

ACCOUNTING TECHNICIANS SCHEME, WEST AFRICA

**MANAGEMENT PAPER FOR MARCH 2021 DIET
QUESTIONS AND MARKING SCHEME**

Time Allowed: 3 hours

SECTION A: PART I MULTIPLE-CHOICE QUESTIONS (30 Marks)

ATTEMPT ALL QUESTIONS

Write ONLY the alphabet (A, B, C, D or E) that corresponds to the correct option in each of the following questions/statements

1. In a free enterprise economy theis an important decision-making unit.
 - A. Business Activities
 - B. Business Administration
 - C. Business Economy
 - D. Business Enterprise
 - E. Firm Manager

2.organisations are established by government for the purpose of providing services for the good governance and administration of a country.
 - A. NGOs
 - B. Corporate
 - C. Educational
 - D. Not-for-Profit
 - E. Institutional

3.model is used to explain why entities in some countries or areas of a particular country enjoy competitive advantage over similar entities in the same industry or sector.
 - A. Porter's Pyramid Model
 - B. Porter's Model
 - C. Porter's Diamond
 - D. Porter's Pyramid
 - E. Porter's Diamond Model

4. is referred to as the totality of the system by which companies are directed and controlled.
- A. Management
 - B. Organisation
 - C. Corporate Governance
 - D. Control Mechanism
 - E. System mechanism
5. The requirement that any business enterprise is expected to deploy the human, material, technological and other resources acquired by it from the society in a manner that maximises the output/profit of the operation or maximises the value-added by the operation is called
- A. Social responsibility
 - B. Economic of the environment
 - C. Ethical responsibility
 - D. Economic responsibility
 - E. Corporate social responsibility
6.manager is one who achieves outputs or results, that measure up to the input (labour, material, and time) used to achieve them.
- A. Efficient and effective
 - B. Organise
 - C. Active
 - D. Productive
 - E. Professional
7.involves the manager generating new ideas, initiating new projects/programmes as well as seeking and identifying opportunities to promote improvement and needed change.
- A. Innovative role
 - B. Strategic management role
 - C. Entrepreneurial role
 - D. Promotional role
 - E. Implementation role

8. The process by which managers retain final responsibility but also need to give their subordinates enough authority to do their jobs properly is called
- A. Delegation
 - B. Authority
 - C. Decentralisation
 - D. Centralisation
 - E. Responsibility
9. The process of delegation required three sequential and prominent attributes which include
- A. Delegation - Responsibility -Accountability
 - B. Authority - Accountability - Control
 - C. Authority - Control and Reporting
 - D. Authority - Responsibility - Accountability
 - E. Planning - Authority - Delegation
10. is the process of integrating the activities and objectives of the separated units of an organisation to efficiently achieve organisational goals.
- A. Organising
 - B. Coordination
 - C. Integration
 - D. Harmonisation
 - E. Planning
11. A.....is a cross-functional organisation outlay that creates multiple lines of authority and places people in teams to work on tasks for a finite period of time.
- A. Matrix organisation
 - B. Departmentalisation
 - C. Flat organisation structure
 - D. Tall organisation structure
 - E. Inter-coordinated organisation
12. The type of control often used to develop strong identification of the individual with the goals and objectives of the organisation is referred to as.....
- A. Clan control
 - B. Output control
 - C. Strategic control
 - D. Identification control

- E. Tactical control
13. The most expensive but common type of control in traditional control systems is known as control.
- A. Concurrent
 - B. Feedback
 - C. Feed-forward
 - D. Routine
 - E. Overlapping
14. The periodic assessment of a company's managerial planning, organising, actuating and controlling compared to what might be called the norm of successful operation is called
- A. Control
 - B. Audit
 - C. Monitoring and evaluation
 - D. Management audit
 - E. Managerial control
15.refers to all activities carried out to attract qualified applicants to fill vacancies in an organisation.
- A. Selection
 - B. Recruitment
 - C. Placement
 - D. Induction
 - E. Selection and recruitment
16. The stage at which human resource manager define the objectives of the organisation and the strategies for achieving them is called
- A. Human resource planning
 - B. Identification of organisational objective
 - C. Analysis of existing human resource needs
 - D. Forecasting human resources needs
 - E. Analysing employee quality
17.has to do with interpretation of the job description in terms of the kind of person suitable for the job.
- A. Job analysis
 - B. Job enrichment
 - C. Job enlargement
 - D. Job specification

