



INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF RWANDA
Driving Sustainable Performance

Associate of



CERTIFIED PUBLIC ACCOUNTANT

FOUNDATION LEVEL 1 EXAMINATION

F 1.4 : BUSINESS MANAGEMENT, ETHICS AND ENTREPRENEURSHIP

THURSDAY : 12 JUNE 2014

INSTRUCTIONS:

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

QUESTION ONE

- a) The extent to which authority is delegated depends on the extent of centralization or decentralization.

Highlight the advantages and disadvantages of decentralization in an organization. **(10 Marks)**

Outline the differences between leadership and management. **(10 Marks)**

(Total 20 Marks)

QUESTION TWO

- a) Describe McGregor's XY Theory of motivation. **(10 Marks)**

- b) Many companies underestimate the amount of training that team members need. Outline the four types of team training. **(4 Marks)**

- c) Meetings are an important means of sharing information and making decisions and those who chair them must ensure that people's time and talent are used effectively. Describe six guidelines for effective meetings. **(6 Marks)**

(Total 20 Marks)

QUESTION THREE

- a) In response to research which indicated that 70% of all major change efforts in organizations fail, Dr. John Kotter developed an 8-step process that can be used to bring about change in an organization. Discuss. **(16 Marks)**

- b) Outline four advantages of branding a product. **(4 Marks)**

(Total 20 Marks)

QUESTION FOUR

- a) Describe the fundamental principles a professional accountant is expected to comply with **(8 Marks)**

- b) Describe the main threats to an organization's information system **(4 Marks)**

- c) Explain the concept and objective of Enterprise Resource planning and indicate its main features **(8 Marks)**

(Total 20 Marks)

QUESTION FIVE

- a) Differentiate between corporate governance and corporate social responsibility and explain why organizations have found it suitable to embrace these concepts **(8 Marks)**
- b) Describe the main elements of Taylor's approach to scientific management **(8 Marks)**
- c) List the four tasks suggested by Buvee and Thill (2007) to be attended to in the planning step of a persuasive message **(4 Marks)**

(Total 20 Marks)

QUESTION SIX

- (a) Describe three main techniques for generating new business ideas. **(6 Marks)**
- (b) Discuss five conflict management styles. **(10 Marks)**
- (c) Outline four reasons that have contributed to growth of cloud computing among small and medium sized businesses. **(4 Marks)**

(Total: 20 Marks)

QUESTION SEVEN

- (a) Explain seven characteristics that distinguish the various business forms. **(14 Marks)**
- (b) Outline six causes of small business failure. **(6 Marks)**

(Total: 20 Marks)

End of question paper

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