



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

QUESTION ONE

Marking guide;

Question	Description	Mark	Total marks
a)	Levels of cooperative management		
	Senior level management/ strategic level	2	
	middle level management/ technical level	2	
	line level management/ operational level	2	
	A correction answer with explanation weights 2 marks (any 3 points *2 marks =6 marks maximum. Poorly explained points are awarded 1 mark		6
	Skills associated with every level of management		
	Senior level managers should have conceptual Skills	2	
	Middle Level Managers should have Human Skills	2	
	Front Line level Managers should have Technical Skill	2	
	A correction answer with explanation weights 2 marks (any 3 points *2 marks =6 marks maximum. Poorly explained points are awarded 1 mark		6
b)	Eight different challenges faced by contemporary business environment		
	The sectors of the business environment	1	
	The Challenge of Globalization	1	
	The challenge of Ethics and Governance	1	
	The Challenge of Diversity	1	
	The Challenge of Technology	1	
	The Challenge of Competition	1	
	The Challenge of Quality and Productivity	1	
	The challenge of strategy formulation	1	
	The challenge of Change	1	
	The Challenge of empowerment	1	
	A correction answer with explanation weights 1 mark (any 8 points *1 mark =8 marks maximum. Poorly explained points are awarded 0.5 mark		8
	Total marks		20

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
- 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.

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	Mark	Total marks
Qn 2 a) i	Specific objectives of human resource management		
	To ensure effective utilization of human resources,	1	
	To generate maximum development of human resources	1	
	To establish and maintain an adequate organizational structure	1	
	To ensure respect for human beings by providing various services and welfare facilities to the personnel.	1	
	To ensure reconciliation of individual/group goals with those of the organisation	1	
	To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards.	1	
	Any valid answer with correct explanation (any 5 points *1marks =5 marks maximum. Poorly explained points are awarded 0.5 mark		5
2 a) ii)	Functions of human resource management		
	1. Managerial Functions		
	Planning	1	
	Controlling	1	
	Directing	1	
	Organization	1	
	2. Operational functions		
	Procurement of Personnel	1	
	Development of Personnel	1	
	Compensation to Personnel	1	
	Maintaining Good Industrial Relation	1	

Question	Description	Mark	Total marks
	Record Keeping	1	
	Personnel Planning and Evaluation	1	
	Any valid answer with correct explanation (any 5 points *1marks =5 marks maximum. Poorly explained points are awarded 0.5 marks		5
Qn 2b	Challenges faced by Human Resource Department in public sector environment		
	Skill requirements in public sector keeps increasing in response to technological change	1	
	Future workforces in public sector need to be more significantly educated and more diverse	1	
	Advances in technology changes the way training is delivered	1	
	Public Sector institutions emphasis on human performance management is accelerated	1	
	Low skilled jobs are increasingly moving to countries with lower costs	1	
	individuals are required to assume more personal responsibility for their own educational	1	
	The workforce increasingly needs to be flexible to respond to change Part-time contracts	1	
	Employees are changing jobs more frequently	1	
	Closer alignment of pay with achieving organizational objectives	1	
	Employees are expected to take on more job responsibility	1	
	Any valid answer with correct explanation (any 10 points *1marks =10 marks maximum.		10
	Total marks		20

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.

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.

- 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.

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

QUESTION THREE

Marking guide:

Question	Description	Mark	Total marks
Qn 3 a i)	In order to become an entrepreneur, you should have the following characteristics		
	Profit chances	2	
	Creativity and Persuasiveness	2	
	Innovation	2	
	Risk Bearing	2	
	Vision	2	
	Excellent Business Skills	2	
	Any valid answer with correct explanation (any 5 points *2marks =10 marks maximum. Poorly explained points are awarded 1 mark		10
Qn 3 a ii)	Factors Affecting your Entrepreneurship		
	Personality Factors: Personal factors such as initiative, proactive, problem-solver, persuasion, perseverance, self-confidence and have become the major competencies of entrepreneurs.		
	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.		
	Any valid point is 0.5 mark (any 6 points * 0.5 mark =3 marks maximum.		3
Qn 3 b	characteristics of good business ideas		
	Solve a problem	0.5	
	Offer a better, cheaper way	0.5	
	Simple & practicable	0.5	
	Can be delivered quickly	0.5	
	Have a clear focus Cobra – the “less gassy	0.5	
	Anticipate trends & exploit beer growing markets	0.5	
	Any valid answer is 0.5 mark (any 6 points *0.5 mark =3 marks maximum.	3	
Qn 3 c	different variety of sources of Business ideas		
	Prior Employment	1	
	Obtaining Rights	1	
	Collaboration or Invention	1	
	Hobbies	1	
	Social and Business Networks Encounter	1	
	Chance Observation	1	
	Deliberate Search		
	Any valid answer with correct explanation (any 4 points *1 marks =4 marks maximum. Poorly explained points are awarded 0.5 mark		4
	Total marks		20

