions (or elements) that you may ask yourself and once positive results are found, you start that business PEPARIULY 2022 ICPARIULY 2022 ICPARIUL
- i) Why Start My own business? People who desire to be the boss and take responsibility for making decisions often decide to run their own business
- ii) What different types of businesses are there? Service business; not-for-profit organization; retail business or manufacturing business.
- **iii)** What Are My Skills and Interests? Different ideas, skills, and knowledge can be used to start a new business. Two popular ones are home-based or Web-based businesses.
- iv) Where Can I Find Information About a Business? Businesses require accurate and current information to make good decisions. Important resources to find information include
- v) What Are the Start-up Costs? Capital resources to run a business are available through debt financing, savings or investor savings called equity financing.
- vi) What Level of Risk Can I Expect? Risks or threats beyond and within the owner's control can put the business in financial difficulty.
- vii) What Steps Are Involved in Running This Business? Some types of businesses, such as manufacturing, are complex. A complex business requires many people with different skills to successfully start and operate it.
- viii) What Resources Will I Need? Forecasting the resources the business requires and how much financing it needs to obtain them.

McClelland motivational theory of entrepreneurship.

Achievement motivation theory of entrepreneurship According to McClelland:

- Entrepreneurs do things in a new and better way. And make decisions under uncertainty.
- Entrepreneurs are characterized by a need for achievement or an achievement orientation, which is a drive to excel, advance, and grow.
- He believed that entrepreneurship is learned and that such learning can be encouraged fruitfully.

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Y2022ICPARJULY**QUESTION FIVE**CPARJULY2022ICPARJULY2022 ICPARJULY2022IC

Y2022ICPARJULY**Marking guide:**22ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPAR

Question	Description LY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221 LY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221	Mark
Qn 5 a	way the following components of business plan to be submit should are written	ted
i) ZICPAKU	Company Team:	2.5
2U22ICPARJU	✓ Who are the key people on your management team?	CPARJUI
	#ELTOCUCOCHO BYMYNJEULI JEZUCZNE PARDDU ETCZUNCEJU BYMUNJEULI PALDDU PAZDZE BYMYNJEULI ZUCZZN	CPARJUI
	\checkmark_{20} What management positions do you need to fill in the 2022	CPARJUI
	near future? ULY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJUL	CPARJUI
	✓ What is the makeup of the rest of your staff? PARULY2022	SPARJUI
	✓ What is the staffing pay structure like?	CPARJUI
	✓ The organization structures?	
	Any valid answer is 0.5 mark (any 5 points *0.5 marks	EPARJUI
2022 ICPAR II	=2.5 marks maximum.	PARIII
ii)21CPARJU	Competitor Analysis ARJULY2022 ICPARJULY2022 ICPARJULY20221	CPAR1.5
	✓202 Your competitors ARJULY2022 ICPARJULY2022 ICPARJULY20221	CPARJUI
	Competitors' Profile ULY2022 ICPARJULY2022 ICPARJULY2022	CPARJUI
	✓ Learning from Competitors	CPARJUI
	Any valid answer is 0.5 mark (any 3 points *0.5 marks	CPARJUI
	=1.5 marks maximum.	SPARJUI SPARJUI
iii) CPARJU	Industry Analysis ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY	2.5
2022 ICPARJU	✓ In what industry does your business operate? PARJULY2022	EPARJUI
	✓ Is your industry growing? Trends?	CPARJUI
	✓ Are there business opportunities in the industry?	CPARJUI
		CPARJUI
	What are the challenges, if any? ARHULY2022 ICPARIULY2022	CPARJUI
	How do you intend to deal with the challenges? RULLY2022	CPARJUI
	Any valid answer is 0.5 mark (any 5 points *0.5 marks =2.5	SPARJUI
• 🔨	marks maximum.	
iv)	Business Strategy	1.5
	How can you outperform your competitors?	CPARJUI
	\checkmark_{200} What are your competitive advantages and how can you $_{200}$	CPARJUI
	use them?rJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022I	CPARJUI
	✓ What are your strengths, weaknesses, threats, PARULY 2022	CPARJUI
	opportunities?	CPARJUI
	Any valid answer is 0.5 mark (any 3 points *0.5 marks =1.5	CPARJUJ PDA D TI TI
MANAGERANIC	marks maximum.	
v) _{21CPARJU}	Operations Plan 221CPARJULY2022 ICPARJULY2022ICPARJULY2022I	PARIT3
	✓20 Input Factors (location, premises, furniture, machinery, 22)	CPARJUI
	etc.) 21CPARJULY2022 ICPARJULY2022 ICPARJULY2022 ICPARJULY2022 I	CPARJUI
	✓ Production/Manufacturing processes Y ²⁰²² ICPARJULY ²⁰²²	CPARJUI
	✓ Output and Performance Indicators	CPARJUI
	✓ Delivery and Payment	CPARJUI
	✓ Quality control	CPARJUI
	✓ Potential Problems and preventive measures PARILI Y2022	
	Any valid answer is 0.5 mark (any 6 points *0.5 marks =3	CPARJUI

