

THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

2018/22 ACADEMIC YEAR

1. BAF 3220: Principles of Taxation
2. BAF 3220: Principles of Taxation
3. BAF 3235: Management Accounting
4. BAF 4210: Financial Risk Management
5. BAF 4241: Investment Analysis and Portfolio Management
6. BAF 4241: Investment Analysis and Portfolio Management
7. BBA 3412: Managerial Economics
8. BBA 9125: International Business Management
9. BBA 9135: Business Planning and Development
10. BBF 4625: Public Finance
11. BSM 2112: Fundamentals of Marketing
12. BSM 3112: Strategic Marketing Management
13. BSM 4112: E-Marketing
14. GSB 1031: Financial Accounting
15. GSB 2010: Financial Management
16. HRM 2310: Organisation Behaviour and Leadership
17. HRM 2310: Organisation Behaviour and Leadership
18. HRM 2310: Organisation Behaviour and Leadership
19. HRM 2320: Foundations of Human Resource Management
20. HRM 3322: Labour Relations
21. HRM 3332: *occupational health and safety*
22. HRM 3332: *occupational health and safety*
23. HRM 4322: *Strategic Human Resource Management*
24. LSM 4510: Quality and Productivity Systems
25. SOB 1012: Introduction to Information Management and Technology
26. SOB 1012: Introduction to Information Management and Technology (Deferred)
27. SOB 1012: Introduction to Information Management and Technology
28. SOB 1040: Business Mathematics and Statistics
29. SOB 1051: Principles of Management
30. SOB 1051: Principles of Management
31. SOB 1051: Principles of Management
32. SOB 1052: Business Environment
33. SOB 1115: Microeconomics (Deferred)

34. SOB 3004: Research Methods
35. SOB 3004: Research Methods
36. SOB 3011: Strategic Management
37. TLM 3510: Operations Management and Research
38. TLM 3511: Facilities Design
39. TLM 3581: Purchasing Principles and Processes
40. TLM 4521: Freight and Transport Operations
41. TLM 4541: Modeling and Simulation (Deferred)
42. TLM 4541: Simulation Modeling and Optimisation



GRADUATE SCHOOL OF BUSINESS
BACHELOR OF SCIENCE FINANCE AND ACCOUNTING
BAF3220: PRINCIPLES OF TAXATION EXAMINATION
2018 JULY COHORT

DURATION: 3 HOURS Plus 5 Minutes reading time

MARKS: 100

INSTRUCTIONS:

1. Check that you have the correct examination paper in front of you.
2. This Examination paper has TWO Sections. Section A is COMPULSORY while you are required to choose ANY other THREE Questions from Section B. Answer only FOUR (4) questions.
3. All questions must be answered in the answer booklet PROVIDED only.
4. Write down the number of questions answered on the cover of the examination answer booklet.
5. Begin each question on a new page.
6. Credit will be given for orderly, logical, presentation of materials.
7. No other material is allowed in the Examination, except what has been permitted. Students must present the Clearance Form, Student Identity Card and the NRC in order to write.
8. Programmable calculators are not permissible.
9. There shall be NO form of communication among students during examination. Any students caught doing this will be disqualified.

DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO DO SO

**SECTION A - COMPULSORY
QUESTION ONE**

- a) Explain reasons that led to the introduction of the Presumptive Tax and the Benefits which have been derived from such. (10 marks)
- b) James Banda runs a Business Centre under the GSB innovation Centre. He acquired a Lenovo Laptop and a printer for the business on hire purchase from Zambia Rent-a-Computer Ltd on 1 June 2020. Under the agreement terms, he made an initial deposit of K1, 500 which would be followed by six monthly instalments of K1, 200 each starting on July 1, 2020. The Cash Price for the computer was K5, 000.

Required:

- a) List and briefly explain THREE features of Finance Lease and Operating Lease. (6 marks)
- b) Calculate the capital allowances claimable by James Banda for the year ended 31 December 2015. (4 marks)

Total: (20 marks)

QUESTION TWO

BUSONGO and NAMWIINGA are in partnership sharing profits and losses in the ratio 2:3 respectively after allowing for partnership salaries of K80,000 per annum for each.

The partnership accounts are prepared annually to 31 December.

On 1 April 2020, MAMBILIMA was admitted to the partnership and with effect from that date, the partnership agreement was changed. Profits and Losses and partners' annual salaries were to be provided for as given in the table below:

	Busongo	Namwiinga	Mambilima
Salaries per annum	K64,000	K60,000	K56,000
Share of balance of profits or losses	5:	3:	2

The partnership's profit and loss account for the year ended 31 December 2020 was as follows:

		K	K
Gross profit			754,940
Less expenses:			
Depreciation		16,300	
Repairs and renewals	Note 1	31,760	
Wages and salaries	Note 2	257,300	
Rent and rates	Note 3	168,580	

Electricity	Note	4	5,030	
Legal expenses	Note	5	8,430	
Misc expenses	Note	6	24,280	
Provision for income tax			20,360	
Motor car running expenses	Note	7	12,500	
				<u>(544,540)</u>
Net profit				<u>210,400</u>

The following notes to the profit and loss account are given:

Note 1 – Repairs and renewals

This includes initial repairs of K6,000, incurred on repairing a second-hand fire safety equipment in the factory purchased during the year that was not in business usable form.

Note 2 – Wages and salaries

Included in wages and salaries are the partners' salaries of K24,000 for Busongo and K10,000 for Namwiinga.

Note 3 – Rent and rates

One third (1/3) of the expenditure on rent and rates relates to rent paid for the partners' private residences.

Note 4 – Electricity

The charge for electricity is made up as follows:

	K
Electricity for partners' houses	1,382
Administrative offices	1,658
Factory	<u>1,990</u>
Total	<u>5,030</u>

Note 5 – Legal expenses

These are made up of the following:

	K
Legal fees in respect of alleged faulty goods	2,300
Lawyers' fees in connection with defending partner for speeding offence	1,730
Registration of title for the newly acquired land	2,400
Unsuccessful appeal against previous year's income tax assessment	<u>2,000</u>
Total	<u>8,430</u>

Note 6 – Misc expenses

These expenses consist of the following:

	K
Donation to a Political party -EFF	5,000
Theft of money by junior employee	6,200
Donation to an approved public benefit organization	<u>13,080</u>
Total	<u>24,280</u>

Note 7 – Motor car running expenses (See note 8 also below)

The partners use their own personal private motor cars in the partnership's business. The following information has been provided:

Partner	Private Mileage	%	Motor-car Exp. K
Busongo	25		4,420
Namwiinga	20		4,300
Mambilima	40		<u>3,780</u>
			<u>12,500</u>

Note 8 – Partners private motor cars (See note 7 also above)

The following information is about the partners' motor cars referred to in note 8 above:

	Purchase Cost (K)	Date brought into business use
Busongo's car	28,000	1 October 2019
Namwiinga's car	30,000	1 November 2019
Mambilima's car	36,000	1 April 2020

Capital allowances on other partnership assets were K24,000 for the year ended 31 December 2020.

Required:

- Calculate the partnership's tax adjusted business profit for the year ended 31 December 2020 before division between the partners. (8 marks)
- Calculate the amount of business profits on which each partner will be assessed for the year ended 31 December 2020. (12 marks)

Total: (20 Marks)

SECTION B: ANSWER ANY THREE QUESTION

QUESTION THREE

- Briefly deliberate over the FIVE Canons of an effective Tax system. (10 marks)
- You have been employed by ZRA as Tax advisor and you will be expected to operate in a complex business and financial environment. The increasing public focus on the role of taxation in wider society means a greater interest on your actions as a Tax Advisor by your clients and the public in general. Discuss the fundamental ethical principles required of a professional Tax Advisor. (10 marks)

Total (20 marks)

QUESTION FOUR

A group of third year 2018 Cohort students after attending a Lecture on Taxation decided to register a business importing electronic gadgets and reselling the same to fellow students and Lecturers under the Graduate School of Business. To assist them run the business, they have employed three hands in marketing and finance.

Despite the Business proving lucrative, these students have not been able to formalize their business and after consulting their Taxation professor have advised to regularize the business. The students have further been advised that the activities whose income they make is taxable in under the Zambia's Income Tax Law.

Required:

- a) Describe the tests that should be taken into consideration to distinguish between an employee and a self-employed person. (10 marks)
- b) Show how a decision would be made as to whether the students are carrying on trading activities. (5 marks)
- c) Explain to the students the taxes that they may be liable to and the applicable rates for 2020. Your explanation must include student's obligations under the different tax types. (5 Marks)

Total: (20 marks)

QUESTION FIVE

- (a) In relation to the administration of taxes in Zambia: State any three (3) powers of the Commissioner General. (3 marks)
- (b) Explain the meaning of tax evasion, and explain any five (5) practices of tax reduction which may constitute tax evasion. (5 marks)
- (c) JB a businessman had a net profit K125,000 for the year ended December 31, 2020. The net profit was arrived at after charging and crediting the following items:

Expenditure:

- i. Depreciation of non-current assets of K21,000. The non-current assets consist of Plant that was wholly used for the purposes of the business.
- ii. Bad debts had been arrived at as follows:

	K
Bad debt written off	850
Increase in general bad debt provision	580
Decrease in specific bad debt provision	<u>(400)</u>
Charge to income statement	<u>1,030</u>
iii.	Included in the expenses is the fine for speeding while using the official vehicle on official duties. The fine slapped on JB was K75
iv.	K5,000 was spent on rehabilitating the office building which was damaged in a flood in January 2020.
v.	A charge of K22,000 was made in respect of staff wages.
vi.	Penalty for late submission of returns to ZRA of K350 was made against JB and charged against the income statement.
vii.	Un budgeted expense of K20,000 was spent on staff Christmas party and charge against the company income statement.
viii.	Bank overdraft interest of k2,500 was paid.

INCOME

- i. K5,200 of discounts received were credited to the Income Statement
- ii. A profit on the disposal of a NCA of K5,800 was credited to the Income Statement

FURTHER INFORMATION

The balances on the Assets qualifying for capital allowances as at January 1, 2020 were as follows:

	K
Toyota Corona car (25% private by JB)	5,000
Printing Machine	9,000

The Corona Car was bought on December 1, 2017 for K12,500 while the printing machine was bought for K12,000 on April 1, 2019.

On May 31, 2020 JB acquired another Car for K18,000. The Car was to be used wholly and exclusively in the business.

REQUIRED:

Calculate JB's Taxable Business Profits for the year ended December 31, 2020
(12 marks)

Total (20 marks)

QUESTION SIX

Mutombozhi owns a Construction company based in Malaa Zuma. His Assets Register had the following details for his assets.

Date of Acquisition	Asset Details	Cost (K)	Dep. Rate (%)	Accumulated Dep	Dep. Charge
31-Mar-18	Saloon Car	280,000.00	20.00	168,000.00	56,000.00
31-Mar-18	Soil Tester	160,000.00	25.00	120,000.00	40,000.00
01-Apr-18	Truck Ton	780,000.00	25.00	390,000.00	195,000.00
01-Apr-18	Utility Van	450,000.00	25.00	225,000.00	112,500.00
28-Apr-18	Office Building	1,200,000.00	2.00	48,000.00	24,000.00
31-Mar-19	Industrial Building	3,400,000.00	5.00	340,000.00	170,000.00
31-Mar-19	Tipper Truck	890,000.00	25.00	445,000.00	222,500.00
31-Mar-19	Compactor	1,700,000.00	25.00	850,000.00	425,000.00
		<u>8,860,000.00</u>		<u>2,586,000.00</u>	<u>1,245,000.00</u>

NOTES

- The Saloon Car purchased on 31 March 2018 for K280,000 was sold on 31 March 2020 for K160,000
- The Utility Van bought on 1 April 2018 was involved in an accident and it was beyond economic recovery. Since it was comprehensively insured, the Insurer paid K324,000 after deducting 10% excess.

Required:

- Explain the terms Balancing Allowance and Balancing Charge (4 Marks)
- In both instances, calculate if there was any Balancing Allowance or Balancing Charge (6 Marks)
- Calculate the total Capital Allowances claimable by Mutombozhi in the tax charge year 2020 (10 Marks)

TOTAL:

(20 Marks)

Taxation table

Income Tax

Standard personal income tax rates

Income band	Taxable Amount	Rate
K1 to K39,600	first K39,600	0%
K39,601 to 49,200	next K9,600	25%
K49,201 to K74,400	next K25,200	30%
Over K74,400		37.5%

Income from farming for individuals

K1 to K39,600	first K39,600	0%
Over K39,600		10%

Company Income Tax rates

On income from manufacturing and other	35%
On income from farming	10%
On income of Banks and other Financial Institutions	35%
On income from mineral processing	30%
On income from mining operations	30%

Mineral Royalty

Mineral Royalty on Copper

Range of Norm Price	Mineral Royalty Rate
Less than US\$4,500	5.5% of norm value
From US\$4,500 to less than US\$6,000	6.5% of norm value
From US\$6,000 to less than US\$7,500	7.5% of norm value
From US\$7,500 to less than US\$9,000	8.5% of norm value
From US\$9,000 and above	10% of norm value

Mineral Royalty on other minerals

<u>Type of mineral</u>	<u>Mineral Royalty Rate</u>
Base Metals (Other than Copper, Cobalt and Vanadium)	5% on norm value
Cobalt and Vanadium	8% of norm value

Energy and Industrial Minerals	5% on gross value
Gemstones	6% on gross value
Precious Metals	6% on norm value

Capital Allowances

Implements, plant and machinery and commercial vehicles:

Wear and Tear Allowance –	Plant used normally	25%
	Used in Manufacturing and Leasing	50%
	in farming and Agro-processing	100%

Non-commercial

vehicles

Wear and Tear Allowance	20%
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Industrial Buildings:

Wear and Tear Allowance	5%
Initial Allowance	10%
Investment Allowance	10%

Low-Cost Housing (Cost up to K20,000)

Wear and Tear Allowance	10%
Initial Allowance	10%

Commercial Buildings

Wear and Tear Allowance	2%
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Farming Allowances

Development Allowance	10%
Farm Works Allowance	100%
Farm Improvement Allowance	100%

Presumptive Taxes

Turnover Tax	4%
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Presumptive Tax for Transporters

Seating capacity	Tax per annum	Tax per day
	K	K
From 64 passengers and over	10,800	29.60

From 50 to 63 passengers	9,000	24.70
From 36 to 49 passengers	7,200	19.70
From 22 to 35 passengers	5,400	14.80
From 18 to 21 passengers	3,600	10
From 12 to 17 passengers	1,800	5.0
Less than 12 passengers and taxis	900	2.50

Property Transfer Tax

Rate of Tax on Realised Value of Land, Land and Buildings and shares	5%
Rate of Tax on Realised Value on a transfer or sale of a mining right	10%
Rate of Tax on Realised Value on a transfer of Intellectual Property	5%

END OF EXAMINATION PAPER



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

BSc Accounting and Finance Deferred Examination

BAF3220: TAXATION

Date: 2022

Instructions Format

Time Allowed: 3 hours

State Number of Questions in the Examination Paper

State clearly the number of questions to be answered

DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO DO SO

CHOOSE & ANSWER ANY FIVE (05) QUESTIONS

QUESTION ONE

- a) The eminent Economist Adam Smith (1723-90) introduced what is known as the Canons of Taxation. These have stood the test of time and are just as applicable today as they were then. Discuss any EIGHT attributes of a good TAX system as espoused by Smith and others after him. (8 marks).
- b) Mutombozhi owns a Construction company based in Malaa Zuma. His Assets Register had the following details for his assets.

Date of Acquisition	Asset Details	Cost (K)	Dep. Rate (%)	Accumulated Dep	Dep. Charge
31-Mar-18	Saloon Car	280,000.00	20.00	168,000.00	56,000.00
31-Mar-18	Soil Tester	160,000.00	25.00	120,000.00	40,000.00
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31-Mar-19	Compactor	1,700,000.00	25.00	850,000.00	425,000.00
		<u>8,860,000.00</u>		<u>2,586,000.00</u>	<u>1,245,000.00</u>

NOTES

- i) The Saloon Car purchased on 31 March 2018 for K280,000 was sold on 31 March 2020 for K160,000
- ii) The Utility Van bought on 1 April 2018 was involved in an accident and it was beyond economic recovery. Since it was comprehensively insured, the Insurer paid K324,000 after deducting 10% excess.

Required:

Calculate the total Capital Allowances claimable by Mutombozhi in the tax charge year 2020 (12 Marks)

TOTAL:

(20 Marks)

QUESTION TWO

- a) List the **taxable and Exempt Income** under the Income Tax Act (8 marks)
- b) A Trade is said to be in existence if the Badges of Trade are in existence. Elucidate what these Badges are, that can give credence and evidence on the existence of trade. (12 marks)

Total (20 marks)

QUESTION THREE

Lovemore Zulu has been an employee of A Plc, a Zambian resident company, as Marketing Manager. His annual salary has been K330,000 for the last three years. On 30 September 2021 he retired from employment. His other conditions of service were:

	K
Housing allowance per month	5,800
Transport allowance per month	2,100
Telephone allowance per month	760

During the tax year 2021, the company paid K18,750 in respect of school fees for Mr. Zulu's children. Mr. Zulu was reimbursed K25,000 medical expenses he incurred in respect of his sick wife during the tax year 2020. On 2 May 2021, Mr. Zulu received a labour day award consisting of cash K8,000 and a dining table set valued at K16,000. In addition, he received a long-term service award amounting to K10,000 cash on 10 July 2021.

On retirement, Mr. Zulu received the following benefits:

	K
Pension	420,000
Repatriation pay	47,000
Leave pay	30,000
Severance pay	42,600

During the tax year 2021, he incurred the following expenses:

	K
Medical expenses for his sick wife	10,000
Professional subscription	4,800
Donation to approved public benefit organisation	11,200
PAYE	97,831
Donation to political party	5,000
Travelling expenses from home to place of work	15,000

Mr. Zulu has always contributed NAPSA at 5% of his basic salary.

Other income

Mr. Zulu received the following income from his investments:

	K
Dividends from Z Limited	15,300
Royalties	46,750
Bank deposit interest	3,000
Interest on Government bonds	4,250

The amounts of investment income are the actual amounts of cash received.
Withholding tax had been deducted at source.

Required:

Calculate the amount of income tax payable by Mr. Zulu for the tax year 2021.

(20 marks)

QUESTION FOUR

- a) Mr. Banene had been employed on a three-year contract that had commenced on January 1, 2019 and expired on December 31, 2021. His annual basic pay had been K120,000 in 2019, K144,000 in 2020 and K160,000 in 2021. On expiry of his contract, he was paid a gratuity of his cumulative basic pays and his accrued leave pay of K12,000 on December 29, 2021, he had received his final salary on December 29, 2021.

Required:

Calculate the total income tax paid by Banene for the tax year 2021. (10 marks)

- b) Describe the Tests that should be taken into consideration to distinguish between a self-employed person and an employee. (10 marks)

Total

(20 marks)

QUESTION FIVE

- a) Mr. Banda a Zambian resident man received the following mounts of income in the tax year 2021:

	K
Consultancy Fees	95,625
Royalties	38,250
Dividends from M&M Lawyers	4,250
Interest from a bank deposit account	1,147

Amounts shown are actual amounts received by Mr. Banda

REQUIRED:

Calculate the income tax payable by Mr Banda and his Net Pay (10 marks)

- b) Chieftainess Tundu on Central Province runs a farm which is duly registered under PACRA in Chisamba while still in employment with ZRA. The annual turnover from the business has always exceeded K800,000. Her Profits for the tax year 2021 were K109,500 and the other income is from her employment with ZRA where she earns K158,000 per year. By virtue of her position as Chief, she is entitled to an allowance of K120,000 per year.

Required:

Calculate the Total Income tax payable by Chieftainess Tundu for the year 2021.

(10 marks)

Total

(20 marks)

QUESTION SIX

BUSONGO and NAMWIINGA are in partnership sharing profits and losses in the ratio 2:3 respectively after allowing for partnership salaries of K80,000 per annum for each.

The partnership accounts are prepared annually to 31 December.

On 1 April 2020, MAMBILIMA was admitted to the partnership and with effect from that date, the partnership agreement was changed. Profits and losses and partners' annual salaries were to be provided for as given in the table below:

	Busongo	Namwiinga	Mambilima
Salaries per annum	K64,000	K60,000	K56,000
Share of balance of profits or losses	5 :	3 :	2

The partnership's profit and loss account for the year ended 31 December 2020 was as follows:

		K	K
Gross profit			754,940
Less expenses:			
Depreciation		16,300	
Repairs and renewals	Note	1	31,760
Wages and salaries	Note	2	257,300
Rent and rates	Note	3	168,580
Electricity	Note	4	5,030
Legal expenses	Note	5	8,430
Other expenses	Note	6	24,280
Water expenses	Note	7	20,360
Motor car running expenses	Note	8	12,500
			<u>(544,540)</u>
Net profit			<u>210,400</u>

The following notes to the profit and loss account are given:

Note 1 – Repairs and renewals

This includes initial repairs of K3,000, incurred on repairing a second-hand fire safety equipment in the factory purchased during the year that was not in business usable form.

Note 2 – Wages and salaries

Included in wages and salaries are the partners' salaries of K24,000 for Busongo and K10,000 for Namwiinga and 18,000 for Mambilima. The balance is wages and salaries for the employees employed by the business.

Note 3 – Rent and rates

One third (1/3) of the expenditure on rent and rates relates to rent paid for the partners' private residences.

