

QUESTION 1

(a)

i. Strengths

- (a) Diversified products such as sandcrete block, concrete products and roofing sheets.
- (b) Good and knowledgeable management team.
- (c) Qualified sales persons.
- (d) Goodwill
- (e) Quality products.
- (f) Regular advertisement.

ii. Opportunities

- (a) Locational advantage.
- (b) Demand for concrete products.
- (c) Government initiatives.
- (d) Growth in the industry.

(b) Pricing Techniques

- i. Target-return pricing – determine the price that would yield a target rate of return on the investment.
- ii. Mark-up pricing – to add a standard mark-up to the product cost.
- iii. Perceived-value pricing – pricing based on customers perceived based on buyer's image of the product performance, customer support and company's reputation.

Promotional Strategies:

- i. Advertising – on radio, newspapers and television.
- ii. Use sales representative.
- iii. Sales promotion.
- iv. Direct marketing – through direct mail, catalogue, telemarketing.

(c) Some of the listing requirements are:

- i. The company must be registered as a public limited liability company.

- ii. It must have a post flotation stated capital of at least GHS 1million for the first list or GSH 0.5 million.
 - iii. Shared issued to the public must constitute not less than 25 percent of the number of shares issued for the company in its regulations.
 - iv. All shares must be fully paid for.
 - v. The company must have published or filed accounts for three financial years.
 - vi. There must have been continuity in the management of the company.
- (d)
- i. It can concentrate production in a single location, giving economies of scale and consistency of product quality.
 - ii. It can try its international marketing experience on a small scale.
 - iii. It can help the company to develop and test its plans and strategies.
 - iv. It can help minimize operating costs in terms of administrative overheads and personal requirements.

QUESTION 2

- a. Basically, corporate social responsibility is a business's concern for the welfare of society as a whole. Corporate social responsibility is when a business operates in a manner which meets the legal, commercial and public expectations that a society has from the business.
- b. Some of the roles of an audit committee are:
 - i. It oversees the organization financial reporting information to ensure that financial statement of the organization is correct and credible.
 - ii. The committee also has to make recommendations to the Board of Directors on either reappointment in when there is the need to remove or replace a statutory auditor.
 - iii. Every organization has to prepare yearly financial statement. The audit committee together with management has to review annual financial statements before they are submitted to the Board for approval.
 - iv. The audit committee has to review the findings of an internal investigations by the internal auditors into issues of suspected and report the findings to the Board.
 - v. The committee also has an oversight responsibility of the adequacy of the internal audit function, by looking at the internal audit department and its staffing requirements.

QUESTION 3

- (a) The two main groups of stakeholders are primary stakeholders and secondary stakeholders.
- Primary stakeholders are those groups that affect a business ability to carry out its planning purpose of providing society with goods and services. They include employees, customers, owners and investors.
- Secondary stakeholders are those groups in society who are affected indirectly by the company's secondary involvement and impacts. They include the community, media and business support groups.
- (b)
- i. Employees: Their claim on the business is meaningful jobs that pay an equitable wage or salary. They expect to be treated fairly by managers. They expect the business to provide them with a safe place to work. They expect the business to give them a sufficient training to do their jobs well. Their powers include union bargaining and work actions or strikes.
 - ii. Customers – Customers expectations of business include quality products and services and to be treated with respect. They also expect that products they buy will be safe for normal usage. They expect that companies will compete fairly both in terms of pricing and selection. They can boycott companies whose products are unsatisfactory or whose policies are unacceptable.
 - iii. Suppliers – They are those who provide the needs of the firm. They expect to receive regular orders for goods and to be paid promptly for supplies delivered. They have power to refuse orders if condition of contract are breached or supply to competitors.

QUESTION 4

- (a) Corporate governance is the conduct of business operators in accordance with shareholders desires while conforming to the basic rules of society. Thus it is made up of process, policies, laws and institutions that affect the way that a corporation is directed and managed. It also covers the relationships among the stakeholders of the corporation. An important component of corporate governance is the concept of accountability.
- (b) Some of the regulators in corporate governance are:
- Chief executive officer
 - Board of Directors
 - Management
 - Shareholders
 - Auditors

- Securities and Exchange Commission
- Ghana Stock Exchange

(c) i. Chief Executive Officer

The chief executive officer is responsible for all the top-level decisions of the organization. To ensure that business operations are effective the chief executive officer has to establish general goals and policies which act as guidelines for other duties. The chief executive officer has to ensure that other managers get the right information to enable them make the correct decisions.

