

# THE INSTITUTE OF CHARTERED ACCOUNTANTS (GHANA)



NOVEMBER 2011 EXAMINATIONS  
(PROFESSIONAL)

PART 1

BUSINESS MANAGEMENT  
(Paper 1.2)

Attempt ANY five (5) Questions

**TIME ALLOWED:**

Reading & Planning - 15 Minutes  
Workings - 3 Hours

## QUESTION 1

- (a) Identify and explain **three (3)** skills needed by managers in the performance of their duties. **(12 marks)**
- (b) Explain each of the following responsibilities of a business organisation.
- (i) Social **(3 marks)**
  - (ii) Legal **(3 marks)**
  - (iii) Ethical **(2 marks)**
- (Total: 20 marks)**

## QUESTION 2

- (a) What is the systems approach to management? **(2 marks)**
- (b) With the aid of a suitable diagram, explain the elements in a general system. **(10 marks)**
- (c) Explain **four (4)** duties of a middle manager. **(8 marks)**
- (Total: 20 marks)**

## QUESTION 3

- (a) Communication is very essential in every organisation. Explain **four (4)** roles of communication in an organisation. **(8 marks)**
- (b) Identify **four (4)** barriers to communication and explain how a manager is to overcome or minimise the effect of each of the barriers. **(12 marks)**

**(Total: 20 marks)**

#### QUESTION 4

- (a) Describe **four (4)** factors that a manager should take into account when decisions are being taken on the layout of facilities in an organisation.  
*(10 marks)*
- (b) Explain **three (3)** ways of segmenting a consumer market. *(6 marks)*
- (c) Explain the concept of 'place' in marketing management. *(4 marks)*

**(Total: 20 marks)**

#### QUESTION 5

- (a) What is change management?  
*(2 marks)*
- (b) Describe **three (3)** conditions that drive change in an organisation.  
*(6 marks)*
- (c) Explain **four (4)** reasons why people resist change within an organisation.

*(12 marks)*

**(Total: 20 marks)**

#### QUESTION 6

- (a) Distinguish between centralisation and decentralisation. *(2 marks)*
- (b) Identify and explain **three (3)** advantages and **three (3)** disadvantages of centralisation.  
*(18 marks)*

**(Total: 20 marks)**

## QUESTION 7

- (a) Explain **three (3)** functions of a Human Resource Manager.  
(6 marks)
- (b) Identify and explain **four (4)** external sources of recruitment.  
(8 marks)
- (c) You have been approached by the owner of SVT enterprises, a medium size firm to draft a job description to help the firm to hire an Accounting Officer.

Prepare the job description.

(6 marks)

**(Total: 20 marks)**