Note 4 – Electricity

The charge for electricity is made up as follows:

	K
Electricity for partners' houses	1,382
Administrative offices	1,658
Factory	<u>1,990</u>
Total	<u>5,030</u>

Note 5 – Legal expenses

These are made up of the following:

	K
Legal fees in connection with drafting employees service contract	1,100
Lawyers' fees in connection with defending title to land	1,730
Recovery of trade debts	1,200
Registration of title for the newly acquired land	2,400
Unsuccessful appeal against previous year's income tax assessment	<u>2,000</u>
Total	<u>8,430</u>

Note 6 – Other expenses

These expenses consist of the following:

	K
Donation to PMF, a political party	5,000
Postage and stationery	6,200
Donation to an approved public benefit organization	13,080
Total	24,280

Note 7 – Water expenses

These are expenses incurred wholly and exclusive for purpose of the partnership business.

Note 8 – Motor car running expenses (See note 9 also below)

The partners use their own personal private motor cars in the partnership's business. The following information has been provided:

Partner	Private mileage	%	Motor car expenses
			K
Busongo	25		4,420
Namwiinga	20		4,300
Mambilima	40		<u>3,780</u>
			<u>12,500</u>

Note 9 – Partners private motor cars (See note 8 also above)

The following information is about the partners' motor cars referred to in note 8 above:

	Purchase Cost (K)	Date brought into business use
Busongo's car	128,000	1 October 2019
Namwiinga's car	130,000	1 November 2019
Mambilima's car	136,000	1 April 2020

Capital allowances on other partnership assets were K24,000 for the year ended 31 December 2020.

Required:

- (i) Calculate the partnership's tax adjusted business profit for the year ended 31 December 2020 before division between the partners. (9 marks)
- (ii) Calculate the amount of business profits on which each partner will be assessed for the year ended 31 December 2020. (12 marks)

(Total: 20 marks)

2021 CHARGE YEAR TAX RATES/BANDS

Income band	Taxable amount	Rate
K0 to K48,000	first K48,000	0%
K48,000.01 to 57,600	next K9,600	25%
K57,600.01 to K82,800	next K25,200	30%
Over K82,800		37.5%

Income from farming for individuals

K1 to K48,000	first K48,000	0%
Over K48,000		10%

Capital Allowances

Implements, plant and machinery and commercial

Wear and Tear Allowance – vehicles:	Plant used normally	25%
	Used in Manufacturing and Leasing	50%
	Used in farming and agro-processing	100%
	Used in mining operations	20%

Non- commercial vehicles

Wear and Tear Allowance	20%
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Industrial Buildings:

Wear and Tear Allowance	5%
Initial Allowance	10%
Investment Allowance	10%

Low-Cost Housing (Cost up to K20,000)

Wear and Tear Allowance	10%
Initial Allowance	10%

Commercial Buildings

Wear and Tear Allowance	2%
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Farming Allowances

Development Allowance	10%
Farm Works Allowance	100%
Farm Improvement Allowance	100%

WITHHOLDING-TAX

Dividend (Final Tax)	15%
Dividends paid by mining companies	0%
Interest on Government Bonds (Final Tax)	15%
Bank deposit Interest (Final Tax)	0%
Building Society interest (Final Tax)	0%
Other Interest (Final tax)	15%
Royalties, Management & Consultancy	15%
Rent (Final Tax)	10%

END OF EXAMINATION PAPER



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

BSc ACCOUNTING AND FINANCE

FEBRUARY 2019 COHORT – FULL TIME/EVENING

DEFERRED/SUPPLEMENTARY EXAMINATIONS

DATE: 2ND DECEMBER, 2021

BAF 3235: MANAGEMENT ACCOUNTING

EXAM TIME: 14:00 HOURS

DURATION: THREE (3) HOURS

VENUE: SPORTS HALL

INSTRUCTIONS:

1. The Paper has a Total Number of Six (6) Questions Comprising Sections A and B.
2. Answer a Total of FOUR (4) Questions.
3. Section A is *COMPULSORY*. From Section B Attempt *ANY TWO (2)* Questions.
4. Marks Allocation Indicates the Depth of the Answer Expected.

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A – COMPULSORY

QUESTION ONE

The standard material input required for 1,000 kgs. of a finished product are given below:

Material	Quantity (Kg.)	St. Rate per Kg (K)
P	450	20
Q	400	40
R	250	60
	1,100	
Standard loss	100	
Standard output	1,000	

Actual production in a period was 20,000 kg of finished product for which the actual quantities of material used and the prices paid therefore were as under:

Material	Quantity (Kg.)	Purchase price per Kg. (K)
P	10,000	19
Q	8,500	42
R	4,500	65

Required

Calculate the following variances:

- A. Material cost variance (5 Marks)
- B. Material price variance (5 Marks)
- C. Material usage variance (5 Marks)
- D. Material yield variance (5 Marks)
- E. Explain the application of variances in management accounting. (5 Marks)

QUESTION TWO

Mwango Mulima is the advertising manager for Makwebo Nsapato Limited. She is currently working on a major promotional campaign. Her ideas include the installation of a new lighting system and increased display space that will add K24,000 in fixed costs to the K270,000 in fixed costs currently spent. In addition, Mwango is proposing a 5% price decrease on the K40 that will produce a 20% increase in sales volume of 20,000. Variable costs will remain at K24 per pair of shoes. Management is impressed with Mwango ideas but concerned about the effects these changes will have on the break-even point and the margin of safety.

Required

- A. Computation of the current break-even point in units, and compare it to the break-even point in units if Mwango's ideas are used. (6 Marks)

- B. Compute the margin of safety ratio for current operations and after Mwango's changes are introduced (round to nearest full percent). (6 Marks)
- C. Prepare a CVP (Cost-Volume-Profit) income statement for current operations and after Mwango's changes are introduced. (7 Marks)
- D. Explain whether Mwango's changes should be adopted or not using the above information calculated data (A, B and C above) to support your suggestion. (6 Marks)

SECTION B – ATTEMPT ANY TWO QUESTIONS

QUESTION THREE

- A. Holdup Ltd makes a single product which sells for K20, and for which there is great demand. It has a variable cost of K12, made up as follows.

	K
Direct material	4
Direct labour (2 hrs)	6
Variable overhead	<u>2</u>
	<u>12</u>

The labour force is currently working at full capacity producing a product that earns a contribution of K4 per labour hour. A customer has approached the company with a request for manufacture of a special order for which he is willing to pay K5,500. The costs of the order would be K2,000 for direct materials, and 500 labour hours will be required.

Required

- Decide whether the order should be accepted. (15 Marks)
- B. The selling price of Product X is set at K550 for each unit and sales for the coming year are expected to be 800 units. A return of 30% on the investment of K500,000 in Product X will be required in the coming year. What is the target cost for each unit of Product X? (10 Marks)

QUESTION FOUR

Sales of product B over the seven year period from 2014 to 2020 were as follows.

Year	2014	2015	2016	2017	2018	2019	2020
Sales of B ('000 units)	22	25	24	26	29	28	30

Required

- A. Calculate the coefficient of correlation and comment on the observed data. (10 Marks)
- B. Calculate the trend line of sales, and forecast sales in 2021 and 2022. (15 Marks)

QUESTION FIVE

A market gardener is planning his production for the next season, and has asked you as a cost accountant, to recommend the optimal mix of vegetable production for the coming year. He has given you the following data relating to the current year.

	Potatoes	Onions	Okra	Carrots
Area occupied (acres)	25	20	30	25
Yield per acre (tonnes)	10	8	9	12
Selling price per tonne (K)	100	125	150	135
Variable cost per acre (K):				
Fertilizers	30	25	45	40
Seeds	15	20	30	25
Pesticides	25	15	20	25
Direct wages	400	450	500	570

Fixed overheads per annum are K54,000.

The land that is being used for the production of carrots and okra can be used for either crop, but not for potatoes or onions. The land being used for potatoes and onions can be used for either crop, but not carrots or okra. In order to provide an adequate market service, the gardener must produce each year at least 40 tonnes each of potatoes and onions and 36 tonnes each of okra and carrots.

Required

- A. Produce a statement to show profit for the current year under the given scenario. (10 Marks)
- B. Produce a statement to show profit for the production mix you would recommend. (15 Marks)

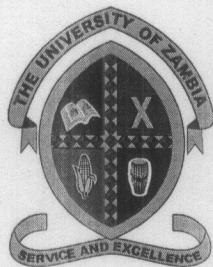
QUESTION SIX

- A. Compare and contrast between financial accounting and management accounting systems and discuss how the two systems relate. (10 Marks)
- B. Activity-based management (ABM) is a system-wide, integrated approach that focuses management's attention on activities with the objectives of improving customer value and the profit achieved by providing this value. ABC is the major source of information for activity-based management. Thus, the activity-based management model has two dimensions, cost dimension and process dimension.

Required

Briefly compare and contrast the two dimensions and highlight the kind of information they provide, how they work and their areas of application. (15 Marks)

END OF EXAMINATION PAPER



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

Sessional Examination

Monday 11th July 2022

BAF 4210 – FINANCIAL RISK MANAGEMENT

Instructions

Time Allowed: **3 hours**

There are five (5) Questions in the Examination Paper

Attempt a total of four (4) questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

QUESTION 1

- (a) Define Liquidity risk (5 marks)
- (b) Discuss the early warning indicators of liquidity risk (8 marks)
- (c) Explain the liquidity ratios and limits that banks may use to quantify liquidity for the purpose of liquidity risk management (12 marks)

(Total 25 Marks)

QUESTION 2

- (a) Explain credit risk (4 marks)
- (b) Explain the borrower and lender perspective of risk management (6 marks)
- (c) Explain the credit rating mechanism for credit risk management (8 marks)
- (d) Before allowing a credit facility, banks must make an assessment of risk profile of the customer/transaction. What must this assessment include? (7 marks)

(Total 25 Marks)

QUESTION 3

- (a) Describe operational risk (2 marks)
- (b) Explain the main types of operational risk (8 marks)
- (c) Explain the 3 similarities between reputational and operational risks faced by commercial banks (9 marks)
- (d) Explain the methods used in mitigating operational risk (6 marks)

(Total 25 Marks)

QUESTION 4

- (a) Define Liquidity risk (5 marks)
- (b) Discuss the early warning indicators of liquidity risk (8 marks)
- (c) Explain the liquidity ratios and limits that banks may use to quantify liquidity for the purpose of liquidity risk management (8 marks)
- (d) Explain methods that can be used to mitigate liquidity risk (4 marks)

(TOTAL 25 MARKS)

QUESTION 5

- (a) Discuss the theoretical basis of modern risk management contained in the works of Franco Modigliani and Merton Miller published in 1958 (8 marks)
- (b) Explain Risk vs. Return for companies (6 marks)
- (c) What is the burden of risk on society (6 marks)
- (d) What are the five major methods for managing risk (5 marks)

(Total 25 Marks)



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS

BAF 4241: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
JULY 2018 COHORT – FULL TIME
TEST ONE

DATE: 28TH FEBRUARY, 2022

TIME: TWO (2) HOURS

INSTRUCTIONS:

1. The Paper has a Total Number of THREE (3) Questions, Answer ANY TWO (2).
 2. Marks Allocation Indicates the Depth of the Answer Expected
-

QUESTION ONE

- A. Nampundwe Mining Company has just paid a dividend of K1.60 per share on its common stock. The company expects to increase the dividend at a 20 percent annual rate for the first four (4) years and at a 13 percent rate for the next four (4) years, and then grow the dividend at a 7 percent rate thereafter. This growth pattern is in keeping with the expected life cycle of earnings. You require a 16 percent return to invest in this stock.

Required

Calculate the value you should place on a share of this stock. (17 Marks)

- B. On January 2014 Mr Kalaluka Mwansa invested in 1000 shares worth K16 and held on to the investment for twenty (20) months. The annual dividends per share were K2 in 2013 and were expected to grow in value by 10 percent per annum for the next three (3) years and 5 percent per annum thereafter.

Required

Compute the Annual Holding Period Yield (AHPY) for Mr Kalaluka Mwansa. (8 Marks)

QUESTION TWO

Tonga Bemba Plc has the following statistics on its portfolio investment.

Year	Annual Rate of Return
2017	11%
2018	7%
2019	-6%
2020	12%
2021	4%

Required

- A. Calculate the standard deviation (δ) for the portfolio of Hichilema Lungu Plc. (10 Marks)
- B. Assuming that Hichilema Lungu Plc were contemplating diversifying further into a new investment with a standard deviation (δ) of 0.09 and an expected return of 0.10. Using supporting calculations, advise management as to whether the company should diversify or not. (10 Marks)
- C. Discuss the conditions under which a standard deviation (δ) and a coefficient of variation (CV) can be used. (5 Marks)

QUESTION THREE

- A. Discuss the primary role of primary capital markets. (3 Marks)
- B. Discuss the role of secondary markets and give four (4) reasons as to why they are so important. (9 Marks)
- C. The line that reflects the combination of risk and return available on various alternative investments in the market is called the Security Market Line (SML). It is also observed that investors usually increase their required rate of return as perceived risk increases. Describe the relationship between risk and return in relation to movements along the SML, change in slope of the SML and shift in the SML. (13 Marks)

END OF TEST

Present Value Table

Present value of 1 i.e. $(1 + r)^{-n}$

Where r = discount rate
 n = number of periods until payment

Periods (n)	Discount rate (r)										
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909	1
2	0.980	0.961	0.943	0.925	0.907	0.890	0.873	0.857	0.842	0.826	2
3	0.971	0.942	0.915	0.889	0.864	0.840	0.816	0.794	0.772	0.751	3
4	0.961	0.924	0.888	0.855	0.823	0.792	0.763	0.735	0.708	0.683	4
5	0.951	0.906	0.863	0.822	0.784	0.747	0.713	0.681	0.650	0.621	5
6	0.942	0.888	0.837	0.790	0.746	0.705	0.666	0.630	0.596	0.564	6
7	0.933	0.871	0.813	0.760	0.711	0.665	0.623	0.583	0.547	0.513	7
8	0.923	0.853	0.789	0.731	0.677	0.627	0.582	0.540	0.502	0.467	8
9	0.914	0.837	0.766	0.703	0.645	0.592	0.544	0.500	0.460	0.424	9
10	0.905	0.820	0.744	0.676	0.614	0.558	0.508	0.463	0.422	0.386	10
11	0.896	0.804	0.722	0.650	0.585	0.527	0.475	0.429	0.388	0.305	11
12	0.887	0.788	0.701	0.625	0.557	0.497	0.444	0.397	0.356	0.319	12
13	0.879	0.773	0.681	0.601	0.530	0.469	0.415	0.368	0.326	0.290	13
14	0.870	0.758	0.661	0.577	0.505	0.442	0.388	0.340	0.299	0.263	14
15	0.861	0.743	0.642	0.555	0.481	0.417	0.362	0.315	0.275	0.239	15
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833	1
2	0.812	0.797	0.783	0.769	0.756	0.743	0.731	0.718	0.706	0.694	2
3	0.731	0.712	0.693	0.675	0.658	0.641	0.624	0.609	0.593	0.579	3
4	0.659	0.636	0.613	0.592	0.572	0.552	0.534	0.516	0.499	0.482	4
5	0.593	0.567	0.543	0.519	0.497	0.476	0.456	0.437	0.419	0.402	5
6	0.535	0.507	0.480	0.456	0.432	0.410	0.390	0.370	0.352	0.335	6
7	0.482	0.452	0.425	0.400	0.376	0.354	0.333	0.314	0.296	0.279	7
8	0.434	0.404	0.376	0.351	0.327	0.305	0.285	0.266	0.249	0.233	8
9	0.391	0.361	0.333	0.308	0.284	0.263	0.243	0.225	0.209	0.194	9
10	0.352	0.322	0.295	0.270	0.247	0.227	0.208	0.191	0.176	0.162	10
11	0.317	0.287	0.261	0.237	0.215	0.195	0.178	0.162	0.148	0.135	11
12	0.286	0.257	0.231	0.208	0.187	0.168	0.152	0.137	0.124	0.112	12
13	0.258	0.229	0.204	0.182	0.163	0.145	0.130	0.116	0.104	0.093	13
14	0.232	0.205	0.181	0.160	0.141	0.125	0.111	0.099	0.088	0.078	14
15	0.209	0.183	0.160	0.140	0.123	0.108	0.095	0.084	0.074	0.065	15

Annuity Table

Present value of an annuity of 1 i.e. $\frac{1 - (1 + r)^{-n}}{r}$

Where r = discount rate
 n = number of periods

Periods (n)	Discount rate (r)									
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909
2	1.970	1.942	1.913	1.886	1.859	1.833	1.808	1.783	1.759	1.736
3	2.941	2.884	2.829	2.775	2.723	2.673	2.624	2.577	2.531	2.487
4	3.902	3.808	3.717	3.630	3.546	3.465	3.387	3.312	3.240	3.170
5	4.853	4.713	4.580	4.452	4.329	4.212	4.100	3.993	3.890	3.791
6	5.795	5.601	5.417	5.242	5.076	4.917	4.767	4.623	4.486	4.355
7	6.728	6.472	6.230	6.002	5.786	5.582	5.389	5.206	5.033	4.868
8	7.652	7.325	7.020	6.733	6.463	6.210	5.971	5.747	5.535	5.335
9	8.566	8.162	7.786	7.435	7.108	6.802	6.515	6.247	5.995	5.759
10	9.471	8.983	8.530	8.111	7.722	7.360	7.024	6.710	6.418	6.145
11	10.37	9.787	9.253	8.760	8.306	7.887	7.499	7.139	6.805	6.495
12	11.26	10.58	9.954	9.385	8.863	8.384	7.943	7.536	7.161	6.814
13	12.13	11.35	10.63	9.986	9.394	8.853	8.358	7.904	7.487	7.103
14	13.00	12.11	11.30	10.56	9.899	9.295	8.745	8.244	7.786	7.367
15	13.87	12.85	11.94	11.12	10.38	9.712	9.108	8.559	8.061	7.606
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833
2	1.713	1.690	1.668	1.647	1.626	1.605	1.585	1.566	1.547	1.528
3	2.444	2.402	2.361	2.322	2.283	2.246	2.210	2.174	2.140	2.106
4	3.102	3.037	2.974	2.914	2.855	2.798	2.743	2.690	2.639	2.589
5	3.696	3.605	3.517	3.433	3.352	3.274	3.199	3.127	3.058	2.991
6	4.231	4.111	3.998	3.889	3.784	3.685	3.589	3.498	3.410	3.326
7	4.712	4.564	4.423	4.288	4.160	4.039	3.922	3.812	3.706	3.605
8	5.146	4.968	4.799	4.639	4.487	4.344	4.207	4.078	3.954	3.837
9	5.537	5.328	5.132	4.946	4.772	4.607	4.451	4.303	4.163	4.031
10	5.889	5.650	5.426	5.216	5.019	4.833	4.659	4.494	4.339	4.192
11	6.207	5.938	5.687	5.453	5.234	5.029	4.836	4.656	4.486	4.327
12	6.492	6.194	5.918	5.660	5.421	5.197	4.988	4.793	4.611	4.439
13	6.750	6.424	6.122	5.842	5.583	5.342	5.118	4.910	4.715	4.533
14	6.982	6.628	6.302	6.002	5.724	5.468	5.229	5.008	4.802	4.611
15	7.191	6.811	6.462	6.142	5.847	5.575	5.324	5.092	4.876	4.675



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

BSc ACCOUNTING AND FINANCE

JULY 2018 COHORT BLENDED/EVENING

DEFERRED EXAMINATION

DATE: 29TH MARCH, 2022

**BAF 4241: INVESTMENT ANALYSIS AND PORTFOLIO
MANAGEMENT**

EXAM TIME: 09:00 HOURS

DURATION: THREE (3) HOURS

VENUE: GSB CLASS ROOM

INSTRUCTIONS:

1. The Paper has a Total Number of Six (6) Questions.
2. Answer a Total of FOUR (4) Questions.
3. Section A is Compulsory. From Section B Attempt ANY TWO (2) Questions.
4. Marks Allocation Indicates the Depth of the Answer Expected.

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A – COMPULSORY

QUESTION ONE

A. Three companies have the following results during the recent period.

	<i>K</i>	<i>L</i>	<i>M</i>
Net profit margin	0.04	0.06	0.10
Total asset turnover	2.20	2.00	1.40
Total assets/equity	2.40	2.20	1.50

Required

Derive for each company the return on equity.

(15 Marks)

B. Given the following earnings and dividends, compute the sustainable growth rate for each firm.

	<i>K</i>	<i>L</i>	<i>M</i>	
Earnings per share	2.75	3.00	4.50	
Dividends per share	1.25	1.00	1.00	(10 Marks)

QUESTION TWO

- A. Discuss the primary role of primary capital markets. (3 Marks)
- B. Discuss the role of secondary markets and give four (4) reasons as to why they are so important. (9 Marks)
- C. The line that reflects the combination of risk and return available on various alternative investments in the market is called the Security Market Line (SML). It is also observed that investors usually increase their required rate of return as perceived risk increases. Describe the relationship between risk and return in relation to movements along the SML, change in slope of the SML and shift in the SML. (13 Marks)

SECTION B – ATTEMPT ANY TWO QUESTIONS

QUESTION THREE

- A. Nampundwe Mining Company has just paid a dividend of K1.60 per share on its common stock. The company expects to increase the dividend at a 20 percent annual rate for the first four (4) years and at a 13 percent rate for the next four (4) years, and then grow the dividend at a 7 percent rate thereafter. This growth pattern is in keeping with the expected life cycle of earnings. You require a 16 percent return to invest in this stock.

Required

Calculate the value you should place on a share of this stock.