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Y2022ICPARJULY $\mathbf{F1.4}$ ICPARJULY2022ICPARJULY2022ICPARJULY2022 ICPARJULY2022ICPARJULY2022ICPA $\mathbf{Page~12~of~21}$ RJULY2022ICPAR

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221 PARI 3 221 PARJUL 221 PARJUL 221 PARJUL 221 PARJUL 221 PARJUL	2022 ICP/ 2022 ICP/ 2022 ICP/ 2022 ICP/ 2022 ICP/
221 CPARJUL 221 CPARJUL 221 CPARJUL 221 CPARJUL 221 CPARJUL	V2022ICP/ V2022ICP/ V2022ICP/ V2022ICP/
221 CPARJUL 221 CPARJUL 221 CPARJUL 221 CPARJUL	Y20221CP/ Y20221CP/ Y20221CP/
221CPARJUL 221CPARJUL 221CPARJUL	7 20221CP/ 7 20221CP/
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	V20221CP/
221 CPARJUL	72022ICP/
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3 CPARJUL	72022ICP/
221CPARJUL	1/2022ICP/
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221CPARJUL	V2022ICP/
221 CPARJUL	V2022ICP/
22ICPARJUL	72022ICP/
22I CPARJUL	1/2022ICP/
2 PARJUL	1/2022ICP/
ZZIUPARJUL 2210 PARJUL	V2022ICP
221 SPARJUE	2022 16
221 CPARJUL	72022ICP/
221CPARJUL	1/2022ICP/
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2	720221CD
	4
	72022ICP/
22ICPARJUL	72022ICP/
221 PARJUL	2022 20

Model answers:

Qn 5a) Way the following components of business plan to be submitted should are written

i) Company Team

This section should answer the following questions:

- ✓ Who are the key people on your management team?
- ✓ What management positions do you need to fill in the near future?
- ✓ What is the makeup of the rest of your staff?
- ✓ What is the staffing pay structure like?
- ✓ The organization structures?

ii) Competitor Analysis

This section covers the following from your marketing session:

- ✓ Your competitors
- ✓ Competitors' Profile
- ✓ Learning from Competitors

iii)Industry Analysis

This section covers the following from your marketing session:

F1.4 cpariui y20221cpariui y20221cpariui y2022 icpariui y20221cpariui y20221cpariui y20221cpa $\,{
m Page}\,13$ of $\,21$

- ✓ In what industry does your business operate?
- ✓ Is your industry growing? Trends? IN 2022 ICPARI
- ✓ Are there business opportunities in the industry?
- ✓ What are the challenges, if any?
- ✓ How do you intend to deal with the challenges?

iv) Business Strategy

This section covers the following from your strategic management session;

- ✓ How can you outperform your competitors?
- ✓ What are your competitive advantages and how can you use them?
- ✓ What are your strengths, weaknesses, threats, opportunities?

v) Operations Plan

This section covers the following:

- ✓ Input Factors (location, premises, furniture, machinery, etc.)
- ✓ Production/Manufacturing processes
- ✓ Output and Performance Indicators
- ✓ Delivery and Payment
- ✓ Quality control
- ✓ Potential Problems and preventive measures

vi) Marketing Plan

This section covers the following items from your marketing session:

- ✓ Product
- ✓ Price Promotion
- ✓ Place / Distribution
- ✓ People
- ✓ Process

vii) Financial Plan

This section covers the following from your startup capital and book keeping sessions;

- ✓ Investment Plan
- ✓ Financing plan debt vs equity
- ✓ Projected Profit and loss statemen
- ✓ Balance sheet

Q 5 b) circumstances under which your proposed business plan can be updated

- Changes of external environment factors such as the economy or new technology etc and
- Changes of Internal environment factors such as the loss or addition of key employees etc....