E. Job description

18. The process of increasing job depth by adding, planning and evaluating responsibilities towards enhancing motivation and productivity is called
- A. Job enlargement
 - B. Job enrichment
 - C. Jobbing
 - D. Job planning
 - E. Job expansion
19.is defined as the relationship between the number of units produced and the quantity of inputs (human/materials) used to produce them.
- A. Labour productivity
 - B. Productivity
 - C. Optimisation
 - D. Efficiency
 - E. Effectiveness
20.has to do with monitoring raw materials, work-in-progress and finished goods to ensure that these conform to quality standards and specifications.
- A. Standardisation
 - B. Control
 - C. Standard measurement
 - D. Specification control
 - E. Quality control
21. Systematic gathering, analysis and interpretation of data to aid decision-making in areas such as the type of products to make, the price to charge, how to distribute and promote the product is called
- A. Market analysis
 - B. Analytical marketing
 - C. Market research
 - D. Market diagnosis
 - E. Market survey

22. The consumer market is segmented using the following, **EXCEPT**
- A. Income
 - B. Price
 - C. Sex
 - D. Age
 - E. Social background
23. The individual who physically purchases the product or places an order for the product is **NOT** a
- A. Consumer
 - B. Buyer
 - C. Personal consumer
 - D. Organisational consumer
 - E. Seller
24. Which of the following is **NOT** a function of an accounting department?
- A. Keeping records of the organisation's financial transactions
 - B. Preparation of financial statements
 - C. Preparation of organisation forecasts and budgets
 - D. Conducting external audit exercises
 - E. Designing accounting systems
25. An accountant can occupy any of the following positions within any organised firm, **EXCEPT**
- A. External Auditor
 - B. Budgeting Officer
 - C. Final Accounts Officer
 - D. Treasurer
 - E. Inventory officer
26. The developmental phase, where members of a group or team feel they are working in a vacuum because nobody knows quite what to expect from the group and what is expected of them is called phase.
- A. Adolescent
 - B. Hatching
 - C. Forming
 - D. Enumeration
 - E. Norming

27. The method of rewarding teams or group of employees carrying out similar work that is connected with overall team performance is called
- A. Team pay
 - B. Group pay
 - C. Team and group remuneration
 - D. Collective pay package
 - E. Team based pay
28. The use of technical jargons, unfamiliar words, high-sounding words, poor sentence structure etc. during communication may lead to barrier.
- A. Diction
 - B. Decoding
 - C. Semantic
 - D. Communication overload
 - E. Poor listening
29. Which of the following is **NOT** a major filing system in an office setting?
- A. Subject filling system
 - B. Filling system by alphabetical order
 - C. Filling system by seniority and status
 - D. Geographical filling system
 - E. Alpha-numerical filling system
30. An electronic device that scans printed, typewritten texts and images and transmits them to another receiving device of its exact type which eventually converts the electronic signals back to the original text or image is called
- A. Photocopy machine
 - B. Computer
 - C. Android phone
 - D. Facsimile machine
 - E. CPU

ATTEMPT ALL QUESTIONS

Write the correct answer that best completes each of the following questions/statements

1. A legal relationship between a person and an object which is considered as the right and owner exercises over his possessions and also determined by law is called
2. is concerned with processing of materials through different stages of production so as to make the final product.
3.environment is the state of the application of scientific principles and mechanical arts to various tasks in the society.
4. The processes used by a manager to monitor events occurring in the external environment of the organisation is called.....
5. Planning is setting organisational goals and deciding on the course of action for achieving them, whileis selecting a course of action to achieve the goals.
6. The theory that was developed at the same time as scientific management, but the “emphases management functions and attempts to generate broad administrative principles that would serve as guidelines for the rationalisation of activities” is called.....
7.exist to serve certain needs of members of the formal organisation which are outside the scope of the formal organisation and which the formal organisation may find difficult to serve.
8. The type of departmentalisation done on the basis of process or type of equipment or technologies involved in the manufacture of a product is called
9. A decision made in anticipation of a change in the external environment or other condition is called a