(13 Marks)

B. You are given the following information regarding prices for a sample of stocks:

Stock	Number of Shares	PRICE	
		T	T+1
A	1,000,000	60	80
B	10,000,000	20	35
C	30,000,000	18	25

Required

- Construct a price-weighted series for the three stocks, and compute the percentage change in the series for the period from T to T+1. (5 Marks)
- Construct a value-weighted series for the three stocks, and compute the percentage change in the series for the period from T to T+1. (5 Marks)
- Briefly discuss the difference in the observed results for the two series. (2 Marks)

QUESTION FOUR

A. Mwansa Bombwe Ltd is contemplating to invest in two assets A and B. The table below provides the return distribution of two assets involved.

State of economy	Probability that the state of economy occurs	Return if the state occurs	
		Asset A	Asset B
BOOM	0.25	50%	70%
AVERAGE	0.50	40%	50%
BELOW AVERAGE	0.10	20%	10%
POOR	0.15	-10%	-20%

In addition to the above return distribution the two assets (A and B) operate in different industries and hence characterised by a market risk of 2 and 3 respectively. The market risk premium is 10% and the government treasury bills reward a return of 8% in the same economy.

Required:

- Calculate the expected returns for assets A and B respectively. (9 Marks)
 - Calculate the required rate of return for assets A and B respectively using the CAPM (6 Marks)
- B. Discuss three (3) reasons why an investor might consider adding international securities to their investment portfolio and explain the three (3) possible problems that they may face with foreign investments. (10 Marks)

QUESTION FIVE

- A. Foreign bonds are identified by their country of origin and among the available foreign bonds are Euro-Bonds, Yankee Bonds, and international Domestic Bonds. Briefly explain each of the three (3) bonds. (9 Marks)

B. Outline the concept of Capital Asset Pricing Model (CAPM) and explain the meaning of Beta (β) in relation to investments. (8 Marks)

C. Explain the implications of systematic and unsystematic risk for investment. (8 Marks)

QUESTION SIX

A. Discuss in detail the following types of investment companies.

1. Money market funds (5 Marks)

2. Bond funds (5 Marks)

3. Common stock funds (5 Marks)

4. Balanced funds (5 Marks)

B. Explain what futures contracts are and discuss their characteristics. (5 Marks)

END OF EXAMINATION PAPER

Present Value Table

Present value of 1 i.e. $(1 + r)^{-n}$

Where r = discount rate
 n = number of periods until payment

Periods (n)	Discount rate (r)										
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909	1
2	0.980	0.961	0.943	0.925	0.907	0.890	0.873	0.857	0.842	0.826	2
3	0.971	0.942	0.915	0.889	0.864	0.840	0.816	0.794	0.772	0.751	3
4	0.961	0.924	0.888	0.855	0.823	0.792	0.763	0.735	0.708	0.683	4
5	0.951	0.906	0.863	0.822	0.784	0.747	0.713	0.681	0.650	0.621	5
6	0.942	0.888	0.837	0.790	0.746	0.705	0.666	0.630	0.596	0.564	6
7	0.933	0.871	0.813	0.760	0.711	0.665	0.623	0.583	0.547	0.513	7
8	0.923	0.853	0.789	0.731	0.677	0.627	0.582	0.540	0.502	0.467	8
9	0.941	0.837	0.766	0.703	0.645	0.592	0.544	0.500	0.460	0.424	9
10	0.905	0.820	0.744	0.676	0.614	0.558	0.508	0.463	0.422	0.386	10
11	0.896	0.804	0.722	0.650	0.585	0.527	0.475	0.429	0.388	0.305	11
12	0.887	0.788	0.701	0.625	0.557	0.497	0.444	0.397	0.356	0.319	12
13	0.879	0.773	0.681	0.601	0.530	0.469	0.415	0.368	0.326	0.290	13
14	0.870	0.758	0.661	0.577	0.505	0.442	0.388	0.340	0.299	0.263	14
15	0.861	0.743	0.642	0.555	0.481	0.417	0.362	0.315	0.275	0.239	15
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833	1
2	0.812	0.797	0.783	0.769	0.756	0.743	0.731	0.718	0.706	0.694	2
3	0.731	0.712	0.693	0.675	0.658	0.641	0.624	0.609	0.593	0.579	3
4	0.659	0.636	0.613	0.592	0.572	0.552	0.534	0.516	0.499	0.482	4
5	0.593	0.567	0.543	0.519	0.497	0.476	0.456	0.437	0.419	0.402	5
6	0.535	0.507	0.480	0.456	0.432	0.410	0.390	0.370	0.352	0.335	6
7	0.482	0.452	0.425	0.400	0.376	0.354	0.333	0.314	0.296	0.279	7
8	0.434	0.404	0.376	0.351	0.327	0.305	0.285	0.266	0.249	0.233	8
9	0.391	0.361	0.333	0.308	0.284	0.263	0.243	0.225	0.209	0.194	9
10	0.352	0.322	0.295	0.270	0.247	0.227	0.208	0.191	0.176	0.162	10
11	0.317	0.287	0.261	0.237	0.215	0.195	0.178	0.162	0.148	0.135	11
12	0.286	0.257	0.231	0.208	0.187	0.168	0.152	0.137	0.124	0.112	12
13	0.258	0.229	0.204	0.182	0.163	0.145	0.130	0.116	0.104	0.093	13
14	0.232	0.205	0.181	0.160	0.141	0.125	0.111	0.099	0.088	0.078	14
15	0.209	0.183	0.160	0.140	0.123	0.108	0.095	0.084	0.074	0.065	15

Annuity Table

Present value of an annuity of 1 i.e. $\frac{1 - (1 + r)^{-n}}{r}$

Where r = discount rate
 n = number of periods

Periods (n)	Discount rate (r)										
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909	
2	1.970	1.942	1.913	1.886	1.859	1.833	1.808	1.783	1.759	1.736	
3	2.941	2.884	2.829	2.775	2.723	2.673	2.624	2.577	2.531	2.487	
4	3.902	3.808	3.717	3.630	3.546	3.465	3.387	3.312	3.240	3.170	
5	4.853	4.713	4.580	4.452	4.329	4.212	4.100	3.993	3.890	3.791	
6	5.795	5.601	5.417	5.242	5.076	4.917	4.767	4.623	4.486	4.355	
7	6.728	6.472	6.230	6.002	5.786	5.582	5.389	5.206	5.033	4.868	
8	7.652	7.325	7.020	6.733	6.463	6.210	5.971	5.747	5.535	5.335	
9	8.566	8.162	7.786	7.435	7.108	6.802	6.515	6.247	5.995	5.759	
10	9.471	8.983	8.530	8.111	7.722	7.360	7.024	6.710	6.418	6.145	
11	10.37	9.787	9.253	8.760	8.306	7.887	7.499	7.139	6.805	6.495	
12	11.26	10.58	9.954	9.385	8.863	8.384	7.943	7.536	7.161	6.814	
13	12.13	11.35	10.63	9.986	9.394	8.853	8.358	7.904	7.487	7.103	
14	13.00	12.11	11.30	10.56	9.899	9.295	8.745	8.244	7.786	7.367	
15	13.87	12.85	11.94	11.12	10.38	9.712	9.108	8.559	8.061	7.606	
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833	1
2	1.713	1.690	1.668	1.647	1.626	1.605	1.585	1.566	1.547	1.528	2
3	2.444	2.402	2.361	2.322	2.283	2.246	2.210	2.174	2.140	2.106	3
4	3.102	3.037	2.974	2.914	2.855	2.798	2.743	2.690	2.639	2.589	4
5	3.696	3.605	3.517	3.433	3.352	3.274	3.199	3.127	3.058	2.991	5
6	4.231	4.111	3.998	3.889	3.784	3.685	3.589	3.498	3.410	3.326	6
7	4.712	4.564	4.423	4.288	4.160	4.039	3.922	3.812	3.706	3.605	7
8	5.146	4.968	4.799	4.639	4.487	4.344	4.207	4.078	3.954	3.837	8
9	5.537	5.328	5.132	4.946	4.772	4.607	4.451	4.303	4.163	4.031	9
10	5.889	5.650	5.426	5.216	5.019	4.833	4.659	4.494	4.339	4.192	10
11	6.207	5.938	5.687	5.453	5.234	5.029	4.836	4.656	4.486	4.327	11
12	6.492	6.194	5.918	5.660	5.421	5.197	4.988	4.793	4.611	4.439	12
13	6.750	6.424	6.122	5.842	5.583	5.342	5.118	4.910	4.715	4.533	13
14	6.982	6.628	6.302	6.002	5.724	5.468	5.229	5.008	4.802	4.611	14
15	7.191	6.811	6.462	6.142	5.847	5.575	5.324	5.092	4.876	4.675	15



University of Zambia

Graduate School of Business

Bachelor of Business Management

Sessional Examination

BBA 3412: Managerial Economics

11th July, 2022

TIME ALLOWED: THREE (3) HOURS

MARKS: 100

General Instructions:

1. Questions 1 is compulsory, choose any four questions.
2. Marks are indicated against each question.
3. Begin every new question on a different page.
4. All workings are supposed to be done in the answer booklet.
5. Do not use any cell phones or communicate with another candidate.

DO NOT TURN THE PAGE UNTIL YOU ARE TOLD TO DO SO

Compulsory

1. Nyambe operates a car face-lifting business in Lusaka. In which he does painting and adding some features to the car to restores a car to the level of cleanliness and perfection that it had when it was new. He uses regression analysis to estimate the demand function for his business and gets the following result:

$$QX = 235 - 3PX + 40A - 20U + 8PW$$

The number of face-lifting jobs he gets per month (QX) depends on the price he charges per job (PX), his monthly advertising expenditures (A) measured in \$1,000s, the regional percentage unemployment rate (U), and the average price charged by local car wash businesses (PW) for a standard wash and wax.

Use the estimated demand function given above to solve Problems

- a. Is face-lifting a normal good or an inferior good? How can you tell? **(2 marks)**
- b. Is a wash and waxes at the local car wash a complement or a substitute for face-lifting? How can you tell? **(2 marks)**
- c. Nyambe is currently charging ZMW65 per face-lifting job and spending ZMW3,500 per month on advertising. The regional unemployment rate is 7.5% and the average price of a wash and wax at a local car wash is ZMW15.

How many face-lifting jobs per month can Nyambe expect under these conditions? **(6 marks)**

d. i. Calculate the point price elasticity of demand under current conditions. **(2 marks)**

ii. Is it elastic or inelastic? **(2 marks)**

iii. Also calculate marginal revenue. **(2 marks)**

iv. If the marginal cost of a face-lifting job is equal to ZMW12, should Nyambe increase price, lower price, or hold price constant? **(4 marks)**

Total: 20 marks

2. Musulefwe bus service has two types of consumers: business and leisure travellers. The demand function of individuals in each group

is: **Business travellers** $q = 100 - P$

Leisure travellers $q = 80 - 2P$

Musulefwe bus services' total cost function is given by

$TC = 1000 + 20Q$

a. What is the price paid by **i.** Business and **ii.** Leisure travellers

(4 marks)

b. What is the number of **i.** Business and **ii.** Leisure travellers

(4 marks)

c. What is the profit made from the i. Business and ii. Leisure travellers (10 marks)

d. Explain three types of price discrimination provide examples for each (6marks)

Total: 20 marks

3. Provided the following information; Cobb-Douglas function is

$Q = AK^\alpha L^{\alpha-1}$ as the objective production function and the firm faces

$C = wL + rK$. Where Q is total product, A is a constant K is capital and L is Labour with w and r being wage rate and interest respectively. Further C is the total cost and α & $\alpha-1$ show returns to scale.

Using the Lagrangian model determine the following:

a. Optimum level of capital and labour quantities to employ (5 marks)

b. Values of MPL (marginal product of labour) and MPK (marginal product of capital) (5 marks)

c. Show the value of Lambda (λ) (5 marks)

d. Explain three types of returns to scale use α & $\alpha-1$ in your explanation (5 marks)

Total: 20 marks

4. Consider the following strategies to be considered by two people engaged in soccer betting:

		Bwalya	
		Bet	Don't bet
Monde	Bet	3,1	-1,-1
	Don't bet	-1,-1	1,3

a. Does this game have Nash equilibrium in pure strategies?

(Explain)

(5 marks)

b. Is this equilibrium unique? **(Explain)**

(5 marks)

c. Does each player have a dominant strategy? **(Explain)**

(5 marks)

d. Discuss how one can apply the concept of prisoner's dilemma

use a real world example

(5 marks)

Total: 20 marks

5. In a small village in Kabwe, there are 100 small dairy farmers who sell milk to the residents in the village. The supply function of milk by each dairy farmer is given by $q = 2P - 2$ where q represents the quantity milk of supplied in litres and p is the price of milk per litre.

The market demand for milk by the residents of the villages is given by $Q = 400 - 100P$ where Q is the total market demand for milk in litres.

- a. Derive the equation for the market supply of milk **(5 marks)**
- b. Find the equilibrium price and quantity of milk **(5 marks)**
- c. What is the market price elasticity of **demand** at the equilibrium point? **(5 marks)**
- d. What is the market price elasticity of **supply** at the equilibrium point? **(5 marks)**

Total: 20 marks

6. Linear regression models find several uses in real-life problems. Ordinary Least Squares (OLS) method is widely used to estimate the parameter of a linear regression model.

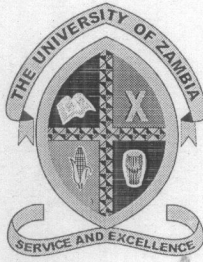
- a. State and explain any five assumptions of Ordinary Least Squares (OLS) regression model **(5 marks)**
- b. Derive the coefficients β_0 and β_1 of the simple linear regression $Y_i = \beta_0 + \beta_1 X_i + \epsilon_i$ **(15 marks)**

Total: 20 marks

7. Thoroughly explain the following concepts; use of appropriate illustrations is recommended:

- a. Describe three types of price discrimination (5 marks)
- b. State and explain five types of pricing strategies (5 marks)
- c. Distinguish between Cournot and Stackelberg Oligopoly (5 marks)
- d. The kinked demand curve model is used to explain price rigidities under non-collusive oligopolies; explain the kinked demand curve model (5 marks)

Total: 20 marks



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

Undergraduate Sessional Examination

Deferred and Supplementary

March 2022

BBA 9125: INTERNATIONAL BUSINESS MANAGEMENT

Instructions

Time Allowed: **3 hours**

Section A: Answer both questions

Section B: Answer any two (2) questions

You are required to answer **four (4)** questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY (Read the case and answer the questions that follow)

Culture Based Market Segmentation

A medium-sized Swedish engineering company manufactured fire-fighting equipment, but was incurring losses. In 1983 a new marketing director was appointed. After four years of work, turnover rose from £3 million to £10 billion and profitability was restored, mainly on the basis of a complete reappraisal of markets and marketing policy. The marketing director found that the company had been dealing with about 100 country markets, but many produced orders only in small quantities, and these intermittently. In total, the orders were surprisingly small in proportion of the turnover, but were just as costly and time consuming to service as orders from the larger, steadier markets. A careful process of selection showed that if the company concentrated more extensively on 50 markets its chances of progress would improve, and of these 50, some 10 which looked the most promising were selected for constant and increasing attention; for example, visits were planned with increasing frequency. The company found that this core of key markets provided an almost ideal ratio, because where concentration is carried to the limit of five or six countries accounting for 75 per cent of trade, a contraction of business in those few countries could prove very harmful. Recognising important national differences among the 10 key markets, the company was able to develop and deploy regional sales specialists to deal more effectively with local issues and customer contracts. Thus, by reducing the total number of markets, but retaining those with significant trade, the company improved its profit performance.

Source: Edgar P. Hibbert, International Business, p. 80.

Question One

Using the case above, analyse the impact of social and cultural factors on the global business.

(25 marks)

Question Two

Explain why it might make sense to vary the attributes of a product from country to country.

(25 marks)

Total: 50 marks

SECTION B: ANSWER ANY TWO (2) QUESTIONS

Question Three

While some see globalization as the avenue to the development of poor nations, others see it intensifying misery and inequalities. Critically examine the above statement in today's context.

(25 marks)

Question Four

a) Compare Heckscher-Ohlin and Leontief trade models. (9 marks)

b) Outline any five (5) benefits and any three (3) costs of free international trade.

(16 marks)

Total: 25 marks

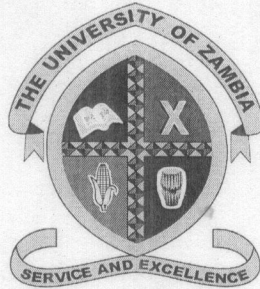
Question Five

a) What should an international business take into account when choosing a manager for its overseas operations? (15 marks)

b) Explain why managers may fail to thrive in foreign postings. (10 marks)

Total: 25 marks

End of exam!



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
UNDERGRADUATE**

SESSIONAL EXAMINATION

DATE: 28TH March, 2022

BBA9135: BUSINESS PLANNING AND DEVELOPMENT

TIME: THREE (3) HOURS

INSTRUCTIONS:

1. Answer all questions in section A. choose Two from section B
 2. Marks Allocation Indicates the Depth of the Answer Expected.
-

Section A

QUESTION ONE

Write short notes on the following **[5 marks each]**

- (i) Explain the types of customers
- (ii) Oligopolistic competition
- (iii) Monopolistic Competition
- (iv) Explain the difference between Desired Service and Adequate Service
- (v) Corporate personality

Question Two **[25 marks]**

Porter developed a framework for analyzing the nature and extent of competition within an industry. Understanding the nature and strength of each the five forces within an industry assists managers in developing the competitive strategy of their organization. Explain these five forces.

SECTION B

Question One (25 Marks)

Describe the key elements of a Customer Centric organization. How does the degree of customer centricity able to create Loyalty in Competitive Industries?

Question Two **[25 Marks]**

Explain why it is necessary for an entrepreneur to have a business plan before launching a particular business idea

Question Three **[25 Marks]**

Write a concise essay in which you critically examine, using appropriate examples of your choice, the significance of small scale business enterprises to the economies of nations.



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

Sessional Examination

30th March 2022

BBF 4625 - PUBLIC FINANCE

Instructions

Time Allowed: **3 hours**

There are five (5) Questions in the Examination Paper

Attempt a total of four (4) questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

QUESTION 1

- (a) Explain Pareto efficiency (1 marks)
- (b) Discuss public finance and ideology (6 Marks)
- (c) Explain the major functions of public finance (9 Marks)
- (d) Explain the basic conditions for Pareto efficiency (9 marks)

(Total 25 Marks)

QUESTION 2

- (a) Citing examples, explain pure and impure public goods (6 marks)
- (b) Using a diagram, explain how a negative production externality can affect the market (5 marks)
- (c) Explain private solutions to externalities (5 marks)
- (d) Describe public solutions to externalities (9 marks)

(Total 25 Marks)

QUESTION 3

- (a) Explain expenditure analysis (3 marks)
- (b) Explain the different classification approaches of a public budget (8 marks)
- (c) Explain indicators used to analyze public finance activity (8 marks)
- (d) Explain the objectives of a tax system (6 marks)

(Total 25 Marks)

QUESTION 4

- (a) Explain tax incidence (5 marks)
- (b) Using appropriate diagrams, explain the rules of tax incidence (15 marks)
- (c) Explain the economic effects of tax incidence (5 marks)

(Total 25 Marks)

QUESTION 5

- (a) Using a diagram, show the dead weight loss created but a \$10 negative production externality and a \$15 tax on producers (5 marks)
- (b) Using an appropriate diagram, explain the Laffer curve (5 marks)
- (c) Describe the types of wealth tax (8 marks)
- (d) Explain Zambia's budget process (7 marks)

(Total 25 Marks)



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Deferred / Supplementary Examination

March 2022

BSM 2112: FUNDAMENTALS OF MARKETING

Instructions:

Time Allowed: **3 hours**

There are five questions in this Examination Paper

Answer any four Questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

QUESTION ONE

The macro environment is the broader context within which a company conducts its commercial operations. Explain the micro environmental factors that may have an impact on the organisational operations. **(25Marks)**

QUESTION TWO

Some feel that customer value-based pricing is the only way to set prices. What do you understand by this approach to pricing, and how can it be implemented by the marketer? **(25 Marks)**

QUESTION THREE

Consumer buyer behaviour refers to the buying behaviour of individuals and households that buy products for personal consumption. Explain the stages of the consumer decision buyer behaviour process. **(25 Marks)**

QUESTION FOUR

You are the Marketing manager for Lusaka Mobile Phones and you have been called by the Marketing Director to discuss the sales performance of the company's new smart phone over the past year. Sales revenue had been very slow but showed promise.

Discuss the performance that can be expected at each of the stages of the smart phone's product life cycle recommending appropriate strategies for each stage.

(25 Marks)

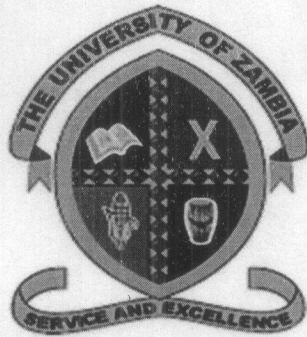
QUESTION FIVE

Write brief notes on the following words:

- a) Marketing mix
- b) Personal Selling
- c) Sales Promotion
- d) Vertical conflict
- e) Geographic Segmentation

(25 Marks)

END OF EXAMINATION



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
BSM3112 STRATEGIC MARKETING MANAGEMENT
END OF SEMESTER FINAL EXAMINATION

Date: 17th January 2022

Time Allowed: Three (3) hours

Instructions to Candidates:

1. Read the instructions very carefully
2. Check that you have the correct examination paper in front of you.
3. There are two (2) sections in this examination paper; Section A and Section and B. Section A is compulsory. Answer any **Four (4)** from Section B.
4. All answers must only be answered in the answer booklet provided.
5. Write down the question numbers that you have answered on the cover of the examination booklet provided.
4. Marks for each question are indicated in the brackets.
5. Answers must be in complete sentences. No credit will be given for any answer that is in point form.