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QUESTION SIX ICPARJULY2022ICPARJULY2022 ICPARJULY2022ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPAR

Y2022ICPARJULY**Marking guide**)22ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPAR

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Question	Description	Mark	Total
			marks
Qn 6 a	Communication barriers that exist in the provided case stud	· · · · · · · · · · · · · · · · · · ·	/2022ICP/
2022ICPARJI	Poorly defined Channels of Communications 221CPARILITY20221	CPARJI 1	72022ICP/
2022ICPARJU	Restaurant culture 2 CPARJULY2022 ICPARJULY2022 ICPARJULY2022 I	PARJU 1	(2022ICP/
20221CPARJU	Personality clashes	-PARJ 1-	(20221CP)
ZUZZIUFAKJU 2022 ICDAD II	Inappropriate choice of mediums and Presentations	1	ZUZZICE ZOOGOTCE
2022TCPARII	Frame of reference	PPART 1	72.0221CP/
	Jargon in communication ULY2022 ICPARJULY2022 ICPARJULY2022 I	PARJU I LY	/2022ICP/
	Communication underload 1Y2022 ICPARJULY2022 ICPARJULY2022	CPARJU L E	/2022ICP/
2022ICPARJU	Communicator credibility	1	(2022ICP)
2022ICPARJIC	Selective listening	1	/20221CF/
2022 ICPAR II	Withholding Information and Filtering Y20221CPAR II II Y20221	трав п1 г	720221CP/
2022ICPARJU	Any valid answer with correct explanation (any 8 points *1	CPARJULY	/2022IC 8 /
	marks =8 marks maximum. Poorly explained points are awarded 0.5 marks	CPARJULY CPARJULY	/2022ICP/ /2022ICP/
Qn 6 b	Active listening skills and its pitfalls/drawbacks	-PAKJUL	2022.ICP2
2022ICPARJU	Active listening skills can be verbal and non-verbal. Verbal	CPARJUE	202216
	listening skills include: RJULY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 I	CPARJULY	(2022ICP/
	✓ Summarizing what the person is saying.	CPARJUE	/2022ICP/
	✓ Clarifying that what was said is understood, such as	CPARJUL'	720221CP/
	facts, opinions etc.	CPARJUL!	720221CF/
	Repeating back to the speakers a little of what was said	CPARJUL	/2022ICP/
	either in their own words or similar words. Y20221CPARJULY20221	CPARJULY	/2022ICP/
	✓ Giving an interpretation of previous statements.	CPARJULY	/2022ICP/
	✓ Open-ended questions to encourage further disclosure.	CPARJUL!	720221CPA
	✓ Thanking the person for their contribution.	CPARJUE.	/20221CF
	✓ To encourage the speaker to continue.	CPARJULY	72022ICP/
	✓ Linking various statements and comments.	CPARJULY	72022ICP/
	Non-verbal listening skills are rarely used alone and work in	CPARJULY	720221CF/
	conjunction with and enhance verbal skills. They include:	CPARJUL	/20221CP/
	i) facial expression,	CPARJUL! CPARJUL!	(20221CP/ (20221CP/
	ii) eye contact,	CPARJULY	/2022ICF/
	iii) body language), parith y2022 icparith y2022 icparith y2022 i	CPARJULY	72022ICP/
	iv)) gestures, y20221CPARJULY20221CPARJULY20221CPARJULY20221	CPARJULY	72022ICP/
	v) 22 personal space CPARJULY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPARJULY202 ICPA	CPARJUEY CPARJUEY	/2022ICP/ /2022ICP/
	Any valid point is 1 mark (any 8 points *1 marks =8 marks	CPARJULY	/2022ICP/
	maximum.	CPARJULY	/2022ICP/
2022ICPARЛ	Pitfalls/drawbacks: PARJULY2022 ICPARJULY2022 ICPARJULY2022 I	CPARJUE	2022104
	i)202 It includes parroting IULY2022 ICPARJULY2022 ICPARJULY202 ICPARJULY2022 ICPARJULY202 ICPARJUL	CPARJUL	/2022ICP/
	ii) over-expansion CPARJULY2022 ICPARJULY2022 ICPARJULY2022 I	CPARJULY	/2022ICP/
	iii) omitting LY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022I	CPARJUE	720221CP/
	iv) exaggerating		/2022ICP/
	v) and rushing	CPARJUL	(20221CP/

