



INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF RWANDA
Driving Sustainable Performance



CERTIFIED PUBLIC ACCOUNTANT

FOUNDATION 1 EXAMINATION

F1.4: BUSINESS MANAGEMENT, ETHICS AND ENTREPRENEURSHIP

MONDAY: 8 JUNE 2015

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.**

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QUESTION ONE

- (a) Explain five ethical obligations of company directors. **(10 Marks)**
- (b) Discuss five ways in which the management of a business organization can reduce resistance to change. **(10 Marks)**
- (Total 20 Marks)**

QUESTION TWO

- (a) Describe five needs of Maslow theory of motivation. **(10 Marks)**
- (b) Explain five approaches that encourage direct communication in an organization **(10 Marks)**
- (Total 20 Marks)**

QUESTION THREE

- a) Henry Fayol (1841-1925) developed fourteen principles of management which he believed could be applied to any organization. Discuss these principles. **(14 Marks)**
- b) Outline the 6 major challenges that entrepreneurs face. **(6 Marks)**
- (Total 20 Marks)**

QUESTION FOUR

- a) Describe four techniques that have been developed to aid group decision making. **(10 Marks)**
- b) You have been appointed HR assistant of a medium size financial services firm and have found that the organisation has not been practicing human resource planning. As a new employee who understands the value of human resource planning write to your managing director impressing on the importance of human resource planning to your organization and outline how the process should be carried out. **(10 Marks)**
- (Total 20 Marks)**

QUESTION FIVE

- a) According to Mintzberg (1979), the choice of an appropriate structure depends on the productive combination of an organization's strategy and its internal culture. Discuss the **Five** types of organization according to Mintzberg. **(10 Marks)**
- b) Briefly describe four approaches to system changeover **(10 Marks)**
- (Total 20 Marks)**

QUESTION SIX

Define Business Integration and discuss its benefits, mechanisms used to achieve integration and the associated challenges. **(Total 20 Marks)**

QUESTION SEVEN

- a) What do you understand by performance appraisal/evaluation? Give three types of performance appraisal **(7 Marks)**
- b) Customer Relationship Management (CRM) is one of the most important concepts of modern marketing. Outline the four basic steps in CRM according to Peppers and Rogers. **(8 Marks)**
- c)
- (i) Define cloud computing. **(1Mark)**
 - (ii) Outline four benefits of cloud computing to a business. **(4 Marks)**
- (Total 20 Marks)**

End of question paper