SECTION A: COMPULSORY

Question One

a) A marketing audit is a comprehensive, systematic, independent and periodic examination of a company's or business unit marketing and it is designed to evaluate marketing assets and activities in the context of marketing conditions, and use the resulting analysis to aid the firm in planning. The planning referred to in this statement points to the marketing strategy, which will be documented in detail in a marketing plan, "Bruce Clark". Discuss the components and types of marketing audit.

(15 Marks)

b) What is your understanding of strategic marketing management?

(5 Marks)

[TOTAL: 20 MARKS]

SECTION B: ANSWER ANY FOUR (4) QUESTIONS

Question Two

Write brief notes on the following marketing tools; illustrate their value to the development of an effective marketing strategy.

- a) Boston Matrix (5 Marks)
- b) Porter's generic strategies (5 Marks)
- c) GE Matrix (5 Marks)
- d) Ansoff's product/market matrix (5 Marks)

[TOTAL: 20 MARKS]

Question Three

- a) Distinguish between cost leadership strategy and Differentiation strategy. (6 Marks)
- b) Explain how a firm can achieve cost leadership and state the disadvantages of cost leadership strategy. (10 Marks)
- c) What is corporate strategy? (4 Marks)

[TOTAL: 20 MARKS]

Question Four

As a Marketing consultant, you have successfully designed a marketing strategy for a new bottled water brand called VATRA. It is targeted at low-income consumers in Lusaka. The product is to be produced by a small firm in Lusaka. There are no immediate or short-term plans to take the product national. Your marketing plan has the ambitious objective of achieving a market share of 1% in the next five years. This means that every one litre out of 100 litres of water sold in the target market will be supplied by VATRA. Using the 6M framework, recommend a promotional strategy for VATRA. (12 Marks)

- b) To communicate effectively, marketers need to understand how communication works. Discuss the communication process and the role that each element plays in the process. (8 Marks)

[TOTAL: 20 MARKS]

Question Five

a) Michael Porter identifies three broad strategies for attaining competitive advantage. Explain how Financial Institutions may apply the following competitive strategies in their marketing drive:

1. Differentiation **(5 Marks)**
2. Focus **(5 Marks)**
3. Cost leadership **(5 Marks)**

b) Briefly discuss the different levels of a product. **(5 Marks)**

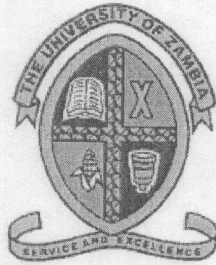
[TOTAL: 20 MARKS]

QUESTION SIX

Discuss Ansoff's product/market matrix in the context of identifying and assessing alternative strategic directions for growth. **(20 Marks)**

[TOTAL: 20 MARKS]

END OF EXAMINATION.



THE UNIVERSITY OF ZAMBIA

Graduate School of Business

FINAL EXAMINATION

BSM4112 – E-MARKETING

Date : 11TH JULY 2022
Time : 14:00hrs – 17:00hrs
Duration : 3 Hours

Instructions

- The question paper has 6 questions.
- Question one is compulsory and is comprised of 20 multiple choice question.
- Answer **Three (3)** questions from the remaining five (5) questions.
- Clearly number your answers.
- Start each question on a new page.

QUESTION ONE

1. Matching of internal resources against external demands forms part of:
 - A. Strategy objective setting.
 - B. Strategic analysis.
 - C. Strategy implementation.
 - D. Strategy definition.

2. Which of the following belongs to the category of owned media? Choose all that applies
 - A. A featured interview on a podcast
 - B. An advert in a local newspaper
 - C. A company's brochure
 - D. A company's website

3. Which of the following is an example of a website, which provides episodic series of spoken word digital audio files that a user can download to a personal device for easy listening.
 - A. RSS feed
 - B. Facebook
 - C. Blog
 - D. Podcast

4. It is important that digital marketing strategy covers the opportunities of the full customer lifecycle. Within the RACE framework, blank _____ refers to opportunities for using digital media to encourage customer loyalty and retention.
 - A. Reach
 - B. Act
 - C. Convert
 - D. Engage

5. _____ is a digital communications technique which involves improving visibility and monitoring sentiment within social networks and blogs.
 - A. E-PR
 - B. SEO
 - C. Email Marketing
 - D. Display advertising

6. Which of the strategic directions can be achieved by the Internet? Choose all that applies.
 - A. Market penetration
 - B. Market development
 - C. Product development
 - D. Diversification

7. Using a digital channel to offer new product variants or extended products is an example of:
 - A. Market development.
 - B. Diversification.
 - C. Product development.
 - D. Market penetration.

8. The direct online revenue contribution will be of most relevance to:
- A. A social network.
 - B. A beverages brand.
 - C. An online grocery retailer.
 - D. A car manufacturer.
 - E. A portal.
9. The macro-environment factor, which influences consumer spending and business performance is
- A. Political
 - B. Legal
 - C. Economic
 - D. Technological
 - E. Socia
10. _____ is the standard format used to define the text and layout of web pages
- A. HTTP
 - B. HTML
 - C. WWW
 - D. FTP
11. _____ is a medium for publishing information and providing services on the Internet
- A. Internet
 - B. World wide web
 - C. Website
 - D. Email
12. Which of the following issues private and public keys?
- A. Secure Electronic Transaction (SET).
 - B. Secure Sockets Layer (SSL).
 - C. Firewall.
 - D. Certificate Authorities (CAs).
13. Which macro-environment factor is an example of globalisation?
- A. Social.
 - B. Economics.
 - C. Legal.
 - D. Political
14. Which of the following defines privacy and confidentiality?
- A. Checks that the message sent is complete, i.e. that it isn't corrupted.
 - B. Ensures sender cannot deny sending the message.
 - C. How can threats to the continuity and performance of the system be eliminated?
 - D. Is transaction data protected? Are all non-essential traces of a transaction removed from the public network and all intermediary records eliminated?
 - E. Are parties to the transaction who they claim to be?

15. Which of the following defines non-repudiation?
- A. How can threats to the continuity and performance of the system be eliminated?
 - B. Checks that the message sent is complete, i.e. that it isn't corrupted.
 - C. Is transaction data protected? Are all non-essential traces of a transaction removed from the public network and all intermediary records eliminated?
 - D. Are parties to the transaction who they claim to be?
 - E. Ensures sender cannot deny sending the message.
16. The aspect of security that fails when an e-mail is intercepted is:
- A. Privacy.
 - B. Integrity.
 - C. Authentication.
 - D. Availability.
17. Online communities or social networks can assist with CRM through:
- A. Researching customer perceptions about products.
 - B. Advertising.
 - C. Identifying the highest value customers.
 - D. Profiling customers.
 - E. None of the above.
18. Which of the following is an ethical constraint from the digital marketing macro-environment?
- A. Opt-in to e-mail required to avoid SPAM.
 - B. Taxation at source of purchase.
 - C. Likelihood of fraudulent transactions.
 - D. Propensity for consumers to purchase online
19. During situation analysis for an organisation's digital marketing, which element of a company's external micro-environment need not to be assessed ?
- A. Customer analysis
 - B. Supplier analysis
 - C. Intermediary analysis
 - D. None of the above
20. Which of these is the typical sequence of activities in the buying process?
- A. Awareness, supplier search, evaluation, decision.
 - B. Evaluation, awareness, supplier search, decision.
 - C. Awareness, supplier search, decision, evaluation.
 - D. Supplier search, awareness, evaluation, decision.

QUESTION TWO

- a. Explain what the RACE plan framework is [10 pts]
- b. Describe the impact of the Internet on the RACE plan framework [10 pts]

QUESTION THREE

- a. What are the generic phases of an eMarketing strategy? [8 pts]
- b. How can the SOSTAC® framework be used in the strategy development? [12 pts]

QUESTION FOUR

- a. Explain the six (6) macro-environment factors [12 pts]
- b. Briefly explain the following security terms giving examples of each
 - i) Authentication [2 pts]
 - ii) Confidentiality [2 pts]
 - iii) Integrity [2 pts]
 - iv) Availability [2 pts]

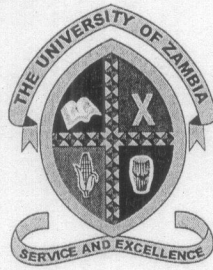
QUESTION FIVE

- a. Describe the relationship between the 4Ps and the 4Cs of Marketing [12 pts]
- b. Explain the impact of the Internet on each of the 4Ps of marketing [8 pts]

QUESTION SIX

- a. Define the following
 - i) CRM [3 pts]
 - ii) eCRM [3 pts]
- b. Describe the four stages of eCRM [8 pts]
- c. Outline
 - i) 3 technologies used in eCRM [3 pts]
 - ii) 3 types of data collected for eCRM [3 pts]

*****END OF EXAMINATION*****



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
UNDERGRADUAT
COHORT (FULL TIME/PART TIME)
DEFERRED/SUPPLIMENTARY EXAMINATION
DATE: 29th MARCH, 2022
GSB 1031: FINANCIAL ACCOUNTING

EXAM TIME: 14 HOURS
HOURS

DURATION: THREE (3)

INSTRUCTIONS:

1. Read Each and Every Question CAREFULLY and UNDERSTAND the Information Given.
2. The Paper has a Total Number of Six (6) Questions.
3. Answer a Total of FOUR (4) Questions. Question ONE (1) is Compulsory.
4. The Paper Carries a Total of 100 Marks
5. Marks Allocation Indicates the Depth of the Answer Expected.

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

QUESTION ONE(25 Marks)

Mr.Phiri is a manufacturer. His trial balance at 31 December 20X2 is as follows:

	k	k
Delivery van expenses	1,760	
Lighting and heating: Factory	7,220	
Office	1,490	
Manufacturing wages	72,100	
General expenses: Factory	8,100	
Office	1,940	
Sales reps: commission	11,688	
Purchase of raw materials	57,210	
Rent: Factory	6,100	
Office	2,700	
Machinery (cost k40,000)	28,600	
Office equipment (cost k9,000)	8,200	
Office salaries	17,740	
Debtors	34,200	
Créditors		9,400
Bank	16,142	
Sales		194,800
Van (cost k6,800)	6,200	
Stocks at 31 December 20X1:		
Raw materials	13,260	
Finished goods	41,300	
Drawings	24,200	
Capital		155,950
	<hr/>	<hr/>
	360,150	360,150

Prepare the manufacturing, trading and profit and loss accounts for the year ended 31 December 20X2 and a balance sheet as at that date. Give effect to the following adjustments:

1 Stocks at 31 December 20X2: raw materials k14,510; finished goods k44,490. There is no work in progress.

2 Depreciate machinery k3,000; office equipment k600; van k1,200.

3 Manufacturing wages due but unpaid at 31 December 20X2 k550; office rent prepaid k140.

QUESTION TWO

A three-column cash book for a wine wholesaler is to be written up from the following details, balanced off, and the relevant discount accounts in the general ledger shown.(25Marks)

20X8

Mar

1 Balances brought forward: Cash k620; Bank k7,142.

2 The following paid their accounts by cheque, in each case deducting 5 per cent cash discounts: G Slick k260; P Fish k320; T Old k420 (all amounts are pre-discount).

4 Paid rent by cheque k430.

6 F Black lent us k5,000 paying by cheque.

8 We paid the following accounts by cheque in each case deducting a 2 1/2 per cent cash discount: R White k720; G Green k960; L Flip k1,600 (all amounts are pre-discount).

10 Paid motor expenses in cash k81.

12 J Pie pays his account of k90, by cheque k88, deducting k2 cash discount.

15 Paid wages in cash k580.

18 The following paid their accounts by cheque, in each case deducting 5 per cent cash discount: A Pony k540; B Line & Son k700; T Owen k520 (all amounts are pre-discount).

21 Cash withdrawn from the bank k400 for business use.

24 Cash Drawings k200.

25 Paid W Peat his account of k160, by cash k155, having deducted k5 cash discount.

29 Bought fixtures paying by cheque k720.

31 Received commission by cheque k120

QUESTION THREE

The bank statement for Mr Chanda for the month of March 20X6 is:

20X6		Dr	Cr	Balance
Mar	1 Balance			4,200
				O/D
				4,384
	8 T MacLeod	184		O/D
				4,092
	16 Cheque		292	O/D
				4,252
	20 W Milne	160		O/D
				3,883
	21 Cheque		369	O/D
				3,795
	31 G Frank: trader's credit		88	O/D
				3,827
	31 TYF: standing order	32		O/D
				3,846
	31 Bank charges	19		O/D

The cash book for March 20X6 is:

20X6	Dr	k	20X6	Cr	k
Mar	16 G Philip	292	Mar	1 Balance b/d	4,200
	21 J Forker	369		6 T MacLeod	184
	31 S O'Hare	192		30 W Milne	160
	31 Balance c/d	4,195		30 S Porter	504
		<u>5,048</u>			<u>5,048</u>

You are required to:

- Write the cash book up to date(12.5marks)
- Draw up a bank reconciliation statement as on 31 March 20X6(12.5 marks)

QUESTION FOUR

Your bookkeeper extracted a trial balance on 31 December 20X5 which failed to agree by k210, a shortage on the credit side of the trial balance. A suspense account was opened for the difference.

In January 20X6 the following errors made in 20X5 were found:

- Sales day book had been undercast by k200.
- Sales of k610 to T Vantaira had been debited in error to T Ventura's account.
- Rent account had been undercast by k90.
- Discounts Allowed account had been overcast by k100.

(v) The sale of a computer at net book value had been credited in error to the Sales account k230.

You are required to:

(a) Show the journal entries necessary to correct the errors.(10marks)

(b) Draw up the suspense account after the errors described have been corrected.(7.5marks)

(c) If the net profit had previously been calculated at k31,400 for the year ending 31 December 20X5, show the calculations of the corrected net profit.(7.5marks)

QUESTION FIVE

Briefly explain ten Accounting Concepts with examples.(25 marks)

QUESTION SIX

a) Enter the following items in the appropriate debtors' accounts (i.e., your customers' accounts) only; .Then balance off each of these personal accounts at the end of the month.(12.5marks)

20X6

May

1 Sales on credit to B Flyn k810; G Goh k763; T Fey k392.

4 Sales on credit to F Start k480; B Flyn k134.

10 Returns inwards from B Flyn k93; T Fey k41.

18 G Goh paid us by cheque k763.

20 T Fey paid us k351 by cheque.

24 B Flyn paid us K500 by cash.

31 Sales on credit to F Start K240.

b) Enter the following in the appropriate creditors' accounts (i.e., your suppliers' accounts) only. Then balance off each of these personal accounts at the end of the month.(12.5marks)

20X8

June

1 Purchases on credit from J Saville k240; P Todd k390; J Fry k810.

3 Purchases on credit from P Todd k470; J Mehan k1,450.

10 We returned goods to J Fry k82; J Saville k65.

15 Purchases on credit from J Saville k210.

19 We paid J Mehan by cheque k1,450.

28 We paid J Saville by cash K300.



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
SCHOOL COURSE

FEBRUARY 2020 COHORT – FULL TIME/EVENING

DEFERRED/SUPPLEMENTARY EXAMINATION

DATE: 30TH MARCH, 2022

GSB 2010: FINANCIAL MANAGEMENT

EXAM TIME: 09:00 HOURS

DURATION: THREE (3) HOURS

VENUE: GSB CLASS ROOM

INSTRUCTIONS:

1. The Paper has a Total Number of Six (6) Questions Comprising Sections A and B.
2. Answer a Total of FOUR (4) Questions.
3. Section A is *COMPULSORY*. From Section B Attempt *ANY TWO (2)* Questions.
4. Marks Allocation Indicates the Depth of the Answer Expected.

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A – COMPULSORY

QUESTION ONE

A company is considering a project that would cost K290,000 now, and would earn the following cash profits.

Year	K	Year	K
1 st year	80,000	3 rd year	100,000
2 nd year	120,000	4 th year	60,000

The capital equipment purchased at the start of the project could be resold for K50,000 at the start of the fifth year. The company's required minimum rate of return is 12%.

Required:

Compute the project's internal rate of return (IRR) and advise whether the company should undertake the project. (25 Marks)

QUESTION TWO

A. Three companies have the following results during the recent period.

	<i>K</i>	<i>L</i>	<i>M</i>
Net profit margin	0.04	0.06	0.10
Total asset turnover	2.20	2.00	1.40
Total assets/equity	2.40	2.20	1.50

Required

Derive for each company the return on equity.

(15 Marks)

B. Given the following earnings and dividends, compute the sustainable growth rate for each firm.

	<i>K</i>	<i>L</i>	<i>M</i>
Earnings per share	2.75	3.00	4.50
Dividends per share	1.25	1.00	1.00

(10 Marks)

SECTION B – ATTEMPT ANY TWO

QUESTION THREE

Mukubesa Ltd currently runs a centralised billing system. For Payments by cheque, they are made by all customers directly to head office. It requires, on average, four days for customers' mailed cheques to reach the head office. An additional one and half days is required to update payments in the system before a deposit can be made. The firm has an average daily cheque collection of K500,000. The company has recently investigated the possibility of initiating a lockbox system for all payments by cheque. It has estimated that with such a system customers' mailed payments would reach the receipt location two and half days sooner. Further, the processing time could be reduced by an additional day because each lockbox bank would pick up mailed deposits twice daily.

Required

- A. Determine how much cash would be freed up (released) through the use of a lockbox system. **(10 Marks)**
- B. Determine the annual gross kwacha benefit of the lockbox system, assuming the firm could earn a 5% percent return on the released funds in part (A) by investing in short term instruments. **(10 Marks)**
- C. If the annual cost of the lock system will be K75,000, should such a system be initiated? **(5 Marks)**

QUESTION FOUR

Mr Kunda is 63 years old and recently retired. He wishes to provide retirement income for himself and is considering an annuity contract with Madison Life Insurance Company. Such a contract pays him an equal-kwacha each year that he lives. For this cash-flow stream, he must put up a specific amount of money at the beginning. According to actuary tables, his life expectancy is 15 years, and that is the duration on which the insurance company bases its calculations regardless of how long he actually lives.

Required

- A. If Madison Life uses a compound annual interest rate of 5 percent in its calculations, what must Mr Kunda pay at the outset for an annuity to provide him with K10,000 per year? (Assume that expected payments to be made at the end of each of the 15 years.) **(15 Marks)**
- B. What would be the purchase price if the compound annual interest rate is 10 percent? **(10 Marks)**

QUESTION FIVE

- A. The beta (β) on common stock shares of Mwiindi PPE Ltd is 1.60. The shares are currently trading at K14.75 and paid a dividend of K0.72 per share last year, a figure that is expected to grow by 3 percent annually for the foreseeable future. Calculate the price you expect

the shares of Mwiindi PPE Ltd to be trading at in one year's time, if the risk-free rate of return is 13.5 percent and market price of risk is 5.5 percent. (15 Marks)

- B. Mukuba group has a K12 million face value bond issue outstanding. The issue carries a coupon rate of 10% with interest paid quarterly. The issue matures in three (3) years. What is the values of the bond issue if it is priced to provide a yield to maturity of 12%? (10 Marks)

QUESTION SIX

On December 31, 2016 BGM Enterprises recorded an average annual rate of return of 18% while Troik Investments Bureau recorded an average annual rate of return of 26% on the portfolio. As Chief Financial Officer of the holding company for BGM Enterprises and Troik Investments Bureau you make the following projections for the next five (5) years.

- (a) BGM Enterprises average annual rate of return to grow at 5% per annum the following first two (2) years, decline by 8% in the third year due to poor commodity markets and grow at a constant rate of 6% thereafter.
- (b) Troik Investment Bureau portfolio's average annual rate of return was projected to grow by 4% in the first year, no growth in second and third years and grow at a constant rate of 5% thereafter.