ii. Board of Directors

The boards of directors have to ensure that systems are put in place to provide continuity of the organization. This can be achieved by setting up activities. The board also has to appoint qualified staff for the operations of the organization. Thus it therefore reviews and evaluate the performance of the CEO on regular bases.

iii. Management

Management of an organization is the processes used to accomplish organizational goals. Managers therefore give direction and provide leadership and decide on how to use scarce organizational resources to accomplish goals. The activities of management enhance corporate governance as it ensures that they are carried out in a fair, transparent and accountable manager. For example management have to ensure to ensure that all stakeholders receive their fair share of the organization's earning.

iv. Auditors

Auditors of an organization can either be internal or external. Their duty is to examine the organization's accounting system, by reviewing and evaluating financial records. They also have to decide whether financial statements fairly represent the true financial position of the organization. In corporate governance process, they assist in presenting the true and fair picture of the organization.

v. Shareholders

Shareholders have an interest in the operation of an organisation because they have invested financial resources in it and hope to earn a return on their investment. Shareholders can be either individuals or institutions and they lose money when organisations go bankrupt. They therefore have to protect their interest by monitoring the activities of the organisation. During meeting, they express their views on various issues which are aimed at aligning their interest and that of the organisation. Having these views brought to the attention of managers have a potentially positive effect on the organisation.

QUESTION 5

- (a) A mission statement defines the organization's reason for existence. It describes the organization's line of lines of business, its products or services and the markets it serves.
- (b) i. A mission statement ensures unanimity of purpose within the organization.
ii. A mission standard provides a basis, standard for allocating organizational resources.

- iii .A mission statement can be used as a basis from which benchmarks and other performance evaluation criteria can be developed.
- iv. A mission statement can act as a focal point for strategy formulation and can motivate managers to achieve higher standards of performance.
- v. A mission statement facilitates the translation of objectives into a work structure involving the assignment of tasks to responsible elements within the organization.
- vi. A mission statement establishes a general tone or organizational climate.

QUESTION 6

- (a) Organizational culture is the way things are done and people behave in an organization. Organizational culture has many components as practices, customs, beliefs and values.

Practices

Practices are the observable or visible elements of the way of life in an organization. Examples of practices in an organization are the dressing of staff, the physical layout of the offices and the form of greetings.

Customs

Customs are the accepted norms of behaviour within an organisation. The customs in an organisation reflects its values. This acts as guidelines for the way members of the organization are expected to behave towards both internal and external stakeholders.

Beliefs

As people work together over time certain beliefs are developed. The beliefs of an organization are about the practices that work well in the organization. For example there may be a belief of how to make decision.

Values

Values are deeply held ideas of what are valuable and very important of about what is wrong or right in the organisation. Values also prescribe what is considered to be fair or unfair. Values are expressed in beliefs and norms of behaviour.

- (b) Marketing communications are attempts to influence market attitude and behaviour. A role played by marketing communication is that it involves present and potential customers about the product or service that the organization is offering for sale. Any time a new product is launched marketing communication informs the target audience of the product.

Marketing communications also serves as a persuading tool. Marketing communication can therefore be used to overcome negative publicity about a product. The activity is essential in a very competitive market where competitors are offering similar products at competitive prices.

To sustain loyal customers they have to be constantly reminded of the product or services give to them. Marketing communication therefore assist business to remind their customers of a product although they have a positive attitude towards the product.

QUESTION 7

- (a) Routines and rituals: - Routines are the way things are done around here and many even demonstrate a beneficial competency. Rituals signal that something is especially valued. They include events such as awards ceremonies for best workers.
- (b) Symbols: - such as logos, offices, titles, type of language and terminology commonly used become a shorthand representation of the nature of the organization.
- (c) Power structure: - refers to the document coalition is the obvious source of power in an organization. This may be based on management position and seniority but in some organizations power can be lodged with other levels or functions.
- (d) Stories and myths: - these are told by members of an organization. They are embodied in its organizational history and demonstrate the important events and personalities as well as mavericks that deviate from the norm.
- (e) Organizational structure: - reflects the formal and informal ways in which the organization works.
- (f) Control systems: - the measurement and reward systems that emphasize what is important to monitor and to focus attention and activity upon.