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

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.

vii) Deliberate Search: This approach involves the entrepreneur searching for ideas. The internet is a growing source of ideas with its extensive search capabilities.

QUESTION FOUR

Marking guide:

Question	Description	Mark	Total marks
Qn 4 a	Questions (or elements) that you may ask yourself and once positive results are found, you start that business		
	Why start my own business?	2	
	What different types of businesses are there?	2	
	What are my skills and interests?	2	
	Where can I find information about a business?	2	
	What are the start-up costs?	2	
	What level of risk can I expect?	2	
	What steps are involved in running this business?	2	
	What resources will I need?	2	
	Any valid answer with correct explanation (any 6 points *2 marks =12 marks maximum. Poorly explained points are awarded 1 mark		12
Qn 4 b	McClelland motivational theory of entrepreneurship.		
	i) Entrepreneurs do things in a new and ii) better way	2	
	iii) make decisions under uncertainty	1	

Question	Description	Mark	Total marks
	iv) Entrepreneurs are characterized by a need for achievement or v) an achievement orientation which is a drive to excel, advance and vi) grow	3	
	vii) He believed that entrepreneurship is learned and viii) that such learning can be encouraged fruitfully	2	
	Any valid answer is 1 mark (any 8 points *1 marks =8 marks maximum).		8
	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

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.

QUESTION FIVE

Marking guide:

Question	Description	Mark	Total marks
Qn 5 a	way the following components of business plan to be submitted should are written		
i)	Company Team: <ul style="list-style-type: none"> ✓ 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? Any valid answer is 0.5 mark (any 5 points *0.5 marks =2.5 marks maximum.	2.5	
ii)	Competitor Analysis <ul style="list-style-type: none"> ✓ Your competitors ✓ Competitors' Profile ✓ Learning from Competitors Any valid answer is 0.5 mark (any 3 points *0.5 marks =1.5 marks maximum.	1.5	
iii)	Industry Analysis <ul style="list-style-type: none"> ✓ In what industry does your business operate? ✓ Is your industry growing? Trends? ✓ Are there business opportunities in the industry? ✓ What are the challenges, if any? ✓ How do you intend to deal with the challenges? Any valid answer is 0.5 mark (any 5 points *0.5 marks =2.5 marks maximum.	2.5	
iv)	Business Strategy <ul style="list-style-type: none"> ✓ How can you outperform your competitors? ✓ What are your competitive advantages and how can you use them? ✓ What are your strengths, weaknesses, threats, opportunities? Any valid answer is 0.5 mark (any 3 points *0.5 marks =1.5 marks maximum.	1.5	
v)	Operations Plan <ul style="list-style-type: none"> ✓ Input Factors (location, premises, furniture, machinery, etc.) ✓ Production/Manufacturing processes ✓ Output and Performance Indicators ✓ Delivery and Payment ✓ Quality control ✓ Potential Problems and preventive measures Any valid answer is 0.5 mark (any 6 points *0.5 marks =3 marks maximum.	3	

Question	Description	Mark	Total marks
vi)	Marketing Plan ✓ Product ✓ Price ✓ Promotion ✓ Place / Distribution ✓ People ✓ Process Any valid answer is 0.5 mark (any 6 points *0.5 marks =3 marks maximum.	3	
vii)	Financial Plan ✓ Investment Plan ✓ Financing plan – debt vs equity ✓ Projected Profit and loss statement ✓ Balance sheet Any valid answer is 0.5 mark (any 4 points *0.5 marks =2 marks maximum.	2	
	Maximum marks		16
Qn 5 b)	circumstances under which a proposed business plan can be updated		
	Changes of external environment factors	2	
	Changes of Internal environment factors	2	
	Any valid answer with correct explanation (any 2 points *2 marks =4 marks maximum. Poorly explained points are awarded 1 mark		4
	Total marks		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:

- ✓ In what industry does your business operate?
- ✓ Is your industry growing? Trends?
- ✓ 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 statement
- ✓ 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....