Required:

- A. Compute the projected Arithmetic Mean rate of return for each of the two companies. Comment on the results. (10 Marks)
- B. Compute the projected Geometric Mean rate of return for each of the two companies. Comment on the results. (10 Marks)
- C. Briefly discuss the characteristics of each method above and the recommended circumstance in which to use each of them. (5 Marks)

END OF EXAMINATION

Present Value Table

Present value of 1 i.e. $(1 + r)^{-n}$

Where r = discount rate
 n = number of periods until payment

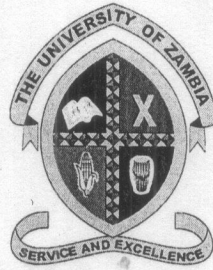
Periods (n)	Discount rate (r)										
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909	1
2	0.980	0.961	0.943	0.925	0.907	0.890	0.873	0.857	0.842	0.826	2
3	0.971	0.942	0.915	0.889	0.864	0.840	0.816	0.794	0.772	0.751	3
4	0.961	0.924	0.888	0.855	0.823	0.792	0.763	0.735	0.708	0.683	4
5	0.951	0.906	0.863	0.822	0.784	0.747	0.713	0.681	0.650	0.621	5
6	0.942	0.888	0.837	0.790	0.746	0.705	0.666	0.630	0.596	0.564	6
7	0.933	0.871	0.813	0.760	0.711	0.665	0.623	0.583	0.547	0.513	7
8	0.923	0.853	0.789	0.731	0.677	0.627	0.582	0.540	0.502	0.467	8
9	0.941	0.837	0.766	0.703	0.645	0.592	0.544	0.500	0.460	0.424	9
10	0.905	0.820	0.744	0.676	0.614	0.558	0.508	0.463	0.422	0.386	10
11	0.896	0.804	0.722	0.650	0.585	0.527	0.475	0.429	0.388	0.305	11
12	0.887	0.788	0.701	0.625	0.557	0.497	0.444	0.397	0.356	0.319	12
13	0.879	0.773	0.681	0.601	0.530	0.469	0.415	0.368	0.326	0.290	13
14	0.870	0.758	0.661	0.577	0.505	0.442	0.388	0.340	0.299	0.263	14
15	0.861	0.743	0.642	0.555	0.481	0.417	0.362	0.315	0.275	0.239	15
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833	1
2	0.812	0.797	0.783	0.769	0.756	0.743	0.731	0.718	0.706	0.694	2
3	0.731	0.712	0.693	0.675	0.658	0.641	0.624	0.609	0.593	0.579	3
4	0.659	0.636	0.613	0.592	0.572	0.552	0.534	0.516	0.499	0.482	4
5	0.593	0.567	0.543	0.519	0.497	0.476	0.456	0.437	0.419	0.402	5
6	0.535	0.507	0.480	0.456	0.432	0.410	0.390	0.370	0.352	0.335	6
7	0.482	0.452	0.425	0.400	0.376	0.354	0.333	0.314	0.296	0.279	7
8	0.434	0.404	0.376	0.351	0.327	0.305	0.285	0.266	0.249	0.233	8
9	0.391	0.361	0.333	0.308	0.284	0.263	0.243	0.225	0.209	0.194	9
10	0.352	0.322	0.295	0.270	0.247	0.227	0.208	0.191	0.176	0.162	10
11	0.317	0.287	0.261	0.237	0.215	0.195	0.178	0.162	0.148	0.135	11
12	0.286	0.257	0.231	0.208	0.187	0.168	0.152	0.137	0.124	0.112	12
13	0.258	0.229	0.204	0.182	0.163	0.145	0.130	0.116	0.104	0.093	13
14	0.232	0.205	0.181	0.160	0.141	0.125	0.111	0.099	0.088	0.078	14
15	0.209	0.183	0.160	0.140	0.123	0.108	0.095	0.084	0.074	0.065	15

Annuity Table

Present value of an annuity of 1 i.e. $\frac{1 - (1 + r)^{-n}}{r}$

Where r = discount rate
 n = number of periods.

Periods (n)	Discount rate (r)									
	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%
1	0.990	0.980	0.971	0.962	0.952	0.943	0.935	0.926	0.917	0.909
2	1.970	1.942	1.913	1.886	1.859	1.833	1.808	1.783	1.759	1.736
3	2.941	2.884	2.829	2.775	2.723	2.673	2.624	2.577	2.531	2.487
4	3.902	3.808	3.717	3.630	3.546	3.465	3.387	3.312	3.240	3.170
5	4.853	4.713	4.580	4.452	4.329	4.212	4.100	3.993	3.890	3.791
6	5.795	5.601	5.417	5.242	5.076	4.917	4.767	4.623	4.486	4.355
7	6.728	6.472	6.230	6.002	5.786	5.582	5.389	5.206	5.033	4.868
8	7.652	7.325	7.020	6.733	6.463	6.210	5.971	5.747	5.535	5.335
9	8.566	8.162	7.786	7.435	7.108	6.802	6.515	6.247	5.995	5.759
10	9.471	8.983	8.530	8.111	7.722	7.360	7.024	6.710	6.418	6.145
11	10.37	9.787	9.253	8.760	8.306	7.887	7.499	7.139	6.805	6.495
12	11.26	10.58	9.954	9.385	8.863	8.384	7.943	7.536	7.161	6.814
13	12.13	11.35	10.63	9.986	9.394	8.853	8.358	7.904	7.487	7.103
14	13.00	12.11	11.30	10.56	9.899	9.295	8.745	8.244	7.786	7.367
15	13.87	12.85	11.94	11.12	10.38	9.712	9.108	8.559	8.061	7.606
(n)	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%
1	0.901	0.893	0.885	0.877	0.870	0.862	0.855	0.847	0.840	0.833
2	1.713	1.690	1.668	1.647	1.626	1.605	1.585	1.566	1.547	1.528
3	2.444	2.402	2.361	2.322	2.283	2.246	2.210	2.174	2.140	2.106
4	3.102	3.037	2.974	2.914	2.855	2.798	2.743	2.690	2.639	2.589
5	3.696	3.605	3.517	3.433	3.352	3.274	3.199	3.127	3.058	2.991
6	4.231	4.111	3.998	3.889	3.784	3.685	3.589	3.498	3.410	3.326
7	4.712	4.564	4.423	4.288	4.160	4.039	3.922	3.812	3.706	3.605
8	5.146	4.968	4.799	4.639	4.487	4.344	4.207	4.078	3.954	3.837
9	5.537	5.328	5.132	4.946	4.772	4.607	4.451	4.303	4.163	4.031
10	5.889	5.650	5.426	5.216	5.019	4.833	4.659	4.494	4.339	4.192
11	6.207	5.938	5.687	5.453	5.234	5.029	4.836	4.656	4.486	4.327
12	6.492	6.194	5.918	5.660	5.421	5.197	4.988	4.793	4.611	4.439
13	6.750	6.424	6.122	5.842	5.583	5.342	5.118	4.910	4.715	4.533
14	6.982	6.628	6.302	6.002	5.724	5.468	5.229	5.008	4.802	4.611
15	7.191	6.811	6.462	6.142	5.847	5.575	5.324	5.092	4.876	4.675



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Undergraduate Examination

January 2021 (Evening)

HRM 2310: ORGANIZATIONAL BEHAVIOR AND LEADERSHIP

Instructions

Time Allowed: **3 hours**

There **six (6)** questions in this paper

You are required to answer **four (4)** questions

Section A is **compulsory**

Section B answer any two questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: ANSWER ALL QUESTIONS

Question one (compulsory)

Read the following case and answer the questions that follow

Assume you are a Manger in a named organisation, two subordinates Chanda and Kay have different perceptions on just about everything the Department does. They have different perceptions about team goals, methods, values and the roles team members should play. Chanda gives the impression he wants "to be in charge" and he argues aggressively to get his way. Kay, who is more reserved, offers thoughtful ideas in rebuttal, and usually consults with the other group members for their views and support. Privately, Chanda bad-mouths Kay to anyone who will listen. He says that he has been on successful teams many times and 'knows' the best ways to operate the team. He says that Kay is a "control freak" and "the only one on the team holding up progress". Kay, on the other hand, only conveys her feelings about Chanda when team members are present, but she has repeatedly said out loud, "There are more ways of getting this team started than just yours! Too bad you have a closed mind!" the difference in perception has resulted in sour relationship between the two. This has affected their individual performance and the performance of the department at large.

- a) Explain the type of conflict which is exhibited in this scenario (4 marks)
- b) Outline the steps the steps that you would take to resolve the conflict explained in (a) above (15 marks)
- c) Discuss the statement that not ALL conflict is bad (6 marks)

Question Two (compulsory)

- a) Proper management of reinforcement can change the direction, level, and persistence of an individual's behavior. Justify this statement using the four basic strategies of reinforcement. (20 marks)
- b) Define a virtual team and give two advantages and two disadvantages (5 marks)

Total: 50 marks

SECTION A: ANSWER ALL QUESTIONS

Question one (compulsory)

Read the following case and answer the questions that follow

Assume you are a Manger in a named organisation, two subordinates Chanda and Kay have different perceptions on just about everything the Department does. They have different perceptions about team goals, methods, values and the roles team members should play. Chanda gives the impression he wants “to be in charge” and he argues aggressively to get his way. Kay, who is more reserved, offers thoughtful ideas in rebuttal, and usually consults with the other group members for their views and support. Privately, Chanda bad-mouths Kay to anyone who will listen. He says that he has been on successful teams many times and ‘knows’ the best ways to operate the team. He says that Kay is a “control freak” and “the only one on the team holding up progress”. Kay, on the other hand, only conveys her feelings about Chanda when team members are present, but she has repeatedly said out loud, “There are more ways of getting this team started than just yours! Too bad you have a closed mind!” the difference in perception has resulted in sour relationship between the two. This has affected their individual performance and the performance of the department at large.

- a) Explain the type of conflict which is exhibited in this scenario (4 marks)
- b) Outline the steps the steps that you would take to resolve the conflict explained in (a) above (15 marks)
- c) Discuss the statement that not ALL conflict is bad (6 marks)

Question Two (compulsory)

- a) Proper management of reinforcement can change the direction, level, and persistence of an individual's behavior. Justify this statement using the four basic strategies of reinforcement. (20 marks)
- b) Define a virtual team and give two advantages and two disadvantages (5 marks)

Total: 50 marks

SECTION B: ANSWER ANY TWO (2) QUESTIONS

Question Three

- a) Discuss three alternative views of leadership (15 marks)
- b) Explain the five stages in group development (10 marks)

Total: 25 marks

Question Four

Change can be seen as an opportunity to identify good ideas, however, individuals and organisations still resist change.

- a) Explain five reasons why people resist change. (15 marks)
- b) Identify and explain any five (5) ways through which organizations can manage change. (10 marks)

Total: 25 marks

Question Five

- a) Debate critically the validity of the contention that the motivation for staff to work well depends on more than a high salary and good working conditions. (15 marks)
- b) Describe how Managers can motivate group members to achieve organizational goals and reduce social Loafing in groups and teams. (10 marks)

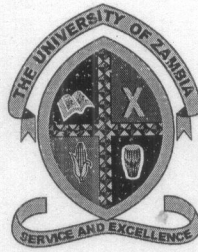
Total: 25 marks

Question Six

- a) Organisational Culture is defined as “a pattern of basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.” Edgar Schein, 1992
 - i) What four (4) factors are essential to the creation of organisational culture? [9 marks]
 - ii) Explain in detail the four classifications of culture. [16 marks]

Total: 25 marks

End of exam!



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**BAF/HRM/ BBM/MARKETING/TL
DEFERRED/SUPPLEMENTARY SESSIONAL
EXAMINATION**

**HRM 2310: ORGANISATIONAL BEHAVIOUR AND
LEADERSHIP**

DATE: MARCH 2022

INSTRUCTIONS:

- 1. TIME ALLOWED: 3 HOURS**
- 2. THE EXAMINATION PAPER HAS TWO SECTIONS. SECTION A IS COMPULSORY AND SECTION B HAS SIX QUESTIONS. ANSWER ANY THREE QUESTIONS IN SECTION B. YOU ARE REQUIRED TO ANSWER A TOTAL OF SIX (6) QUESTIONS.**

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A (COMPULSORY)– 40 MARKS

1. Critically assess the practical value of Maslow's hierarchy of needs model to improving the motivation of people at work. Give examples of the extent to which the theory could meaningfully be applied to staff in your organization or organization of your choice. **(15 marks)**
2. Discuss the different stages in group development. With relevant examples, what factors influence the cohesiveness of work groups? **(15 marks)**
3. In line with the Constitution of Zambia and the Employment Code Act Number 3 of 2019, explain the various dimensions of diversity. In your opinion, what do you think could be the business case of managing diversity and the strategies that organisations could use to promote diversity? **(10 marks)**

SECTION B (ANSWER ANY THREE QUESTIONS)- 60 MARKS

4. Discuss the factors that affect personality and how the 'Big Five' personality dimensions relate to individual behaviour in organisations and their implications for managerial practice? **(20 marks)**
5. Explain why the study of perception is important in the study of management and organizational behaviour. And in your view, what could be the main distortions or errors that could occur in perceiving other people? **(20 marks)**
6. Explain in detail the main features and conclusions of the studies of leadership carried out by the universities of Iowa, Michigan and Ohio. **(20 marks)**
7. Discuss the role and relevance of culture to an organisation, and what should managers do to influence or shape organisational culture. **(20 marks)**
8. With the aid of practical examples, discuss situations in which each of the following theories of motivation might be appropriate: (i) achievement theory, (ii) equity theory and (iii) goal theory. **(20 marks)**
9. With relevant examples, compare managerial leadership with transformational leadership and describe the features of task- oriented, people-oriented and servant leadership. **(20 marks)**

-----END OF QUESTION PAPER-----



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Final Examination

June 2022

HRM 2310: ORGANISATION BEHAVIOUR AND DESIGN

Instructions:

Time Allowed: **3 hours**

There are six questions in this Examination Paper

SECTION A is Compulsory and Answer any two questions from SECTION B

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A (COMPULSORY)

QUESTION ONE

Read the case study and then answer the questions that follow.

HMV BUYS MAMA GROUP IN LIVE MUSIC TAKE OVER DEAL

Entertainment firm HMV is expanding its presence in the live music market by buying venue owner MAMA Group for £46 million. HMV's move comes nearly a year after it took a 9.9% stake in MAMA, which runs 11 concert venues including the Hammersmith Apollo in London. MAMA also owns other interests including an artist management business representing bands such as Franz Ferdinand and the Kaiser Chiefs. The deal marks the latest stage in a three-year 'transformation plan.' unveiled by the company in March 2007 in response to falling sales of CDs and the growth of illegal music downloads. Other moves have included introducing the Pure HMV loyalty card scheme, taking a 50% stake in online music store 7digital and even opening a pilot HMV Curzon-branded, three-screen digital cinema in Wimbledon. HMV's takeover offer for MAMA is subject to approval from shareholders, who are concerned about HMV moving into the market where it has limited direct experience, along with the prospects of raising the finance to fund the takeover.

This contrasts with the enthusiastic view of HMV's management who are keen to explore the prospects of live music as a new market. The takeover of MAMA Group by HMV represents a significant change in direction for the organisation and it is important this change is managed effectively.

Source: <http://news.bbc.co.uk> (adapted)

Required

- a. Explain the role a project team might have in changing the direction of HMV (5 Marks)
- b. Analyse two driving forces which are influencing HMV's transformational plan as it tries to change the direction of the organisation. (10 Marks)
- c. Outline three factors that cause organisations to resist change. (5 Marks)
- d. Briefly explain the change process model by Lewin Kurt. (10 Marks)

(Total =30 Marks)

QUESTION TWO

Personality may be viewed as consisting of stable characteristics that explain why a person behaves in a particular way. Describe the major personality determinants. **(20 Marks)**

SECTION B (ANSWER ANY TWO QUESTIONS FROM THIS SECTION)

QUESTION THREE

Organizational factors have been identified as a major source of job stress. Explain how organizational factors cause stress in individuals at work. **(20 Marks)**

QUESTION FOUR

Conflict is an inevitable part of life. Conflict is the struggle between incompatible or opposing needs, wishes, ideas, interests or people. Describe the different conflict management styles **(20 Marks)**

QUESTION FIVE

Explain in detail the motivation theory of needs hierarchy propagated by Maslow and its application in today's organisations. **(20 Marks)**

QUESTION SIX

Write brief notes on the following:

- a) Legitimate Power
- b) Programmed decision
- c) Organic Structure
- d) Delegation
- e) Informal group

(20 Marks)

END OF EXAMINATION

THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS

NOVEMBER 2021 DEFERRED FINAL EXAMINATIONS

COURSE: HRM 2320 - FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT/
HRM 3310 - HUMAN RESOURCE MANAGEMENT

DURATION : THREE (3) HOURS

INSTRUCTIONS: THE EXAMINATION PAPER HAS TWO SECTIONS. SECTION A IS COMPULSORY AND SECTION B HAS FIVE QUESTIONS. ANSWER ANY TWO QUESTIONS IN SECTION B. YOU ARE REQUIRED TO ANSWER A TOTAL OF FIVE (5) QUESTIONS.

SECTION A (COMPULSORY)– 50 MARKS

1. According to Vernon (2003), the human consequences of layoffs are costly and particularly devastating for individuals, their families, and entire communities. While workforce reductions cannot always be avoided, there are compelling reasons why downsizing-related layoffs must nonetheless be seen as a managerial tool of absolute last resort. Further, Vernon (2003) contends that during prolonged economic downturn, organisations should adopt HR practices and approaches aimed at cost reduction and containment rather than outright layoffs.

REQUIRED

- (a) With relevant examples, discuss the three stages of the cost-reduction framework related to a downsizing strategy. (10 marks)
 - (b) Explain in detail the factors that affect the selection of a downsizing strategy. (5 marks)
2. The new Employment Code Act, No. 3 of 2019 has repealed and replaced the Acts, namely; the Employment Act of 1965, the Employment (special provisions) Act of 1966, the Employment of Young Persons and Children Act of 1933 and the Minimum Wages and Conditions of Employment Act of 1982. The essence of repealing and replacing the aforementioned Acts was to ensure that a law be enacted to address the lacunas that were in the said Acts and respond to the dynamics of the labour market. The Employment Code Act, No. 3 of 2019 had introduced ten (10) key changes to legislation that regulates employment in Zambia.

However, due to the devastating impact of the Covid-19 on both the employers and the employees, on 11th May, 2020, the Minister of Labour and Social Security signed into law the Employment Code (Exemptions) Regulations, Statutory Instrument No. 48 of 2020 (S.I No. 48 of 2020) which provides numerous exemptions to the Employment Code Act, No. 3 of 2019 (ECA).

REQUIRED

- (a) Critically discuss at least five (5) key provisions introduced under the Employment Code Act, No. 3 of 2019 (ECA) and the provisions of the Employment Code (Exemptions) Regulations, Statutory Instrument No. 48 of 2020 (S.I No. 48 of 2020) which provides numerous exemptions to the Employment Code Act, No. 3 of 2019 (ECA) and their implications on both the employers and employees. **(10 marks)**
- (b) With relevant examples and in line with the Employment Code Act, No. 3 of 2019 (ECA), discuss in detail the grounds upon which an employment contract can be terminated as well as circumstances under which an employer cannot terminate an employment contract. **(10 marks)**
3. (a) As the Director, Human Capital, you have been asked during the meeting by the Chairperson of the Job Evaluation Committee, of which you are a member, to explain to the other members of the Committee, the differences between qualitative and quantitative methods of job evaluation, outlining each of the methods in details. **(10 marks)**
- (b) In your opinion, you are convinced that the point rating is the best method of all job evaluation methods; what issues will you include in your discussion to persuade the other Committee members to adopt the Point Rating Method of Job Evaluation for the purpose of evaluating the five management positions, which are before the Committee for consideration? **(5 marks)**

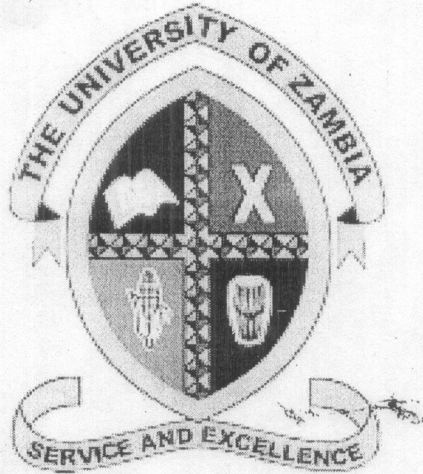
SECTION B (ANSWER ANY TWO QUESTIONS)- 50 MARKS

4. Outline the constituent elements of both an employment contract and a psychological contract. In your opinion, why are leading organisations relying more on elements of psychological contracts to attract and retain the best talents than elements of an employment contract? **(25 marks)**
5. (a) In his influential book, *Strategic Pay* (1990), Ed Lawler wrote that 'The challenge is to develop pay programmes that support and reinforce the business objectives of the organization and the kind of culture, climate and behaviour that are needed for the organization to be effective.' How can reward policies and practices support the achievement of business goals? **(10 marks)**
- (b) Explain the key components of a total reward management and in your opinion, what factors affect employee compensation? **(15 marks)**
6. (a) Explain the various techniques for reducing accidents at the workplace and what could be the possible costs and consequences associated with poor occupational health and safety management systems for both the organisation and the employees? **(15 marks)**
- (b) To what extent can flexible work arrangements contribute to occupational health and safety? **(10 marks)**
7. Explain the recruitment process and in your view, what could be the possible sources of job candidates and what are the pros and cons of these sources of job candidates? And in

the context of employee recruitment and selection, explain in detail the meaning of validity and reliability and what could be their similarities and differences **(25 marks)**

8. Discuss the process of collective bargaining and characteristic features of collective bargaining. In your view, what could be the common causes of industrial disputes in organisations and to what extent do you think Alternative Dispute Resolution Mechanisms, have helped to settle collective disputes, where parties of the Bargaining Unit have failed to reach a settlement? **(25 marks)**

-----END OF EXAMINATION-----



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
LABOUR RELATIONS HRM 3322
SUPPLEMENTARY AND DEFERRED EXAMINATIONS

WEDNESDAY 30TH MARCH, 2022

TIME: 3HRS

INSTRUCTIONS

There are Five questions in this question paper.

You are required to answer only four (4) questions.

Illustrations with practical examples will result in more marks

You are not allowed to open the page until you are told to do so

QUESTION ONE

- (a) Define and describe the term industrial action
- (b) State and describe the two types of industrial action
- (c) Explain with concrete reasons why industrial action should be avoided at all cost.

QUESTION TWO

- (a) Describe the term collective bargaining
- (b) What role does it play in maintaining social order?
- (c) What are the merits and demerits of collective bargaining?

QUESTION THREE

- (a) Compare and contrast between the following terms:
 - i. Mediation
 - ii. Conciliation
 - iii. Arbitration
- (b) And explain how they are used in settling industrial disputes.

QUESTION FOUR

- (a) Define and describe the term trade union
 - i. State the functions of a trade union
 - ii. Describe the structure of the branch of a trade union
 - iii. Who is a shop steward? Explain his role in industrial relations

QUESTION FIVE

Describe and explain the systems theory of industrial relations as explained and presented by Dunlop.



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

DEFERRED EXAMS

BSC Human Resource Management

2021

HRM 3332 OCCUPATIONAL HEALTH AND SAFETY

Instructions Format

Time Allowed: **3 hours**

There are Two sections in this paper.