10.gives those who will be affected by the decision a chance to participate in it and helps to develop the members of the group.
11.is the process of examining a job with a view to identifying its components and conditions under which it is performed.
12. The rewards made to employees in addition to their normal pay with a view to motivating them to increase their performance is known as
13.has to do with monitoring of the stock of raw materials, work-in-progress and finished goods to ensure that at any point in time, the organisation has the right quantity at the right time.
14. The periodic and planned maintenance of the physical facilities of an organisation with a view to preventing their breakdown during use is called
15.groups jobs according to marketing function such as marketing research, product planning and development, advertising and sales promotion.
16. The process of taking the total, heterogeneous market for a product and dividing it into several submarkets or segments, each of which tends to be homogenous in all significant aspects is called
17. An analogue method of preparing, monitoring, coordinating and reporting financial transactions is accounting system.
18. Amay be defined as a physical or psychological attribute that influences the behaviour of a person.
19. Groups and.....pass through five developmental stages in forming, storming, norming, performing and closing phases.
20. Inall files of the organisation are located at a particular office, from where interested staff can access them.

SECTION B: ATTEMPT FOUR QUESTIONS (50 Marks)

QUESTION 1

- Describe the concept of social responsibility. (2½ Marks)
- State **SIX** arguments for and **FOUR** arguments against social responsibility.

(10 Marks)

(Total 12^{1/2} Marks)

QUESTION 2

- What is planning? (2 Marks)
- Explain briefly **FIVE** importance of planning to an organisation. (7½ Marks)
- State **THREE** limitations to planning. (3 Marks)

(7½ Marks)

(3 Marks)

(Total 12^{1/2} Marks)

QUESTION 3

- Discuss the term “collective bargaining agreement”. (2½ Marks)
- Enumerate **TEN** contents of collective bargaining agreement.

(10 Marks)

(Total 12 1/2 Marks)

QUESTION 4

- Explain briefly **FIVE** preventive and protective measures for safety in an organisation. (7½ Marks)
- List **TEN** sources of dangers to health and safety at the work place.

(7½ Marks)

(5 Marks)

(Total 12^{1/2} Marks)

QUESTION 5

- a. Using **FIVE** criteria, make a comparison of manual and computerised accounting system. (7½ Marks)
- b. State **FIVE** functions expected of accounting department in an organisation. (5 Marks)

(7½ Marks)

(5 Marks)

(Total 12½ Marks)

QUESTION 6

- a. Define the concept of packaging stating **THREE** of its advantages.
(5 Marks)
- b. State **FIVE** factors that should be taken into consideration when designing a package for a product.
(7½ Marks)

(Total 12½ Marks)

SOLUTION TO QUESTIONS

SECTION A:

PART 1

MULTIPLE-CHOICE

1. D
2. D
3. C
4. C
5. D
6. A
7. C
8. D
9. D
10. B
11. A
12. A
13. B
14. D
15. B
16. B
17. D
18. B
19. B
20. E
21. C
22. B
23. B
24. D
25. A
26. C
27. E
28. C
29. C
30. D

SECTION A: PART II SHORT-ANSWER QUESTIONS (SAQ)

1. Ownership
2. Process Industry/processing industry
3. Technological
4. Environmental scanning
5. Decision – making
6. Administrative theory/Administrative management theory
7. Informal organizations
8. Departmentalisation by process
9. Proactive decision
10. Group decision-making
11. Job analysis
12. Incentives
13. Inventory Control
14. Preventive maintenance
15. Functional organisation
16. Market segmentation
17. Manual/ Manual Accounting System
18. Trait
19. Teams
20. Centralised filing

SECTION B

QUESTION 1

a.