Y20221CPARJULY $\mathbf{F1.4}$ ICPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPA \mathbf{Page} $\mathbf{15}$ of $\mathbf{21}$ RJULY20221CPAR

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Question	Description Y2022 CPAR UL Y2022 CPAR U	Mark	Total
2022 ICPARJU	LY2022ICPARJULY2022ICPARJULY2022 ICPARJULY2022ICPARJULY2022I	CPARJUE:	marks
2022ICPARJU	Any valid point is m 1 mark (any 4 points *1 marks =4 marks	CPARJUL	(2022ICP/
	maximum.	CPARJUL	/2022ICP/
2022 ICPAD II	Total marks		20

Model answers:

Qn 6 a) communication barriers that exist the provided case study

- i) **Poorly defined Channels of Communications**: The restaurant structure may hinder good communications.
- ii) Restaurant Culture: The culture of the restaurant may not allow for sufficient opportunities for communication to take place.
- iii) Personality Clashes: Personality differences between CPAR individuals ARTH can stifle communications.

iv) Inappropriate Choice of mediums and Presentations:

Information (KEEP HOT FOOD HOT AND COLD FOOD COLD AND WASH YOUR HANDS ALWAYS AND OFTEN) is too generalized, information is not expressed clearly. A medium such as written communication is more suitable for detailed communication while verbal communication in more appropriate when persuasion and clarification are necessary.

v) Frame of Reference:

Depending on past experience, individuals may interpret communications (KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN) differently. This is a common cause of breakdown in communications.

- vi) Jargon: Using technical language such as "KEEP HOT FOOD HOT AND COLD FOOD COLD" may make communication incomplete or incomprehensible to those unfamiliar with it
- **vii)** Communication underload: Too little trainings given to new employees directly affects trainee's comprehension.
- **viii)** Communicator Credibility: The level of credibility a receiver assigns to a sender will affect how the receiver will react to the ideas suggested by the sender.
- ix) Selective Listening: Since employees have different ethical background, they tend to selectively perceive information which reaffirms their beliefs and filter out conflicting information

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x) Withholding Information and Filtering:

Signs posted all over the kitchen with these words: "KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN" withhold information and create different understanding.

Qn 6 b) Discussions about active listening skills and its pitfalls

Active listening skills can be verbal and non-verbal. Verbal listening skills include:

- i) Summarizing what the person is saying.
- ii) Clarifying that what was said is understood, such as facts, opinions etc.
- iii) Repeating back to the speakers a little of what was said either in their own words or similar words. ARJULY2022ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202ICPARJULY202I
- iv) Giving an interpretation of previous statements.
- v) Open-ended questions to encourage further disclosure.
- vi) Thanking the person for their contribution.
- vii) To encourage the speaker to continue.
- viii) Linking various statements and comments.

Non-verbal listening skills are rarely used alone and work in conjunction with and enhance verbal skills. They include: 2022/CPARJULY202/CPARJULY202/CPARJULY2022/CPARJULY2022/CPARJULY2022/CPARJULY2022

- i) facial expression
- ii) eye contact
- iii) body language
- iv) gestures
- v) personal space and
- vi) timing

Pitfalls/ drawbacks

Pitfalls/ drawbacks include:

- i) parroting,
- ii) over-expansion,
- iii) omitting,
- iv) exaggerating and
- v) rushing.