Pick three(3) questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY

Question one

explain the obligations of your organisation in the following circumstances. Use of relevant reasons in your explanation is an added advantage. **(4 marks each)**

- a. One of your suppliers is hit by a falling object and is injured
- b. A drunken employee causes an accident at the workplace one worker dies
- c. An employee goes for a holiday where he dies of food poisoning
- d. A client dies during an explosion at the plant.
- e. Your family gets involved in an accident using the company vehicle and our spouse dies on the spot.

Total 20 marks

Question Two

- a. Describe using practical examples at each stage the accident causation theory by Heirich **(10 marks)**
- b. Explain risk assessment, its purpose and ways in which risk can be measured **(10 marks)**

Question three

Explain the obligations of an employer to OHS management **(20 marks)**

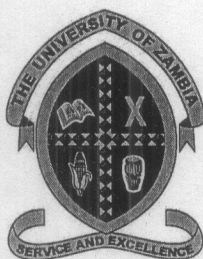
Question Four

Stress is one of the Hazards that silently kill the organisation. Explain the sources, types and measures that can be put in place to manage the levels of stress in an organisation **(20 marks)**

Question Five

- a. Discuss the role of policy in the management of health and safety. **(5 marks)**
- b. Describe the elements in the policy. **(5 marks)**
- c. What is the role and composition of the Health and safety Committee **(5 marks)**
- b. What is the role and composition of the Health and safety Committee **(5 marks)**

END



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

BSc Human Resource Management

January 2022

HRM: OCCUPATIONAL HEALTH AND SAFETY

3332

Instructions Format

Time Allowed: **3 hours**

There are two sections in this paper section A is compulsory

Answer any three (3) questions from section B

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY (40 marks)

- i. Occupational health is solely the responsibility of the owners of the factors of production TRUE OR FALSE
- ii. Counselling is a process or activity that takes place when an individual uses a set of techniques or skills to help another take responsibility for and to manage his/her own decision making whether work related or personal and helps in reducing stress. TRUE OR FALSE
- iii.to ensure the achievement of the organizations objectives, or purpose without unnecessary interruptions
 - a. Occupational health and safety
 - b. Risk assessment
 - c. Occupational safety
 - d. Accident prevention
- iv. To identify potential hazards, provide effective safety facilities and equipment, and take prompt remedial action we need the following except?
 - a. Comprehensive and effective systems for reporting all accidents causing damage or injury
 - b. Adequate accident records and statistics.
 - c. Systematic procedures for carrying out safety checks, inspections and investigations.
 - d. Methods of ensuring that safety equipment is properly maintained and used.
 - e. none of the above
- v. Which of the following is not a potential consequence for a business of poor standards of health and safety practice?
 - a. Reduced employee moral
 - b. Increased insurance premiums
 - c. Reduced social activity and independence
 - d. Bad publicity and loss of reputation.
- vi. Which of the following is not a good reason for an employer to investigate accidents which happen at work?
 - a. For insurance purposes
 - b. demonstrate to their employees that they care
 - c. To prevent similar accidents happening again
 - d. To fine employees for damaging equipment

- vii. Which of the following best describes "accidents"?
- a. They are usually preventable
 - b. They cannot be avoided
 - c. They are completely unpredictable
 - d. They only happen to people who deserve them
- viii. Which of the following best defines the term "Hazard"?
- a. Anything at work that can potentially cause harm
 - b. The probability of being harmed at work
 - c. The potential seriousness of an accident at work
 - d. The consequence of not completing a risk assessment
- ix. As an employer you must supply your employees with personal protective equipment:
- a. If they pay for it
 - b. Once a year
 - c. If they need it to be protected
 - d. If it is in your contract of employment
- x. Which of the following factors contribute to accidents and ill-health in the workplace?
- a. Human factors
 - b. Environmental factors
 - c. Work factors
 - d. All of the above

Question Two

- a) What will the tribunal consider in the determination of reasonably practical? (5marks)
- b) State five (5) unsafe acts and five (5) unsafe conditions (10marks)
- c) What are the requirements of a good accident prevention programme? (5marks)
- d) What is the functions and composition of the Health and safety Committee? (10 marks)

SECTION B: CHOOSE ANY THREE

Question Four

With examples provide a description of the types of hazards in organisations. How can each of the examples given in your answer be prevented or minimised? **(20 marks)**

Question Five

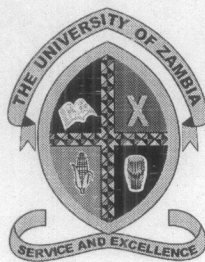
Stress is one of the Hazards that silently kill the organisation. Explain the sources, types and measures that can be put in place to manage the levels of stress in an organisation **(20marks)**

Question six

- a. Discuss the role of policy in the management of health and safety. Describe the elements in the policy. **(10marks)**
- b. The Occupational Health and Safety Act, 2010 [No. 36 of 2010] establishes the existence of the Occupational Health and Safety Institute. What are the functions of this institute **(10marks)**

Question Seven

- b. Describe using practical examples at each stage the accident causation theory by Henirich **(10 marks)**
- c. Explain risk assessment, its purpose and ways in which risk can be measured **(10marks)**



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

Undergraduate Sessional Examination

June 2022

HRM 4322: STRATEGIC HUMAN RESOURCE MANAGEMENT

Instructions

Time Allowed: **3 hours**

There are **five (5)** questions in this paper

You are required to answer **three (3)** questions

Section A is **compulsory**

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY

Employees as Brands: The Case of Google

This case is written primarily to raise an interesting argument over a simple, yet, thought-provoking concept – how can human resources be leveraged as a source of competitive advantage? Illustrated through the example of Google, this case raises many intriguing issues. In a span of a decade, Google has emerged as a technological powerhouse with two extraordinary innovations, ‘search’ and ‘adwords’, to its credit. The company attributes this enviable rise to glory to its most valued assets – the Google employees. Since its inception, the company has constantly hired only the best talent in the industry, preferring creativity to work experience. Striving to attract and retain bright and inspiring employees, Google focused on motivating its employees by creating a challenging yet fun-filled work environment coupled with a wide array of perks ranging from free food and a gym to employee stock options. Additionally to foster innovativeness, Google has adopted the ‘70/20/10’ model, to encourage Googlers to spend 20% of their work time on a project of their choice. These efforts paid off and Google emerged as the most sought after place to work for two consecutive years (2007 and 2008). However, can a company that has focused on small teams and individual interaction with all employees cope up with the same when its meteoric climb to success has captured the interest of many competitors? The appreciation of Google’s achievements has been accompanied by increasing apprehensions about the long term sustainability of Google’s informal and fun-filled culture. Whether Google’s success is a result of its much hyped work culture or vice versa, continues to be an unresolved enigma.

Question One

- a) In light of the experiences at Google, explain how the resource based view can help the firm achieve competitive advantage. (15 marks)
- b) Explain how the following models could have been used at Google to enhance employee performance
 - i) High performance model (10 marks)
 - ii) High commitment model (10 marks)
- c) Evaluate any three (3) factors in the organization’s external environment that will be relevant to the construction of a Human Resource Strategy (15 marks)

Total: 50 marks

SECTION B: ANSWER ANY TWO (2) QUESTIONS

Question Two

It has been observed that to replace a former employee who has resigned or retired, the company has to spend 150% of the previous employee's salary. In the light of the above statement, it is evident that employee retention and employee engagement are critical issues for the success of the organization.

- a). Outline and discuss the factors to consider when designing a retention strategy. (15 marks)
- b) Describe the potential barriers that an organization would encounter in the formulation and implementation of HR strategies. (10 marks)

Total: 25 marks

Question Three

The Tata Group had grown into one of the top 100 global brands and the most admired Indian company mainly by adopting some of the best HR practices. It had evolved various HR models and methodologies which enabled it to achieve this, thereby carrying forward the legacy of its founders.

- a) Explain the best practices model of HRM, give the strengths and weaknesses of this approach to strategy. (15 marks)
- b) Explain how benchmarking can be used to evaluate HR strategies. (10 marks)

Total: 25 marks

Question Four

- a) Explain any four (4) objectives of an effective reward strategy. Give examples of any two (2) types of rewards. (16 marks)
- b) Explain the impact of flexible working arrangement on the workers and managers. (9 marks)

Total: 25 marks

Question Five

Ensuring that the right people are hired and placed in the right jobs is critical to an organisations success.

- a) Design an effective recruitment strategy. (15 marks)
- b) Explain how HR strategies can achieve vertical and horizontal fit. Give examples in your answer. (10 marks)

Total: 25 marks



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

BSc - TLM Sessional Examination

Friday 01st July, 2022

LSM 4510: QUALITY AND PRODUCTIVITY SYSTEMS

INSTRUCTIONS TO CANDIDATES

1. Time Allowed: **3 hours**
2. There are TWO (2) Sections in this paper.
3. Section A is Compulsory.
4. Section B has SIX (6) questions, and you are required to attempt any FOUR (4) questions.
5. Write your Examination Number on the answer. booklet.
6. Use pencils for drawings.
7. Cell phones and programmable calculators are not allowed in the examination room.
8. Maximum marks obtainable are one hundred (100).
9. Each question carries equal marks

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY**QUESTION 1**

- a) There is a conception that Productivity and Quality are trade-offs. When you improve one, the other suffers. Comment on the said conception. **(4 marks)**
- b) The following sample plan was drawn from the factory floor producing copper billets: Sample size of 100 and maximum number of allowable defectives is two. As a production engineer, you have been requested by your supervisor
- i. Construct an OC curve for this plan, indicating the corresponding percentages of AQL and LTPD for the following quality risks:
 - Producer's risk = 10%
 - Consumer's risk = 10%. **(12 marks)**
 - ii. Explain the two (2) risks involved in (i) and (ii). **(4 marks)**

(Total: 20 marks)**SECTION B: ATTEMPT FOUR (4) QUESTIONS****QUESTION 2**

- a) Define Work Study according to ILO. **(3 marks)**
- b) Outline six (6) factors (recipe) for quality improvement as suggested by Deming towards. **(6 marks)**
- c) Explain four (5) situations that may lead to the application of Work Study in a firm. **(5 marks)**
- d) Discuss three (3) ways the following productivity improvement techniques can improve productivity in an office and administration of the public institution.
- i. Computer aided design (CAD). **(3 marks)**
 - ii. Value analysis (VA). **(3 marks)**

(Total: 20 marks)

QUESTION 3

- a) Explain the importance of method study to an organisation, giving two (2) main points. (4 marks)
- b) Explain the importance of ergonomics in industry. (4 marks)
- c) Outline six [6] benefits of Work Study to any organization. (6 marks)
- d) A company produces 160kg of ceramic components of acceptable quality by consuming 200 kg of raw materials for a particular period. For the next period, the output is tripled while input doubled and for the third period, the output increased to 400kg by consuming 400 kg of raw materials. Calculate the productivity per period. (6 marks)
- (Total: 20 marks)**

QUESTION 4

- a) State six (6) characteristics of a service quality. (6 marks)
- b) With the help of the diagrams, describe the following Quality Tools: (8 marks)
- i. Ishikawa Diagram. (6 marks)
 - ii. Control Chart. (6 marks)
- (Total: 20 marks)**

QUESTION 5

- a) Define Work Study according to ILO. (3 marks)
- b) Highlight three (3) causes of Productivity decline in a company. (3 marks)
- c) Giving three (3) main points, discuss the relevance of Method study to the transport and logistics management function. (6 marks)
- d) Illustrate the procedure in Motion Analysis. (6 marks)
- (Total: 20 marks)**

QUESTION 6

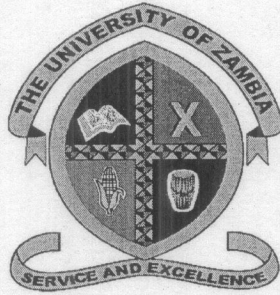
- a) Identify two (2) determinants of Quality. (4 marks)
- b) Outline five (5) services which are provided by Zambia Bureau of Standards. (5 marks)
- c) Explain the (3) different Quality meanings, stating the author in each category. (6 marks)
- d) Suppose that an average of 10% of the components of the factory is defective in a sample size of 6, what is the probability of 2 defectives? (5 marks)
- (Total: 20 marks)**

QUESTION 7

- a) Explain four (4) Absolutes of Quality as proposed by Crosby. **(4 marks)**
- b) The number of defects per shift from a machine workshop are given in a table below for the last 53 shifts is approximately 650 desks: Compute the process capability.

0	0	4	5	1	8	6	6	2	5	3
1	4	3	2	4	5	3	3	1	4	6
7	3	3	8	3	2	6	4	9	2	3
2	1	4	2	7	5	3	5	1	5	
4	1	6	3	2	3	1	4	2	2	

(16 marks)**(Total: 20 marks)****END OF EXAMINATION PAPER**



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

SOB1012 – Introduction to Information Management & Technology

2022 FINAL EXAM

Date : Friday 28th January 2022
Venue : SPORTS HALL
Time : 09:00 – 12:00 hrs.
Duration : 3 Hours 00 Minutes

Instructions

1. This exam has six (6) questions.
2. Answer any **five (5)** questions.
3. Write your answers on the answer sheet provided.

QUESTION 1 [20 marks]

1. Discuss and explain the four steps of the machine cycle . [2 marks]
2. What are the relationships among data, bit, and byte? [2 mark]
3. Draw a table showing the order and value of the following metrics: peta, mega, tera, giga. [5 marks]
4. Discuss the types of general purpose computer systems [4 marks]
5. Discuss and define synchronization. [4 marks]
6. Discuss the differences among Networks, the Internet, and World Wide Web. [3 marks]

QUESTION 2 [20 marks]

1. Discuss and explain the differences between storage and memory [4 marks]
2. Define bugs, patches, and updates; explain the value of installing updates. [4 marks]
3. Discuss the differences between a free coca cola and open source software [6 marks]
4. Describe the functions of system software and operating systems, and provide examples of operating systems for PCs, larger computer systems, and mobile devices. [6 marks]

QUESTION 3 [20 marks]

Jason wants to produce a slide show of the types of wild birds that are seen in his hometown.

He has a laptop computer.

1. Identify the type of software he should use to produce the slide show [1 mark]
2. Identify the devices he could use to input text and sound to his slide show. [2 marks]
3. Identify two devices he could use to output sound from his slide show. [2 marks]
4. Jason wants to show his slides to a large group of bird watchers at a meeting.

Identify **two** additional hardware devices he could use to do this. **[2marks]**

5. He uses a digital camera with wireless capability to take photographs of the birds. He wants to print the photographs.

Identify **two** types of wireless connection he could use to send the images from his camera to a wireless printer. **[2marks]**

6. Jason has downloaded the images from his camera onto his laptop.
- a. Give **two** reasons why he should also make backup copies of the images. **[2marks]**

He has decided to use removable storage media for the backup

- b. Identify one type of optical storage media that he could use. **[1 mark]**
- c. Identify one removable device that uses flash memory **[1 mark]**
- d. Explain why a flash memory device may be more appropriate for the backup than optical storage media. **[4 marks]**
7. Jason often emails photographs to fellow members of the local bird watching club
- a. Identify **one** feature of email software that will enable him to include a photograph in an email. **[1 mark]**
- b. Explain the differences between email and instant messaging **[2 marks]**

QUESTION 4 [20 marks]

1. Differentiate a DBMS and a database? **[3 marks]**
2. Draw a hierarchy of the following giving examples of each: characters, database, records, fields, files? **[6 marks]**
3. Why is it better to store data in multiple related tables, rather than one big table? **[2 marks]**
4. Why is a database a necessary component of a computer system? Why is the selection of DBMS software so important to organizations? **[2 marks]**

5. Consider the following scenario about laptops and answer the questions below.

The following rules describe the scenario:

- A customer has a name, address and bank details.
- A customer owns one or more Internet Routers. Each router is identified by a serial number, assigned and has a make and model.
- A device is registered to an Internet Service Provider (ISP). The ISP has a name.
- A customer with several routers can have these registered with one provider or they might use several providers.
- A customer makes data sessions on their device. A data session has a start time, date and duration as well as the destination address.
- Each month a customer receives a bill. A bill is issued by the ISP. A bill contains a list of all data sessions made on a device in said month.
- A customer will only receive one bill from each provider in each month (so if they have several devices with the same provider, the data sessions will be combined onto one bill).

Draw an Entity-Relationship Diagram for the Internet Router scenario using a suitable notation. Your answer must show the entities and their relationships.

[7 marks]

QUESTION 5 [20 marks]

1. What is an Information System? [2 marks]
2. Give examples and characteristics of each type of Information System [6 marks]
3. Discuss why it is critical for information systems to be linked to the business objectives of an organization. [4 marks]
4. Give **six (6)** examples of functional areas of business organizations where information systems are used [6 marks]
5. Highlight two (2) benefits of e-commerce [2 marks]

QUESTION 6 [20 marks]

Keziah shares a home network with other members of her family. The home network is connected to the internet.

2. State the hardware device that is necessary to connect the network to the internet. **[1 marks]**
3. The family uses a range of devices to access the home network. State one piece of information that identifies a device connected to the network **[1 marks]**
4. Keziah connects her laptop to the network wirelessly.
 - a. Give two advantages of using a wireless rather than a wired connection to connect her laptop to the network. **[2 marks]**
 - b. Give two disadvantages of using a wireless rather than a wired connection to connect her laptop to the network. **[2 marks]**
 - c. Keziah would like to use her laptop to play video games. She has been advised that having a large amount of RAM would enhance her gaming experience.

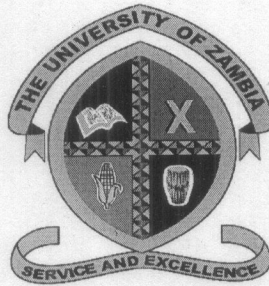
Explain why having a large amount of RAM would enhance Farihaa's gaming experience. **[4 marks]**

- d. Keziah would like to watch videos on her laptop using an online service. She can choose to download or stream the videos.

Discuss the advantages and disadvantages of downloading rather than streaming videos **[6 marks]**

- e. The amount of information available online is growing on a daily basis. Discuss the positive and negative impacts of the increased availability of information online. **[4 marks]**

- END -



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

SOB1012 – Introduction to Information Management & Technology

2021/2022 DEFERRED AND SUPPLEMENTARY FINAL EXAMINATION

Date : Thursday 31st March 2022
Venue : GSB class room
Time : 14:00 – 17:00 hrs.
Duration : 3 Hours

Instructions

1. This exam has six (6) questions.
2. Answer any **five (5)** questions.
3. Write your answers on the answer sheet provided.

QUESTION 1 [20 marks]

1. State the difference between general-purpose and special-purpose computers. **[2 marks]**
2. How does information differ from data? **[2 mark]**
3. Draw a table showing the order and value of the following metrics: peta, mega, tera, giga. **[5 marks]**
4. A bit in computing can be physically represented by an area of metal particles on the surface of a disk that are either magnetically charged or not. Give 2 other ways a bit can be physically represented. **[4 marks]**
5. Give 2 advantages of going digital as well as 2 disadvantages. **[4 marks]**
6. Give 6 components you would look for when shopping for a computer. **[3 marks]**

QUESTION 2 [20 marks]

1. Give 4 reasons why software has become more expensive than hardware. **[4 marks]**
2. Describe the 2 main types of software. **[4 marks]**
3. Explain the difference between POPs and ISPs and describe 3 ways that you can access the internet **[8 marks]**
4. Explain the difference between the Internet and the World Wide Web **[2 marks]**
5. Give 4 examples of popular social networking sites. **[2 marks]**

QUESTION 3 [20 marks]

1. Give 2 advantages and 2 disadvantages of cloud computing? **[4 marks]**
2. List 4 kinds of network control devices. **[2 marks]**
3. Give, citing examples, 4 kinds of wireless technologies that are used in a home or business setup. **[4 kinds]**

4. What is Digital Media? **[2 marks]**
5. Draw a table showing 3 examples of audio file formats including their descriptions **[6 marks]**
6. Explain the difference between bit-mapped graphics and vector graphics. **[2 marks]**

QUESTION 4 [20 marks]

1. Differentiate a DBMS and a database? **[3 marks]**
2. Draw a hierarchy of the following giving examples of each: characters, database, records, fields, files? **[6 marks]**
3. State the 3 kinds of relations types that exist in relation databases. **[3 marks]**
4. Why is a database a necessary component of a computer system? Why is the selection of DBMS software so important to organizations? **[2 marks]**
5. Based on the following statement, produce an Entity-Relationship Diagram for strata company, showing attributes as well as entities and relationships: state any assumptions you have made.

In a given unit at any one time, there may be a given number of tenants. Each of these tenants owns specific possessions, however it is possible for certain possessions to be jointly owned by two or more people.

The strata company requires a database that will allow tenants to track which possessions they have ownership of and their value to allow the fair distribution of property when a unit is vacated. At the moment each tenant fills out a form with his or her driver's license details along with the serial number, brand, description and cost of any item they own. **[6 marks]**

QUESTION 5 [20 marks]

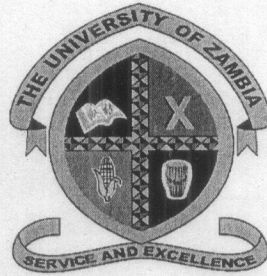
1. What is an Information System? **[2 marks]**
2. Give examples and characteristics of each type of Information System **[6 marks]**
3. Explain the differences between an intranet and extranet networks **[4 marks]**

4. Give **six (6)** examples of functional areas of business organizations where information systems are used **[6 marks]**
5. Highlight two (2) benefits of e-commerce **[2 marks]**

QUESTION 6 [20 marks]

1. What is total information security? **[3 marks]**
2. Give 6 examples of private information? **[3 marks]**
3. What are security holes and software patches? **[2 marks]**
4. Give 2 types of user negligence along with examples. **[4 marks]**
5. Give 4 good practice ergonomics when using a computer? **[4 marks]**
6. What is green computing and state its 2 general categories **[4 marks]**

- END -



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

SOB1012 – Introduction to Information Management & Technology

2022 FINAL EXAM

Date : Friday 8th July 2022
Venue : SPORTS HALL
Time : 09:00 – 12:00 hrs.
Duration : 3 Hours 00 Minutes

Instructions

1. This exam has seven (7) questions.
2. Answer any **five (5)** questions.
3. Write your answers on the answer sheet provided.