Concept of Social Responsibility

Social responsibility of business refers to the obligations of enterprises to adopt policies and plans of actions that are desirable in terms of the expectations, values and interest of the society.

OR

The concept of social responsibility deals with the corresponding obligations that organizations have toward society.

(2½ marks)

b.

Arguments for social responsibility

- i. Business organizations are expected to respond more favourably to the society terms of its needs because they receive their charter from the society and their products still go back to the society.
- ii. The creation of a better social environment benefits both society and business.
- iii. Business has a great deal of power that is reasoned, should be accompanied by an equal amount of responsibility.
- iv. Social environment discourages additional government regulation and interventions.
- v. social responsibility is in the long run interest of the stakeholders.
- vi. Social involvement creates a favourable public image.
- vii. A business has the resources to solve society's problem.

(Any 6 = 1 X 6 = 6 Marks)

Argument against

- i. The primary task of business is to maximize profit by focusing strictly on economic activities.
- ii. Social involvement could reduce economic efficiency.
- iii. Society usually pay for the social involvement of business through higher prices. Social involvement would create excessive costs for business.
- iv. Social involvement can create a weakened international balance of payment situation.
- v. Business lacks the social skills to deal with the problems of society.

(1 X4 = 4 Marks)

(Total= 12½ Marks)

QUESTION 2

- a. Planning is a primary function of management. Planning has been defined as selecting mission and objectives and the actions to achieve them

OR

Planning is deciding in advance, what is to be done when, where and how and by whom it is to be done. **(2 Marks)**

b.

Five Importance of Planning

- i. By providing a more rational, fact based procedure for making decisions, planning allows the managers and organizations to minimize risk and uncertainty.
- ii. Planning enables managers to face increasing competition.
- iii. Planning enables managers to keep pace with complex technological changes in the business environment.
- iv. Planning leads to success. It helps organization to succeed compare to those without plans.
- v. Planning focuses on goals. It helps manager to focus all its activities and resources on selected goals.
- vi. Planning facilitates goals. Planning is a benchmark for measuring performance.

(Any 5 Points 1 ½ X 5 (7 ½ Marks))

c

Limitations to Planning

- i. Planning is hindered by inaccurate information.
- ii. An element of uncertainty always exists in plan.
- iii. Planning may hinder creativity and innovation. Plan involves formalization.
- iv. Planning involves some element of rigidity.
- v. Planning consumes a lot of resources in term of time, energy and intellect.

(Any 3 Points 1 X 3 = 3 Marks)

(Total = 12½ Marks)

QUESTION 3

a. **Collective Bargaining Agreement**

Collective bargaining agreement can be defined as negotiations about working conditions and terms of employment between an employer, a group of employers and one or more employer organization on the one hand and one or more representatives of workers organizations on the other with a view to reaching agreements. **(2½ Marks)**

b. Contents of collective bargaining agreement

- i. A statement recognizing a union as the sole representative union in the organization concerned.
- ii. Definitions of various terms used in the agreement.
- iii. Valid period of the agreement.
- iv. How notices for renegotiation of the agreement may be given by either side.
- v. Recognition of the concept of union shop by management and the categories of employees the agreement covers.
- vi. Agreement by management to deduct union dues from source through the check off system.
- vii. Responsibilities of parties to agreement.
- viii. Purpose and intention of both parties in entering into the agreement.
- ix. How employees may be treated.
- x. Rules and regulations governing salary increment, probation, termination of appointment, promotion, transfer, overtime.
- xi. Remuneration and other financial compensation.
- xii. A statement that all employees shall provide their full personal details.
- xiii. Rights and privileges of employees while in service.
- xiv. Compensation for injuries during the course of employment.
- xv. Governance procedure and how dispute may be resolved.
- xvi. A statement that the firm shall offer facilities or grant permission for lawful trade union activity.
- xvii. Benefits and rights accruing to employees leaving the service of the firm.