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Y2022ICPARJULY**Marking guide:**22ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPARJULY2022ICPAR

Y2022ICPARJULY20

Question	Description Y20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJULY20221CPARJ	Mark	Total marks	
Qn 7 a	sources of finance, their corresponding benefits and challenges.			
2022ICPARJU	Farmer's funds 20221CPARJULY20221CPARJULY20221CPARJULY20221	PAR1.5	/2022ICP/	
2022ICPARJU	Retained profit 2022ICPARJULY2022ICPARJULY2022ICPARJULY2022I	^{CPAR} 1.5	/2022ICP/	
2022ICPARJU	Government grant	1.5	2022101	
DODDICPARTE	Hiring and leasing	1.5	700001CP	
2022ICPARJU	Selling agricultural assets	TPAR1.5	72022ICP/	
2022ICPARJU	Debentures ULY20221CPARJULY20221CPARJULY20221CPARJULY20221	CPAR1.5	/2022ICP/	
2022ICPARJU	Venture farmers' capital Venture farmers' capital	1.5	/2022ICP/	
	A candidate who will provide any valid source of finance, its benefit and challenge should earn 1.5 marks means 0.5 marks for provided source of finance, 0.5 marks for provided benefit and 0.5 marks for provided challenge (any 6 points *1.5 marks =9 marks maximum. Poorly explained source of finance are awarded 0.5 marks.	PARJUE CPARJUE CPARJUE CPARJUE CPARJUE CPARJUE	20221CP 20221CP 20221CP 20221CP 20221CP 20221CP	
Qn 7 b	First five sections of a short report of training workshop	_FAKJUL	20221017	
2022ICPARJU 2022ICPARJU	Title or title page, a candidate who put a title should earn 1 mark	CPARJUL CPARJUL	/20221CP/ /20221CP/ /20221CP/	
2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU	Introduction: The introduction should be brief and answer questions such as: What is the topic? What was the method used? What is the background? What were the sources? Any valid point to part of introduction is 1 mark (any 4 points *1 mark = 4 marks maximum.	PARJUL PARJUL PARJUL PARJUL PARJUL	(2022ICP) (2022ICP) (2022ICP) (2022ICP) (2022ICP)	
2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU	Discussion : This is the main body of the report. It will generally be the longest part of the report containing all the details of the work organized under headings and sub headings Any valid point to part of the discussion/ body is 1 mark (any 3 points *1 mark =3 marks maximum.	IPARJI 3. IPARJUL IPARJUL IPARJUL	(2022 ICP/ (2022 ICP/ (2022 ICP/ (2022 ICP/ (2022 ICP/	
2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU	Summary and conclusions: This section describes the purpose of the report, the conclusions and how they were reached. Any valid point to part of the summary/conclusion is 1	PARIUI PARIUI PARIUI	2022 ICP, 2022 ICP, 2022 ICP, 2022 ICP, 2022 ICP,	
2022ICPARJU	mark (any 2 points *1 mark =2 marks maximum.	PARILIE	/2022ICB	
2022ICPARJU 2022ICPARJU 2022ICPARJU 2022ICPARJU	Recommendations: The section details what future actions are required to improve the situation Any valid point to part of recommendation is 1 mark (any 1 points *1 mark =1 marks maximum.	CPARJUE CPARJUE CPARJUE CPARJUE	72022ICP/ 72022ICP/ 72022ICP/ 72022ICP/	
	Maximum mark		11	
0221CFART	Total marks V20221CPARILITY20221CPARILITY20221CPARILITY20221	PPARHIT	20	

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Model Answer:

a) sources of finance, their corresponding benefits and challenges

S/n	Source 2022 ICPA	Benefits CPARJULY 2022 ICPARJU	Challenges LY2022ICPARJULY2022ICPA
2 1 2210 202210	Farmer's funds	Owner keeps control	Could lose everything if business fails
2^{2}_{2210} 2^{02210} 2^{02210}	Retained profit	Owner(s) make decision	Reduces reserves and possibly future dividend payments. May be insufficient for needs.
3 202210 202210 202210	Government grant	May not need to be repaid though spending closely checked	Complicated and restricted to certain areas/reasons.
2 4 2210 202210 202210	Hiring and leasing	Saves paying 'up-front' for an asset. Asset may belong to business eventually.	Only useful for obtaining assets. Costs more than outright purchase
5 202210 202210 202210	Selling agricultural assets	Converts unused items into capita	Only appropriate if have unused assets
6 ² 210 202210	Debentures PA	Large amounts available and owner keep control	Owner pays fixed rate of interest whether he/she makes profit or not
2 7 2210 202210 202210 202210	Venture farmers' capital	Large amount may be available + advice	Owner may lose some control over business