QUESTION 1 [20 marks]

1. State the difference between general-purpose and special-purpose computers. [2 marks]
2. How does information differ from data? [2 mark]
3. Draw a table showing the order and value of the following metrics: peta, mega, tera, giga.[5 marks]
4. Identify four fundamental components of every computer.[4 marks]
5. Give 2 advantages of going digital as well as 2 disadvantages.[4 marks]
6. What is RFID technology? Identify two practical uses for this technology.[3 marks]

QUESTION 2 [20 marks]

1. Give 4 reasons why software has become more expensive than hardware. [4 marks]
2. Identify three specific Smartphone applications that would be of significant help to you in your current or next job. (You can include applications that already exist as well as ones that you wish existed.) Describe specific features of each application and how you would use them.[8 marks]
3. Identify three types of frequently used software licenses. Which approach does the best job of ensuring a steady, predictable stream of revenue from customers? Which approach is best for a small company with only a few dozen employees?[6 marks]
4. Distinguish between proprietary software and off-the-shelf software.[2 marks]

QUESTION 3 [20 marks]

1. GSB has several sites spread over a wide geographical area. Students can access the GSB network from all sites. A group of students, based on different sites, are working together on a research project. Files on the network are backed up automatically, ensuring that the latest versions are available for all students working together on the research project.
 - (a) Explain two other ways the GSB network helps students work together on the research project. **[4 marks]**
 - (b) The students have set up an internet forum to discuss the project. Identify three benefits of using an internet forum. **[3 marks]**
 - (c) The amount of information available online is growing on a daily basis. Discuss the positive and negative impacts of the increased availability of information online.
[6 marks]

2. GSB Livingstone campus provides private tutors for students. There is a network of computers within the administration office. The network is made up of a number of workstations connected to a server.
 - (a) Name this type of network. **[1 mark]**
 - (b) Give one way in which a workstation can be identified on the network. **[1 mark]**
 - (c) One benefit to staff using the network is that data security is managed for them. Give three other benefits to staff of using the network. **[3 marks]**
 - (d) GSB uses a broadband connection to access the internet. Name two other types of connection that could be used. **[2 marks]**

QUESTION 4 [20 marks]

1. Differentiate a DBMS and a database? **[3 marks]**
2. Draw a hierarchy of the following giving examples of each: characters, database, records, fields, files? **[6 marks]**

3. Why is it better to store data in multiple related tables, rather than one big table?[2 marks]
4. Why is a database a necessary component of a computer system? Why is the selection of DBMS software so important to organizations?[2 marks]
5. Based on the following statement, produce an Entity-Relationship Diagram for strata company, showing attributes as well as entities and relationships: state any assumptions you have made. [7 marks]

In a given unit/flat at any one time, there may be a given number of tenants. Each of these tenants owns specific possessions; however it is possible for certain possessions to be jointly owned by two or more people.

The strata company requires a database that will allow tenants to track which possessions they have ownership of and their value to allow the fair distribution of property when a unit is vacated. At the moment each tenant fills out a form with his or her driver's license details along with the serial number, brand, description and cost of any item they own.

QUESTION 5 [20 marks]

1. What is an Information System?[2 marks]
2. Give examples and characteristics of each type of Information System[6 marks]
3. Explain the differences between an intranet and extranet networks[4 marks]
4. Give **six (6)** examples of functional areas of business organizations where information systems are used [6 marks]
5. Highlight two (2) benefits of e-commerce [2 marks]

QUESTION 6 [20 marks]

1. What is total information security?[3 marks]
2. Give 6 examples of private information? [3 marks]
3. What are security holes and software patches? [2 marks]

4. Give 2 types of user negligence along with examples. **[4 marks]**
5. Discuss intellectual property and its meaning **[4 marks]**
6. What is competitive intelligence and how does it differ from counterintelligence? **[4 marks]**

QUESTION 7 [20 marks]

1. Shores is a supermarket chain. Each supermarket has several Electronic Point of Sale (EPOS) terminals.
 - (a) Most products have a barcode on the packaging.
 - (i) State the name of the device used to input data automatically from the barcode
[1 mark]
 - (ii) Explain two benefits to the supermarket of using the barcode. **[4 marks]**
 - (iii) Some products, such as loose items of fruit, do not have barcodes. The operator uses a screen to select an image of the product and also input the quantity bought. State the type of screen used. **[1 mark]**
 - (b) Some of the EPOS terminals are self-service. At these terminals customers input the barcode data themselves. Explain one benefit to the supermarket of having self-service terminals. **[2 marks]**
 - (c) The EPOS terminals are connected to the central server of Shores. The data collected from sales is used as part of the stock control system. Complete the table, with the numbers 2–6, to give the correct order of steps in the stock control system.
[3 marks]

Steps	Order
Barcode input	1
Current stock calculated	
Item identified	
Current stock compared to reorder level	
One item deducted from current stock	
Information sent to database	
Order placed for new stock	7

2. ICT has had a huge impact on individuals and society.

(a) One significant impact is on people's working lives.

- (i) Describe the impact of ICT on people working in manufacturing [2 marks]
- (ii) Describe the impact of ICT on people working in education. [2 marks]
- (iii) Describe the impact of ICT on people working in retail. [2 marks]

3. GSB employs a network manager. One of the manager's tasks is to allocate user names and passwords to new staff. When staff log on for the first time they are prompted to change their password. Members of Staff are encouraged to set strong passwords.

- (i) Give an example of a strong password. [1.5 marks]
- (ii) Explain why this password is strong. [1.5 marks]

- END -



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

June/July 2022 Sessional Examination

SOB 1040: BUSINESS MATHEMATICS AND STATISTICS

DATE: MONDAY 11 JULY 2022

TIME ALLOWED: 3 HOURS

INSTRUCTIONS:

1. Check that you have the correct examination paper in front of you
 2. There are Nine (9) Questions in this paper. Section A is COMPULSORY and has Two (2) Questions. Section B has Seven (7) Questions choose any Three (3) Questions.
 3. Ensure that you answer Five (5) Questions in total. Two from Section A and Three from Section B. All questions carry equal marks.
 4. All questions must be answered in the answer booklet PROVIDED only.
 5. Begin each question on a new page.
-

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A

Question One

- a) Explain the difference between the internal rate of return and net present value.
- b) Masuku Investments Ltd is contemplating investing in mango juice production which requires an initial outlay of K500. If they go ahead with the investment following are the expected cash flows over the next four years.

Year	1	2	3	4
Cash flows	160	256	224	120

Required:

- i) Compute the NPV at a discount rate of 10% per year.
- ii) State, giving a reason whether the investment is profitable or not.
- c) Mwenda paid K40 for a blender. If operating expenses are 30% of cost and the blender is sold for K50, find the
- i) break-even point and
- ii) the amount of loss.
- iii) Present the information on a diagram

Question Two

- a) Suppose you have the following information about the probability of clients purchasing two goods, A and B, at a retail shop:

$$Prob(A) = 0.20, \quad Prob(B) = 0.25, \quad Prob(A \text{ and } B) = 0.15$$

- i) What is the conditional probability of buying A given that they bought B? Interpret your answer.
- ii) What is the conditional probability of buying B given that they bought A? Interpret your answer.
- iii) Are purchases of A and B independent events or not. Explain.
- b) Due to increased road traffic accidents happening countrywide, the Road Transport Safety Agency conducted written as well as actual driving tests to minibus drivers in Lusaka district. They found that 60% of the drivers passed the written tests. Further, they observed that only 83% of those drivers who passed the written test passed the actual driving test. They went further to analyse the results and found that among those who did not pass the written test, 37.5% of them passed the actual driving test.

Construct a properly labelled probability tree for this situation showing all the probabilities. Ensure to show how you have computed all the missing probabilities included in the tree.

SECTION B

Question Three

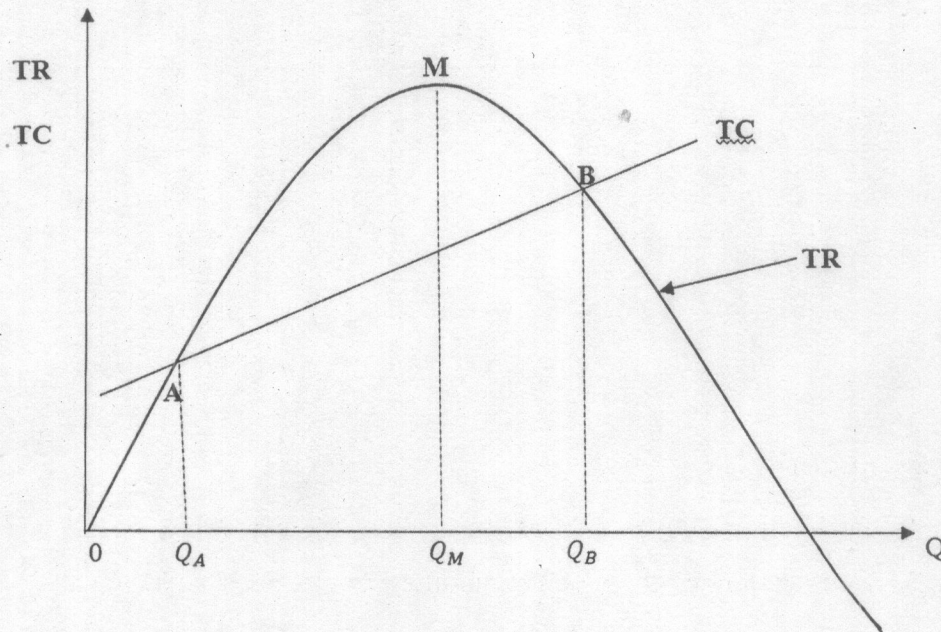
- a) Give three reasons why businesses mark down the price of merchandise.
- b) As a result of a markdown, there are three possible results: reduced net profit, operating loss, and absolute loss. Explain each of the three.
- c) Bata stores Ltd Manda hill Branch purchased two dozen pairs of Nike Air Max 90 SE sneakers at a cost of K1950. Operating expenses for the store are 25% of cost, while total markup on this type of product is 35% of selling price. Only 6 pairs of the sneakers sell at the original price, and the manager decides to mark down the remaining sneakers. The price is reduced 25% and 6 more pairs sell. The remaining 12 pairs of sneakers are marked down to 50% of the original selling price and are finally sold.
 - (i) Find the original selling price of each pair of sneakers.
 - (ii) Find the total of the selling prices of all the sneakers.
 - (iii) Find the operating loss.

Question Four

- a) Outline two similarities and two differences between amortization and sinking fund.
- b) Explain three methods that you, as a manager of a corporation, would use to raise funds to meet the needs of your corporation.
- c) Outline four (4) uses of indices
- d) In how many ways can 3 letters be chosen from the word COVID.
- e) *DiGi Print Zambia Ltd* at Eastpark buys a commercial digitizer and high-speed printer for K4000 and finances the entire amount. It amortizes the loan using 4 annual payments at 8% per year. Prepare an amortization schedule for this equipment.

Question Five

- a) Break-even is said to have been reached if the firm's total cost is equal to total revenue as illustrated in the figure below



- i) Explain why it is not advisable for a firm to produce at outputs below Q_A and above Q_B .
 - ii) Explain what happens to the profit of the firm as it increases output from Q_A towards Q_M .
 - iii) For a firm wishing to maximise profit what output level should it produce.
- b) A business worth K180,000 is expected to grow at 12% per year compounded annually for the next 4 years.
- i. Find the expected future value.
 - ii. If funds from the sale of the business today would be placed in an account yielding 8% compounded semi-annually, what would be the minimum acceptable price for the business at this time?

Question Six

- a) Assume the fixed costs of a firm are K100, while its variable costs are K10 per unit. Find the average cost function as a function of output.
- b) Nthochi has just won the Zambian lotto lottery, paying K500 a year for 20 years, and Nthochi is to receive his first payment a year from now.
- i) Disregarding interest rate what would be the value of this lottery paid over a period of 20 years and paying K500 per year.
 - ii) If the interest rate is 8%, what is the true value of the lottery?
- c) Suppose that a firm has the following total cost and demand functions.

$$C = \frac{1}{3}x^3 - 7x^2 + 111x + 50$$

$$x = 100 - p$$

Where x = quantity and p = price

- i. Formulate the total revenue and profit functions in terms of x
- ii. Find the profit maximizing level of output x
- iii. What is the maximum profit?

Question Seven

- a) Univariate dataset is one where there is only one variable. It is possible to conduct certain analyses on this type of data. List three (3) analyses that are possible with univariate dataset.
- b) The following data is an extract of some test results in SOB 2215

GSB Student	1	2	3	4	5	6	7	8	9	10
Test Score	10	30.5	40	15	2.4	25	30	15	15	80

- i) Compute the mean, median and mode and use them to describe the distribution of the data.
- ii) Calculate the standard deviation for the test results.
- iii) Calculate the 10th, 25th, 50th, 75th, and 90th percentile for the GSB students' test scores. Interpret each percentile.

Question Eight

The average time that children who reside in the same neighbourhood spent to travel to school is claimed to be 35 minutes. A random sample of 10 children taken from the neighbourhood had their travel times recorded as follows:

37 38 40 35 36 35 39 37 40 42

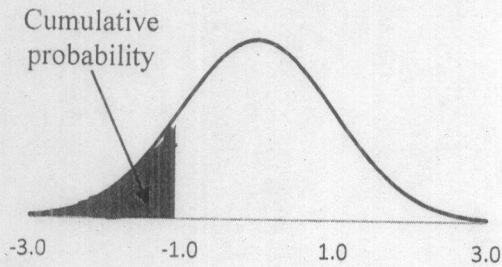
Assuming this data was taken from the normal distribution.

- a) What is the point estimate of the population mean?
- b) What is the point estimate of the population standard deviation?
- c) What is the 95% confidence interval for the population mean?
- d) Test the claim using a 5% level of significance

Question Nine

- a) The average number of days a GSB student will be absent for SOB 1040 class is 5 days per month. Find the probability that a student will be absent for
 - i) 4 days in a month
 - ii) 4 and 6 days in two and three months respectively.
- b) Suppose that a customer relations officer for FNB Cairo Road Branch has 5 clients, and he believes that for each client the probability of opening a savings account is 0.40.
 - i) Find the probability that he opens at most 1 saving account.
 - ii) Find the probability that he opens between 2 and 4 saving accounts (inclusive).
 - iii) Find the probability that he opens at least 5 saving accounts?

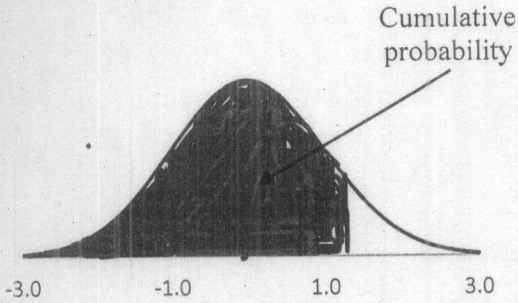
END OF EXAMINATION

TABLES**Table 1: CUMULATIVE PROBABILITIES FOR THE STANDARD NORMAL**

Entries in the table give the area under the curve to the left of the z value. For example, for $z = -0.85$, the cumulative probability is 0.1977.

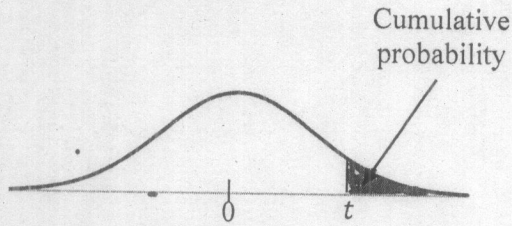
z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
-3.0	0.0013	0.0013	0.0013	0.0012	0.0012	0.0011	0.0011	0.0011	0.0010	0.0010
-2.9	0.0019	0.0018	0.0018	0.0017	0.0016	0.0016	0.0015	0.0015	0.0014	0.0014
-2.8	0.0026	0.0025	0.0024	0.0023	0.0023	0.0022	0.0021	0.0021	0.0020	0.0019
-2.7	0.0035	0.0034	0.0033	0.0032	0.0031	0.0030	0.0029	0.0028	0.0027	0.0026
-2.6	0.0047	0.0045	0.0044	0.0043	0.0041	0.0040	0.0039	0.0038	0.0037	0.0036
-2.5	0.0062	0.0060	0.0059	0.0057	0.0055	0.0054	0.0052	0.0051	0.0049	0.0048
-2.4	0.0082	0.0080	0.0078	0.0075	0.0073	0.0071	0.0069	0.0068	0.0066	0.0064
-2.3	0.0107	0.0104	0.0102	0.0099	0.0096	0.0094	0.0091	0.0089	0.0087	0.0084
-2.2	0.0139	0.0136	0.0132	0.0129	0.0125	0.0122	0.0119	0.0116	0.0113	0.0110
-2.1	0.0179	0.0174	0.0170	0.0166	0.0162	0.0158	0.0154	0.0150	0.0146	0.0143
-2.0	0.0228	0.0222	0.0217	0.0212	0.0207	0.0202	0.0197	0.0192	0.0188	0.0183
-1.9	0.0287	0.0281	0.0274	0.0268	0.0262	0.0256	0.0250	0.0244	0.0239	0.0233
-1.8	0.0359	0.0351	0.0344	0.0336	0.0329	0.0322	0.0314	0.0307	0.0301	0.0294
-1.7	0.0446	0.0436	0.0427	0.0418	0.0409	0.0401	0.0392	0.0384	0.0375	0.0367
-1.6	0.0548	0.0537	0.0526	0.0516	0.0505	0.0495	0.0485	0.0475	0.0465	0.0455
-1.5	0.0668	0.0655	0.0643	0.0630	0.0618	0.0606	0.0594	0.0582	0.0571	0.0559
-1.4	0.0808	0.0793	0.0778	0.0764	0.0749	0.0735	0.0721	0.0708	0.0694	0.0681
-1.3	0.0968	0.0951	0.0934	0.0918	0.0901	0.0885	0.0869	0.0853	0.0838	0.0823
-1.2	0.1151	0.1131	0.1112	0.1093	0.1075	0.1056	0.1038	0.1020	0.1003	0.0985
-1.1	0.1357	0.1335	0.1314	0.1292	0.1271	0.1251	0.1230	0.1210	0.1190	0.1170
-1.0	0.1587	0.1562	0.1539	0.1515	0.1492	0.1469	0.1446	0.1423	0.1401	0.1379
-0.9	0.1841	0.1814	0.1788	0.1762	0.1736	0.1711	0.1685	0.1660	0.1635	0.1611
-0.8	0.2119	0.2090	0.2061	0.2033	0.2005	0.1977	0.1949	0.1922	0.1894	0.1867
-0.7	0.2420	0.2389	0.2358	0.2327	0.2296	0.2266	0.2236	0.2206	0.2177	0.2148
-0.6	0.2743	0.2709	0.2676	0.2643	0.2611	0.2578	0.2546	0.2514	0.2483	0.2451
-0.5	0.3085	0.3050	0.3015	0.2981	0.2946	0.2912	0.2877	0.2843	0.2810	0.2776
-0.4	0.3446	0.3409	0.3372	0.3336	0.3300	0.3264	0.3228	0.3192	0.3156	0.3121
-0.3	0.3821	0.3783	0.3745	0.3707	0.3669	0.3632	0.3594	0.3557	0.3520	0.3483
-0.2	0.4207	0.4168	0.4129	0.4090	0.4052	0.4013	0.3974	0.3936	0.3897	0.3859
-0.1	0.4602	0.4562	0.4522	0.4483	0.4443	0.4404	0.4364	0.4325	0.4286	0.4247
0.0	0.5000	0.4960	0.4920	0.4880	0.4840	0.4801	0.4761	0.4721	0.4681	0.4641

Table 2: CUMULATIVE PROBABILITIES FOR THE STANDARD NORMAL



Entries in the table give the area under the curve to the left of the z value. For example, for $z = -0.85$, the cumulative probability is 0.1977.

z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5160	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7852
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8810	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9772	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9864	0.9868	0.9871	0.9875	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9925	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9979	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
3.0	0.9987	0.9987	0.9987	0.9988	0.9988	0.9989	0.9989	0.9989	0.9990	0.9990

Table 3: *t* DISTRIBUTION

Entries in the table give *t* values for an area or probability in the upper tail of the *t* distribution. For example, with 10 degrees of freedom and a .05 area in the upper tail, $t_{0.05,10}=1.812$

