

**THE PUBLIC ACCOUNTANTS EXAMINATIONS BOARD**

*A Committee of the Council of ICPAU*

**ATC(U) EXAMINATIONS**

**LEVEL THREE**

**BUSINESS MANAGEMENT– PAPER 11**

**WEDNESDAY, 14 DECEMBER 2005**

**INSTRUCTIONS TO CANDIDATES:**

1. Time allowed: **3 hours**.
2. Attempt all questions in Section **A**, any three questions from Section **B** and one question in Section **C**.
3. Section **A** has one compulsory case study question carrying 30 marks.
4. Section **B** has five questions and only three are to be attempted. Each question carries 20 marks.
5. Section **C** has two questions and only one is to be attempted. Each question carries 10 marks.
6. Please, read further instructions on the answer book.

**SECTION A**

**Question 1**

Ethical Practices Commission,  
Kampala, Uganda.  
13 December 2005.

The Chairman,  
Kampala Traders Association  
**Kampala, Uganda**

Dear Sir,

**RE: BUSINESS CONDUCT OF SOME MEMBERS OF YOUR ASSOCIATION.**

This is to bring to your attention the unethical nature of business practices by some members of your association.

I wish to remind you that in a meeting held with you and your members on 22 March 2005, we noted with concern that some members of your Association were flouting some regulations regarding production of and trade in various commodities.

Following recent complaints by some consumer groups, our field staff carried out a survey on a number of your members and discovered, among other things, cases of substandard and expired products on the market.

We have also received a comprehensive report from the Standards Agency detailing a lot of malpractices, which endanger the lives of the consumers. Note should be taken that not only are these malpractices unethical but that they also breach the law.

I am therefore directing that with effect from 20 December 2005, all substandard, expired, and undesirable products should be off the market stalls and supermarkets. A task force to effect the directive is being instituted to deal with whoever practices unethical behaviour in business. All manufactured and imported products must be certified by the Standards Agency to ensure compliance. Consumers' confidence must be restored and all business transactions must be conducted within the law.

The Commission hopes that all will comply to avoid unnecessary inconveniences on either party.

Yours sincerely,

Dakalatonta

Dakala Tonta  
Executive Director

**Required:**

- (a) Define business ethics?  
(5 marks)
  - (b) Using examples, identify and discuss unethical business practices rampant in Uganda?  
(15 marks)
  - (c) Suggest remedies to these unethical practices.  
(10 marks)
- (Total 30 marks)**

**SECTION B**

**Question 2**

- (a) What is budgeting?  
(5 marks)
  - (b) Identify the different types of budgets in an organisation?  
(5 marks)
  - (c) Why do organisations produce budgets?  
(10 marks)
- (Total 20 marks)**

**Question 3**

ABC Company Ltd wishes to recruit the services of a Human Resource Manager. As a management expert, you have been contacted to provide professional advice on recruitment.

**Required:**

Design an advert for ABC Co. Ltd. seeking to recruit a competent person to fill the position of Human Resource Manager in the local daily newspapers.  
(20 marks)

**Question 4**

Identify and discuss the key roles of an accountant in an organisation?  
(20 marks)

**Question 5**

- (a) Define the term planning?  
(4 marks)
  - (b) Why should an organisation plan its activities?  
(16 marks)
- (Total 20 marks)**

**Question 6**

- (a) Define the term conflict management? (3 marks)
  - (b) What are the major conflict triggers in an organisation? (12 marks)
  - (c) List five types of conflict resolution styles used in management. (5 marks)
- (Total 20 marks)

**SECTION C**

**Question 7**

What makes a manager a good leader in an organisation? (10 marks)

**Question 8**

Write short notes on any one of the following:

- (a) Corporate Governance. (10 marks)
- (b) SWOT analysis. (10 marks)
- (c) Project management. (10 marks)