

CERTIFIED ACCOUNTING TECHNICIAN

LEVEL 1 EXAMINATION

L1.3: BUSINESS MANAGEMENT, ETHICS AND ENTREPRENEURSHIP

THURSDAY: 9 JUNE 2016

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

“There are a number of factors that contribute towards the success of an enterprise namely capital, equipment, manpower and land however among all these the human factor is the most significant.”

Required:

(a) Explain five roles of human resource management within an organization. **(10 Marks)**

(b) Discuss five challenges associated with human resource management in an organisation. **(10 Marks)**

(Total 20 Marks)

QUESTION TWO

Read the following passage and answer the questions that follow.

When you have just started a new job, there are many things you need to establish from learning the day to day requirements to knowing your co-workers and layout of the company. One of the most important things will be developing a good relationship with your boss in whichever position you are.

It is an important but most disregarded aspect of leadership by some people. They forget that one's boss can determine their success or failure as a leader. Effective managers take time and effort to manage not only their relationships with their subordinates, but also those with their bosses.

Some people behave as if their bosses are not dependent on them. They fail to see how much the boss needs their help and co-operation to do his or her work effectively. They fail to acknowledge that the boss' failure may very much reflect on their own performance. So, the boss needs their co-operation, dependability and honesty. The founder of *Eat Your Career*, a career coach and corporate trainer says, in order to promote a good relationship with your boss, you need to stay positive.

A positive, optimistic person can be like a ray of sunshine in a high stress environment. Even just a simple smile can help ease the tension. Soon, people will associate you with good and that is helpful for any relationship. She also says that an employee needs to go an extra mile, though your job description outlines basic tasks and duties required to maintain employment. Doing the bare minimum is no way to impress your boss. Make it a habit to go over and beyond, from time to time. Exceeding expectation is always a pleasant surprise whether you are delivering a project ahead of schedule or volunteering to take new responsibilities. *Scivique* says that protecting your boss' time is equally important. Your boss is a busy person. If you have a question, search for an answer on your own first. The more independent you can be the more you can prevent unproductivity and unnecessary interruptions, the more useful you are.

A speaker and author of *Work Happy Now website* says: I always knew having a good relationship with my managers was important. However, I did not realize how important it was until four years into my career. Looking back on my working life, I would have had many more opportunities for advancement had I worked on building strong relationship with my bosses.

He says employees need to perform the basics. One of the basics you can do is to show up for work on time. This action alone can count for a large part of having a good relationship with not only your manager but also with your co-workers and subordinates.

Showing respect and knowing your boss communication style is also important in building your relationship. Some bosses passively sit back and listen while others probe you with one question after another. Workers need to make their bosses look good.

“Your job is to make your boss look good. If you are unhappy with the tasks you are performing, set up a meeting and discuss your concerns with your manager” Workers need to let their bosses set the example at work. Your boss became a manager for a specific reason and understands the dynamics of the business including the corporate culture. Follow your boss’ example when it comes to both aspects and you will always position yourself and your boss well.

When it comes to dress code, let your boss take the lead. Professionally do the same. If they have a more casual, laid back style, you can follow suit. Dressing inappropriately will reflect poorly on you.

“Always maintain confidentiality. While you may be part of the organisation, your responsibility is to your team and your boss. There may be instances when your boss brings you in projects or discussions under strict confidence; it is your responsibility to keep confidences”.

Most important in all this is to always trust in God. It is important in maintaining your life balance, which is vital in directing a healthy relationship between you, your colleagues, subordinates and your boss.

(Source: The Times, Monday, March 14, 2016)

Required:

- (a) State the forms of advice the writer gives to a person who has just started on a new job. **(8 Marks)**
 - (b) List the qualities an employee needs in order to promote a good relationship with the boss. **(3 Marks)**
 - (c) Identity the different ways in which an employee goes an extra mile while performing his duties. **(4 Marks)**
 - (d) Give five basics that an employee needs to perform as discussed in the passage. **(5 Marks)**
- (Total 20 Marks)**

QUESTION THREE

Researchers have invested a great deal of time and effort over the last few decades trying to paint a clear picture of “The entrepreneurial personality”. These researchers have identified several characteristics of successful entrepreneurs.