b) orderly the first four sections of a short report of any training workshop

Training Workshop at the Direction of Meteorology Kigali – Rwanda From Monday 15th to Friday 19th February 2021

1. Introduction (The introduction is brief and answered questions such as: What is the topic? What was the method used? What is the background? What were the sources?)

The goal of this workshop was the training of existing methodologies and tools for predicting the onset of the rainy season for agricultural management. The training included the following topics:

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Č	022 ICPARJULY 2022 ICPARJULY 2022 ICPARJULY 2022 ICPARJU
•	0221GBARJUT Y20221GBARJUT Y20221GBARJUT Y2022 [CPARJU

The workshop was held at the Direction of Meteorology (Kigali, Rwanda) from Monday 15th to Friday 19th February 2021.

The invited institutions, which are listed are mainly from research and data gathering institutes, apart from some exceptions belonging to water management or regulating bodies: Rwanda Development Board, Meteorology Office, University of Rwanda, MINERENA,

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The overall goal of the training workshop was to introduce participants to existing methods for estimating the onset of the rainy season under agricultural meaningful aspects in East Africa Region. Additionally, the training gave insight in estimating the impacts of the expected climate change on future agricultural productivity.

The persons in charge were warm warm warm. The training workshop was opened at 9:30
.m. with a welcome statement by the Director of Meteorology, followed
by the statement and an opening speech held by the
General Director of Civil Aviation and Meteorology.
Afterwards Prof for organizing the workshops. He mentioned the
mportance of estimating onset of the rainy season especially for East Africa Countries. Finally,
ne wished all participants a good and successful training workshop.
The workshop was sponsored and hosted by

2. Training Workshop Discussion (This is the main body of the report. It is the longest part of the report containing all the details of the work organized under headings and sub headings)

MONDAY, FEBRUARY 15th:

Gasigwa introduced the participants of the workshop into the topic of the estimation of the onset of the rainy season (ORS) and methods for its prediction by showing the results of his PhD Thesis. Some highlights of his presentation were:

- 122 The definition of Onset of Rainy Season (ORS)
- Statistical tools for predicting the ORS, i.e. linear discriminant analysis and linear regression analysis
- Assessing the impacts of climate change on ORS dates

The following topics have been introduced to the participants during the Day 1

- i. Onset of the rainy season (ORS) approach
- ORS definition in the context of agriculture (planting date)
- ii. Fuzzy logic-based approach
- iii. Important questions:
- Comparison of "traditional methods" with "scientific methods" (What can we learn (implement) from farmers?)
- How can we validate the calculated ORS dates?
- How can we find the optimal criterions for estimating the ORS dates?

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Tuesday, February 16th:

Wednesday, February 17th:

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In short, the goal of this workshop was the training of existing methodologies and tools for predicting the onset of the rainy season for agricultural management. The workshop was hel at the Direction of Meteorology (Kigali, Rwanda) from Monday 15th to Friday 19th Februar 2021.
During the first day trainers introduced, the overall objectives of the workshop trainings, of the second day trainers introduced the onset of the rainy season and methods for it prediction
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Through many presentations and discussions, participants were inspired more understanding
and knowledge of how they are going to perform better on their jobs, Director
of Meteorology thanked all the participants and the lecturers. He officially closed the worksho around 2:00 p.m.
4. 22 Recommendations (The section details what future actions are required to improve

Participants recommends to the Government to organize frequently Meteorology training workshop once per year because climate keeps changing. Meteorology office recommends to

3. Summary and conclusions (This section describes the purpose of the report, the conclusions and how they were reached. This section is sometimes placed before the

Thursday, February 18th

Friday, February 19th:

END OF MARKING GUIDE AND MODEL ANSWERS

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