(Any 10 points X 10 = 10 Marks)
(Total = 12½ Marks)

QUESTION 4

- a. Preventive and protective measures.
- i. Safety policy: The safety policy is a statement of commitment of the management to safety and health at work.
- ii. Periodic risk assessment: This is the process of identifying hazards and the risks attached to them.
- iii. Hazard Elimination: This may require use of alternatives, design improvement change of process.
- iv. Substitution of equipment
- v. Use of Barriers: removal of dangerous equipment.
- vi. Use of procedure: putting in place right procedure
- vii. Use of warning system: signs, labels can be used.
- viii. Use of protective equipment; such as gloves, clothing, boot.
- ix. Commitment of workers to safety measures.
- x. installation of safety equipment.
- xi. Periodic inspections.
- xii. Investigation of accident.
- xiii. Education and training of workers on safety measures.

(Any 5 Points $1\frac{1}{2} \times 5 = 7\frac{1}{2}$ Marks)

- b. Sources of danger
- i. Slippery floor
- ii. Open cabinet
- iii. frayed carpets
- iv. Poorly lit airways or offices
- v. Poor ventilation
- vi. Dangerous fumes
- vii. Poor factory layout
- viii. Congestion
- ix. Horse play
- x. Dirty environment
- xi. Inadequate safety gadget
- xii. Wrong use or handling of equipment
- xiii. Malfunctioning of equipment
- xiv. Absence or inadequate sewage facilities
- xv. Failure to use safety equipment or refusal to adhere to safely procedures during work.

(Any 10 points@ $\frac{1}{2} \times 10 = 5$ Marks)

(Total = $12\frac{1}{2}$ Marks)

QUESTION 5

- a. Manual and computerized accounting compared
- i. Manual accounting system is based on the use of analogue system while computerised accounting is based on the use of digital system.
 - ii. Manual accounting system is easier while computerized accounting system is rigorous.
 - iii. Manual accounting implementation cost is lower while computerized system is higher.
 - iv. Manual system transactional cost is lower while computerized system is higher.
 - v. Manual system is prone to errors while computerized system is more accurate.
 - vi. Manual system is slower while computerized system is faster.
 - vii. Manual system is cumbersome while computerized system is efficient.
 - viii. Manual system control measure is physical while computerized system is electronic.
 - ix. Manual system has limited capacity for data analysis while computerized system has greater capacity for data analysis.

(Any 5 points $1\frac{1}{2} \times 5 = 7\frac{1}{2}$ Marks)

b. **FIVE functions of accounting department**

- i. Keeping records of the organization's financial transactions.
- ii. Analyzing and interpreting financial information.
- iii. Preparations of financial statements.
- iv. Management of the organization funds.
- v. Designing accounting system.
- vi. Preparation of special business and financial studies for accountants in training.
- vii. Preparation of organizational forecast and budgets.
- viii. Providing effective custody of the organization's asset.
- ix. Provision of tax services.

(Any 5 points $1 \times 5 = 5$ Marks)

(Total = $12\frac{1}{2}$ Marks)

QUESTION 6

- a. The concept of packaging and its advantages.
Packaging is the activities involved in designing a protective container for the purpose of promoting the product. **(2 Marks)**

Advantages

- i. It makes a product easier and convenient to use.
- ii. It influences consumer behaviour because it indicates the quality of the product.

iii. It may increase consumer purchases and hence, company's profit.
(1 X 3 = 3 Marks)

b. Factors to be taken into consideration when designing packaging.

i. **Presentatability:** It should make the product presentable.

ii. **Portability:** It should make it easy to move the product from one place to the other.

iii. **Promotion:** It should differentiate the product from that of competitors.

iv. **Protection:** It should preserve the product and protect it from spoilage, spilling and evaporation.

v. **Proportionality:** It should be reasonably proportional to the size of the product as well as its price.

vi. **Opportunity for re-use:** The packaging materials could be designed in such a way that it offers customers opportunity to re-use the package for other items.

(Any 5 1½ points X 5 = (7½ Marks)

(Total = 12½ Marks)