Required:

- (a) (i) Define the term “entrepreneurship”. **(2 Marks)**
- (ii) Explain four characteristics frequently exhibited by successful entrepreneurs. **(6 Marks)**
- (b) The process of coming up with innovative ideas for a product or service that has market potential is very tasking and challenging. Once finalized, the immediate concern of an entrepreneur should be to protect such ideas from unauthorized use.

Required:

- (i) Define the term “Intellectual property”. (2 Marks)
- (ii) Describe four ways an entrepreneur can use to protect her intellectual property. (4 Marks)
- c) Explain four factors that influence the growth of business enterprises. (6 Marks)
- (Total 20 Marks)

QUESTION FOUR

MIRIAM INTERNATIONAL
MIRIAM CHILDREN’S HOSPITAL
JOB OPPORTUNITY

CARE Children’s Hospital is a non-profit making Christian based hospital based in Kigali and Africa’s only centre for Pediatric-Neurosurgery, with a mission to transform lives of children living with disabilities. We are seeking an experienced, dynamic and honest individual for the position of **Company Accountant**.

Job requirements:

- A Bachelor’s degree in Accounting or an equivalent qualification.
- 5-10 years’ experience in Accounts related work.
- A professional accountancy qualification.
- Additional training in accountancy will be an added advantage.
- Some knowledge of **Quickbooks** and current accounting trends.
- Ability to work with minimum supervision.
- Ability to meet deadlines

Applications should be addressed to the Human Resource Manager P.O. Box 1232 Kigali, Rwanda or e-mail to wiriintern@cch.org

The deadline for receipt of applications is 17 July 2016 at 5.00 p.m.

Required:

- (a) Write an application letter requesting for the advertised job. (10 Marks)
- (b) Specific employers may require applicants to send their detailed curriculum vitae (CV) before they are invited for interviews. The CV may be written according to the job requirements and customised to the employers’ expectations.

Required:

- (i) Identify four major components of curriculum Vitae. (4 Marks)
- (ii) Among the contents of the CV are the referees. They may be two or three depending on the employer’s need. They must not miss if the applicant is to be competitive for the job.

Required:

Explain the importance of referees in curriculum vitae. (2 Marks)

- (c) Interviews are part of the process of recruitment. A person going to attend an interview must be conversant with what is needed for an interview.

Required:

List four tips you would give a person preparing for an interview. (4 Marks)

(Total 20 Marks)

QUESTION FIVE

A professional accountant in business may be a salaried employee, partner, director, owner manager, volunteer or another working for one or more employing organisations. Intimidation threats arise when a professional accountant in business faces various circumstances.

Required:

- a) Discuss three circumstances where intimidation threats may arise and the possible safeguards. (12 Marks)

- b) Describe four factors a professional accountant needs to consider in deciding whether to disclose confidential information. (8 Marks)

(Total 20 Marks)

QUESTION SIX

- (a) “Companies that make good use of records of website usage stored on personal browsers are smart users of Internet marketing”.

Required:

As a student of business management, clearly explain five roles of Internet marketing in a business.

(10 Marks)

- (b) Discuss five challenges faced by Internet marketing in the modern world. (10 Marks)

(Total 20 Marks)

QUESTION SEVEN.

Like it is in many other situations, organizing a function or starting a journey, entrepreneurs have got to prepare and organize themselves in order to get started in their businesses.

Required:

- (a) Describe the steps involved in starting a business venture. (7 Marks)

- (b) Fashioning a well-designed, logical financial plan as part of a comprehensive business plan is one of the most important steps to launching a new business venture. Entrepreneurs who fail to develop marketable strategies for earning a profit from the outset eventually will suffer the ultimate business penalty: failure.

Required:

- (i) Explain the meaning of the term “Financial Management”. (2 Marks)

- (ii) Describe three basic financial statements that entrepreneurs rely on to understand the financial conditions of their companies. **(6 Marks)**
- (iii) Describe the strategies that small businesses can use to begin conducting business globally. **(5 Marks)**
- (Total 20 Marks)**

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