QUESTION SIX

Marking guide

Question	Description	Mark	Total marks
Qn 6 a	Communication barriers that exist in the provided case study		
	Poorly defined Channels of Communications	1	
	Restaurant culture	1	
	Personality clashes	1	
	Inappropriate choice of mediums and Presentations	1	
	Frame of reference	1	
	Jargon in communication	1	
	Communication underload	1	
	Communicator credibility	1	
	Selective listening	1	
	Withholding Information and Filtering	1	
	Any valid answer with correct explanation (any 8 points *1 marks =8 marks maximum. Poorly explained points are awarded 0.5 marks		8
Qn 6 b	Active listening skills and its pitfalls/drawbacks		
	Active listening skills can be verbal and non-verbal. Verbal listening skills include:		8
	<ul style="list-style-type: none"> ✓ Summarizing what the person is saying. ✓ Clarifying that what was said is understood, such as facts, opinions etc. ✓ Repeating back to the speakers a little of what was said either in their own words or similar words. ✓ Giving an interpretation of previous statements. ✓ Open-ended questions to encourage further disclosure. ✓ Thanking the person for their contribution. ✓ To encourage the speaker to continue. ✓ Linking various statements and comments. 		
	Non-verbal listening skills are rarely used alone and work in conjunction with and enhance verbal skills. They include:		
	<ul style="list-style-type: none"> i) facial expression, ii) eye contact, iii) body language), iv) gestures, v) personal space 		
	Any valid point is 1 mark (any 8 points *1 marks =8 marks maximum.		
	Pitfalls/drawbacks:		4
	<ul style="list-style-type: none"> i) It includes parroting ii) over-expansion iii) omitting iv) exaggerating v) and rushing 		

Question	Description	Mark	Total marks
	Any valid point is m 1 mark (any 4 points *1 marks =4 marks maximum.		
	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 individuals 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 is 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

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.
- 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:

- 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.

QUESTION SEVEN

Marking guide:

Question	Description	Mark	Total marks
Qn 7 a	sources of finance, their corresponding benefits and challenges.		
	Farmer's funds	1.5	
	Retained profit	1.5	
	Government grant	1.5	
	Hiring and leasing	1.5	
	Selling agricultural assets	1.5	
	Debentures	1.5	
	Venture farmers' capital	1.5	
	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.		9
Qn 7 b	First five sections of a short report of training workshop		
	Title or title page , a candidate who put a title should earn 1 mark	1	
	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.	4	
	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.	3	
	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 mark (any 2 points *1 mark =2 marks maximum.	2	
	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.	1	
	Maximum mark		11
	Total marks		20

Model Answer:

a) sources of finance, their corresponding benefits and challenges

S/n	Source	Benefits	Challenges
1	Farmer's funds	Owner keeps control	Could lose everything if business fails
2	Retained profit	Owner(s) make decision	Reduces reserves and possibly future dividend payments. May be insufficient for needs.
3	Government grant	May not need to be repaid though spending closely checked	Complicated and restricted to certain areas/reasons.
4	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	Selling agricultural assets	Converts unused items into capita	Only appropriate if have unused assets
6	Debentures	Large amounts available and owner keep control	Owner pays fixed rate of interest whether he/she makes profit or not
7	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:

-
-
-

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,

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 The training workshop was opened at 9:30 a.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 importance of estimating onset of the rainy season especially for East Africa Countries. Finally, he 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:

- 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 criteria for estimating the ORS dates?
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Tuesday, February 16th:

Wednesday, February 17th:

Thursday, February 18th:

Friday, February 19th:

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 discussion section)

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

During the first day trainers introduced, the overall objectives of the workshop trainings, on the second day trainers introduced the onset of the rainy season and methods for its prediction.....

..... etc.....

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 workshop around 2:00 p.m.

4. Recommendations (The section details what future actions are required to improve the situation)

Participants recommends to the Government to organize frequently Meteorology training workshop once per year because climate keeps changing. Meteorology office recommends to all participants to immediately implement what they learned from this training workshop.

END OF MARKING GUIDE AND MODEL ANSWERS