Degrees of freedom	Area in the Upper tail					
	0.20	0.10	0.05	0.025	0.01	0.005
1	1.376	3.078	6.314	12.706	31.821	63.657
2	1.061	1.886	2.920	4.303	6.965	9.925
3	0.978	1.638	2.353	3.182	4.541	5.841
4	0.941	1.533	2.132	2.776	3.747	4.604
5	0.920	1.476	2.015	2.571	3.365	4.032
6	0.906	1.440	1.943	2.447	3.143	3.707
7	0.896	1.415	1.895	2.365	2.998	3.499
8	0.889	1.397	1.860	2.306	2.896	3.355
9	0.883	1.383	1.833	2.262	2.821	3.250
10	0.879	1.372	1.812	2.228	2.764	3.169
11	0.876	1.363	1.796	2.201	2.718	3.106
12	0.873	1.356	1.782	2.179	2.681	3.055
13	0.870	1.350	1.771	2.160	2.650	3.012
14	0.868	1.345	1.761	2.145	2.624	2.977
15	0.866	1.341	1.753	2.131	2.602	2.947
16	0.865	1.337	1.746	2.120	2.583	2.921
17	0.863	1.333	1.740	2.110	2.567	2.898
18	0.862	1.330	1.734	2.101	2.552	2.878
19	0.861	1.328	1.729	2.093	2.539	2.861
20	0.860	1.325	1.725	2.086	2.528	2.845
21	0.859	1.323	1.721	2.080	2.518	2.831
22	0.858	1.321	1.717	2.074	2.508	2.819
23	0.858	1.319	1.714	2.069	2.500	2.807
24	0.857	1.318	1.711	2.064	2.492	2.797
25	0.856	1.316	1.708	2.060	2.485	2.787
26	0.856	1.315	1.706	2.056	2.479	2.779
27	0.855	1.314	1.703	2.052	2.473	2.771
28	0.855	1.313	1.701	2.048	2.467	2.763
29	0.854	1.311	1.699	2.045	2.462	2.756
30	0.854	1.310	1.697	2.042	2.457	2.750
31	0.853	1.309	1.696	2.040	2.453	2.744
32	0.853	1.309	1.694	2.037	2.449	2.738
33	0.853	1.308	1.692	2.035	2.445	2.733
34	0.852	1.307	1.691	2.032	2.441	2.728

Sinking Fund Table

Interest Rate per Compounding Period

Period	1%	1½%	2%	2½%	3%	4%	5%	6%	8%	10%	Period
1	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1.00000	1
2	0.49751	0.49628	0.49505	0.49383	0.49261	0.49020	0.48780	0.48544	0.48077	0.47619	2
3	0.33002	0.32838	0.32675	0.32514	0.32353	0.32035	0.31721	0.31411	0.30803	0.30211	3
4	0.24628	0.24444	0.24262	0.24082	0.23903	0.23549	0.23201	0.22859	0.22192	0.21547	4
5	0.19604	0.19409	0.19216	0.19025	0.18835	0.18463	0.18097	0.17740	0.17046	0.16380	5
6	0.16255	0.16053	0.15853	0.15655	0.15460	0.15076	0.14702	0.14336	0.13632	0.12961	6
7	0.13863	0.13656	0.13451	0.13250	0.13051	0.12661	0.12282	0.11914	0.11207	0.10541	7
8	0.12069	0.11858	0.11651	0.11447	0.11246	0.10853	0.10472	0.10104	0.09401	0.08744	8
9	0.10674	0.10461	0.10252	0.10046	0.09843	0.09449	0.09069	0.08702	0.08008	0.07364	9
10	0.09558	0.09343	0.09133	0.08926	0.08723	0.08329	0.07950	0.07587	0.06903	0.06275	10
11	0.08645	0.08429	0.08218	0.08011	0.07808	0.07415	0.07039	0.06679	0.06008	0.05396	11
12	0.07885	0.07668	0.07456	0.07249	0.07046	0.06655	0.06283	0.05928	0.05270	0.04676	12
13	0.07241	0.07024	0.06812	0.06605	0.06403	0.06014	0.05646	0.05296	0.04652	0.04078	13
14	0.06690	0.06472	0.06260	0.06054	0.05853	0.05467	0.05102	0.04758	0.04130	0.03575	14
15	0.06212	0.05994	0.05783	0.05577	0.05377	0.04994	0.04634	0.04296	0.03683	0.03147	15
16	0.05794	0.05577	0.05365	0.05160	0.04961	0.04582	0.04227	0.03895	0.03298	0.02782	16
17	0.05426	0.05208	0.04997	0.04793	0.04595	0.04220	0.03870	0.03544	0.02963	0.02466	17
18	0.05098	0.04881	0.04670	0.04467	0.04271	0.03899	0.03555	0.03236	0.02670	0.02193	18
19	0.04805	0.04588	0.04378	0.04176	0.03981	0.03614	0.03275	0.02962	0.02413	0.01955	19
20	0.04542	0.04325	0.04116	0.03915	0.03722	0.03358	0.03024	0.02718	0.02185	0.01746	20
21	0.04303	0.04087	0.03878	0.03679	0.03487	0.03128	0.02800	0.02500	0.01983	0.01562	21
22	0.04086	0.03870	0.03663	0.03465	0.03275	0.02920	0.02597	0.02305	0.01803	0.01401	22
23	0.03889	0.03673	0.03467	0.03270	0.03081	0.02731	0.02414	0.02128	0.01642	0.01257	23
24	0.03707	0.03492	0.03287	0.03091	0.02905	0.02559	0.02247	0.01968	0.01498	0.01130	24
25	0.03541	0.03326	0.03122	0.02928	0.02743	0.02401	0.02095	0.01823	0.01368	0.01017	25
26	0.03387	0.03173	0.02970	0.02777	0.02594	0.02257	0.01956	0.01690	0.01251	0.00916	26
27	0.03245	0.03032	0.02829	0.02638	0.02456	0.02124	0.01829	0.01570	0.01145	0.00826	27
28	0.03112	0.02900	0.02699	0.02509	0.02329	0.02001	0.01712	0.01459	0.01049	0.00745	28
29	0.02990	0.02778	0.02578	0.02389	0.02211	0.01888	0.01605	0.01358	0.00962	0.00673	29
30	0.02875	0.02664	0.02465	0.02278	0.02102	0.01783	0.01505	0.01265	0.00883	0.00608	30
31	0.02768	0.02557	0.02360	0.02174	0.02000	0.01686	0.01413	0.01179	0.00811	0.00550	31
32	0.02667	0.02458	0.02261	0.02077	0.01905	0.01595	0.01328	0.01100	0.00745	0.00497	32
33	0.02573	0.02364	0.02169	0.01986	0.01816	0.01510	0.01249	0.01027	0.00685	0.00450	33
34	0.02484	0.02276	0.02082	0.01901	0.01732	0.01431	0.01176	0.00960	0.00630	0.00407	34
35	0.02400	0.02193	0.02000	0.01821	0.01654	0.01358	0.01107	0.00897	0.00580	0.00369	35

Amortization Table

Interest Rate per Period

Period	0.5%	1%	1.5%	2%	2.5%	3%	4%	6%	8%	10%	Per
1	1.00500	1.01000	1.01500	1.02000	1.02500	1.03000	1.04000	1.06000	1.08000	1.10000	1
2	0.50375	0.50751	0.51128	0.51505	0.51883	0.52261	0.53020	0.54544	0.56077	0.57619	2
3	0.33667	0.34002	0.34338	0.34675	0.35014	0.35353	0.36035	0.37411	0.38803	0.40211	3
4	0.25313	0.25628	0.25944	0.26262	0.26582	0.26903	0.27549	0.28859	0.30192	0.31547	4
5	0.20301	0.20604	0.20909	0.21216	0.21525	0.21835	0.22463	0.23740	0.25046	0.26380	5
6	0.16960	0.17255	0.17553	0.17853	0.18155	0.18460	0.19076	0.20336	0.21632	0.22961	6
7	0.14573	0.14863	0.15156	0.15451	0.15750	0.16051	0.16661	0.17914	0.19207	0.20541	7
8	0.12783	0.13069	0.13358	0.13651	0.13947	0.14246	0.14853	0.16104	0.17401	0.18744	8
9	0.11391	0.11674	0.11961	0.12252	0.12546	0.12843	0.13449	0.14702	0.16008	0.17364	9
10	0.10277	0.10558	0.10843	0.11133	0.11426	0.11723	0.12329	0.13587	0.14903	0.16275	10
11	0.09366	0.09645	0.09929	0.10218	0.10511	0.10808	0.11415	0.12679	0.14008	0.15396	11
12	0.08607	0.08885	0.09168	0.09456	0.09749	0.10046	0.10655	0.11928	0.13270	0.14676	12
13	0.07964	0.08241	0.08524	0.08812	0.09105	0.09403	0.10014	0.11296	0.12652	0.14078	13
14	0.07414	0.07690	0.07972	0.08260	0.08554	0.08853	0.09467	0.10758	0.12130	0.13575	14
15	0.06936	0.07212	0.07494	0.07783	0.08077	0.08377	0.08994	0.10296	0.11683	0.13147	15
16	0.06519	0.06794	0.07077	0.07365	0.07660	0.07961	0.08582	0.09895	0.11298	0.12782	16
17	0.06151	0.06426	0.06708	0.06997	0.07293	0.07595	0.08220	0.09544	0.10963	0.12466	17
18	0.05823	0.06098	0.06381	0.06670	0.06967	0.07271	0.07899	0.09236	0.10670	0.12193	18
19	0.05530	0.05805	0.06088	0.06378	0.06676	0.06981	0.07614	0.08962	0.10413	0.11955	19
20	0.05267	0.05542	0.05825	0.06116	0.06415	0.06722	0.07358	0.08718	0.10185	0.11746	20
21	0.05028	0.05303	0.05587	0.05878	0.06179	0.06487	0.07128	0.08500	0.09983	0.11562	21
22	0.04811	0.05086	0.05370	0.05663	0.05965	0.06275	0.06920	0.08305	0.09803	0.11401	22
23	0.04613	0.04889	0.05173	0.05467	0.05770	0.06081	0.06731	0.08128	0.09642	0.11257	23
24	0.04432	0.04707	0.04992	0.05287	0.05591	0.05905	0.06559	0.07968	0.09498	0.11130	24
25	0.04265	0.04541	0.04826	0.05122	0.05428	0.05743	0.06401	0.07823	0.09368	0.11017	25
26	0.04111	0.04387	0.04673	0.04970	0.05277	0.05594	0.06257	0.07690	0.09251	0.10916	26
27	0.03969	0.04245	0.04532	0.04829	0.05138	0.05456	0.06124	0.07570	0.09145	0.10826	27
28	0.03836	0.04112	0.04400	0.04699	0.05009	0.05329	0.06001	0.07459	0.09049	0.10745	28
29	0.03713	0.03990	0.04278	0.04578	0.04889	0.05211	0.05888	0.07358	0.08962	0.10673	29
30	0.03598	0.03875	0.04164	0.04465	0.04778	0.05102	0.05783	0.07265	0.08883	0.10608	30
31	0.03490	0.03768	0.04057	0.04360	0.04674	0.05000	0.05686	0.07179	0.08811	0.10550	31
32	0.03389	0.03667	0.03958	0.04261	0.04577	0.04905	0.05595	0.07100	0.08745	0.10497	32
33	0.03295	0.03573	0.03864	0.04169	0.04486	0.04816	0.05510	0.07027	0.08685	0.10450	33
34	0.03206	0.03484	0.03776	0.04082	0.04401	0.04732	0.05431	0.06960	0.08630	0.10407	34
35	0.03122	0.03400	0.03693	0.04000	0.04321	0.04654	0.05358	0.06897	0.08580	0.10369	35
36	0.03042	0.03321	0.03615	0.03923	0.04245	0.04580	0.05289	0.06839	0.08534	0.10334	36
37	0.02967	0.03247	0.03541	0.03851	0.04174	0.04511	0.05224	0.06786	0.08492	0.10303	37
38	0.02896	0.03176	0.03472	0.03782	0.04107	0.04446	0.05163	0.06736	0.08454	0.10275	38
39	0.02829	0.03109	0.03405	0.03717	0.04044	0.04384	0.05106	0.06689	0.08419	0.10249	39
40	0.02765	0.03046	0.03343	0.03656	0.03984	0.04326	0.05052	0.06646	0.08386	0.10226	40
41	0.02704	0.02985	0.03283	0.03597	0.03927	0.04271	0.05002	0.06606	0.08356	0.10205	41



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Final Examination

June 2022

SOB1051: PRINCIPLES OF MANAGEMENT

Instructions:

Time Allowed: **3 hours**

There are Six (6) questions in this Examination Paper

SECTION A is Compulsory and Answer any two from SECTION B

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A (COMPULSORY- ANSWER BOTH QUESTIONS)

QUESTION ONE

Read the case study below and then answer the questions that follow

Sunburst Bakeries Ltd

Sunburst Bakeries Ltd is a supplier of all kinds of bread and cakes to leading supermarkets. It has a huge factory that makes the entire range of products – no finished items are brought in from other bakers. Production facilities are split into three main areas. Different production methods are used in these three areas. The demand patterns for these three of the best known sunburst products are very different. Standard loaves are bought by the supermarkets every day all year round. There is some variation in demand through the seasons – but very little. Large, family –sized cakes are mainly bought at weekends- whereas doughnuts are most often bought midweek for children’s lunch boxes. Finally the business is famous for its handmade wedding cakes, each one to a different design. There have been rumours among the workers that one section of the factory that uses batch production might be converted into flow –line production.

Required:

- a. What form of business is Sunburst Bakeries using? **(1 Mark)**
- b. Explain two key differences between job and batch production **(4 Marks)**
- c. Suggest and justify an appropriate production method for each of the products referred above. **(10 Marks)**
- d. Explain two factors that would influence the switch from batch to flow line production **(10 Marks)**

(Total Marks: 25)

QUESTION TWO

Write brief notes on the following:

- a) Conceptual Skills
- b) Tactical Planning
- c) JIT
- d) Societal Marketing concept
- e) Scalar Chain

(Total Marks: 25)

SECTION B (ANSWER ANY TWO QUESTIONS FROM THIS SECTION)

QUESTION THREE

Multinational Corporations (MNCs) are companies that have presence (Assets and facilities) in more than one country. Using a practical example give five (5) advantages and five (5) disadvantages of MNC to a host country. **(25 Marks)**

QUESTION FOUR

Recruitment refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements. Explain five (5) sources of external recruitment and give five (5) advantages of external recruitment. **(25 Marks)**

QUESTION FIVE

Henri Fayol is one the contributors to the classical school of management. Explain the contributions of Henri Fayol to management principle. **(25 Marks)**

QUESTION SIX

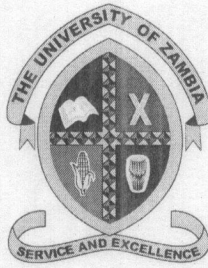
Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished. Outline the stages in the controlling process. **(25 Marks)**

END OF EXAMINATION

SEM 2020 38

SEM 2020 39

SEM 20 12/6



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Supplementary Examination

February 2021

SOB 1051: PRINCIPLES OF MANAGEMENT

Instructions:

Time Allowed: **3 hours**

There are five questions in this Examination Paper

Answer any four Questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

Graduate School of Business Examinations

QUESTION ONE

Describe the main aspects of F. W. Taylor's Scientific Management Theory giving its relevance in today's organizations. **(25Marks)**

QUESTION TWO

Explain the recruitment and selection process: What errors are likely to be made during interviews? **(25 Marks)**

QUESTION THREE

What do you mean by managerial skill? Explain with examples the different types of skills required by a successful manager. **(25 Marks)**

QUESTION FOUR

Explain the product life cycle and what strategies can be used by manager to market the product at each a marketing stage. **(25 Marks)**

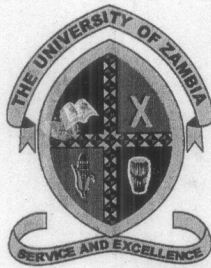
QUESTION FIVE

Write brief notes on the following:

- i. Delegation
- ii. Scalar chain
- iii. Democratic leadership
- iv. Controlling
- v. franchise

(25 Marks)

END OF EXAMINATION



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

Final Examination

September 2021

SOB1051: PRINCIPLES OF MANAGEMENT

Instructions:

Time Allowed: **3 hours**

There are Six (6) questions in this Examination Paper

SECTION A is Compulsory and Answer any two from SECTION B

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A (COMPULSORY- ANSWER BOTH QUESTIONS)

QUESTION ONE

Mariah is an incredible cake maker and would like to go into business for herself, but she needs some money to get started. Her two friends want to help her get her feet on the ground and start her business. They agree to invest in her business; however, they don't want to be involved in any part of the business. Mariah asks you for advice on how to organize her business.

- a) What business form would suit the needs of Audrey? (2marks)
- b) Give three (3) advantages and three (3) disadvantages of this business form. (12marks)
- c) What advantages would she enjoy if she operated as a licenced franchisee (6 marks) (25 Marks)

QUESTION TWO

Production involves the step by step conversion of one form of material into another through chemical or mechanical process with a view to enhance the utility of the product or services. Explain five (5) advantages of job production giving examples.

(25Marks)

SECTION B (ANSWER ANY TWO QUESTIONS FROM THIS SECTION)

QUESTION THREE

Explain the 10 managerial roles identified by Henry Mintzberg. (25 Marks)

QUESTION FOUR

Recruitment refers to the process of attracting, selecting, and appointing potential candidates to meet the organization's resource requirements. Explain three (3) sources of internal recruitment and give three (3) advantages of internal recruitment. (25 Marks)

QUESTION FIVE

Scientific management was the first widespread promotion of rational processes to improve efficiency. Explain the role of scientific management in the modern era.

(25 Marks)

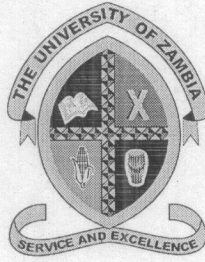
QUESTION SIX

Write brief notes on the following:

- a) Benchmarking
- b) Quality Control
- c) SWOT analysis
- d) Marketing mix
- e) Authoritarian Leadership style

(25 Marks)

END OF EXAMINATION



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

Undergraduate Sessional Examination

Deferred and Supplementary Exam

SOB 1052: BUSINESS ENVIRONMENT

Instructions

Time Allowed: **3 hours**

There are **Four (4)** questions in this paper

You are required to answer **ALL** questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY

IMPACT OF CULTURE OF SWITZERLAND HOUSEWIVES ON MARKETING OF DISHWASHERS

In Switzerland, foreign dishwasher manufacturers expected the same rapid sales as they had first obtained in other West European markets; but sales in Switzerland were so slow that research had to be done to find out why (this research should, of course, have been done before not after market entry). The research showed that the Swiss housewife had a different set of values compared to, her French and English counterparts; she was very conscious of her role as strict and hardworking and her responsibility for the health of her family. To the Swiss housewife dishwashers simply made life easy, and this conflicted with her Calvinistic work ethic. As a result of this research, dishwasher manufacturers had to change their advertising promoting, instead of ease and convenience, hygiene and health. They did this by emphasising that because dishwashers used temperature higher than hand-hot, the process was more hygienic than washing up by hand. Thereafter, they had no problem selling automatic dishwashers in Switzerland.

Source: Edgar P. Hibbert, *International Business*, Macmillan, 1997, p. 70.

Question One

With reference to the above case study, explain how the elements in the cultural environment have an influence on the operations of a business. (25 marks)

Question Two

Conduct Porter's five Forces analysis for an industry of your choice (25 marks)

Total: 50 marks

SECTION B: ANSWER ALL

Question Three

Explain any four (4) international market entry modes and outline their advantages and disadvantages. (25 marks)

Question Four

- Distinguish between democratic and totalitarian political systems. (10 marks)
- Using examples, explain how a country's political system can influence how foreign firms conduct business in that country. (15 marks)

Total: 25 marks

THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
2021 ACADEMIC YEAR

SUPPLEMENTARY/ DEFERRED EXAMINATION

SOB 1115: MICROECONOMICS

TIME: THREE (3) HOURS.

INSTRUCTIONS: ANSWER **ALL QUESTIONS** IN SECTION A AND **CHOOSE ANY TWO QUESTIONS FROM SECTION B.** SHOW ALL YOUR WORK TO EARN MAXIMUM POINTS

SECTION A [60 Marks] Compulsory

Question 1 Compulsory (40 marks)

Read each question carefully, and choose only ONE correct answer for each question.

- (01) Which of the following a fundamental fact in economics?
 - (a) Human behavior is predictable
 - (b) Government do not face scarcity
 - (c) Scarcity necessitates choice
- (02) Which of the following is not a focus of microeconomics?
 - (a) Government funding of roads
 - (b) Household budgeting
 - (c) Farmer input support programme
- (03) Which of the following is correct about a market and an industry?
 - (a) They both have producers
 - (b) They both have consumers
 - (c) They both have consumers and producers
- (04) The statement “ Zambia’s preparedness for the coronavirus is insufficient for public health protection” can best be considered to be:
 - (a) Positive
 - (b) Objective
 - (c) Value driven
- (05) The statement: “Government recently opted to allocate money meant for the education sector towards natural disasters” can be said to be:
 - (a) Normative
 - (b) A for whom question
 - (c) A What Question
- (06) “Despite an increase in copper prices, mining sector employment is still low”, this statement is _____
 - (a) Under macroeconomics
 - (b) Under microeconomics

- (c) Under Normative economics
- (07) "Zambia has recorded 20 cases of Covid-19 as of March 15, 2020" this statement is ___
- (a) Verifiable
 - (b) Positive
 - (c) All of the above
- (08) Which of the following is true about economic models?
- (a) They are more complicated than reality
 - (b) They are generalizations of reality
 - (c) None of the above
- (09) Which of the following is NOT true about the Production Possibility Frontier?
- (a) It is based on economic efficiency
 - (b) It can only consider to commodities
 - (c) Assumes production inefficiency
- (10) Given that the economy has produces 20 bags of maize and 50 bags of Cassava on the PPF, _____
- (a) 25 bags of maize can only be produced with more than 50 bags of cassava
 - (b) If 20 bags of maize are produced with 60 bags of cassava, the economy is below the PPF
 - (c) A combination with 25 bags of maize and 55 bags of cassava is above the PPF.
- (11) If the opportunity cost of 1 bag of maize is 0.6 bags of cassava, _____
- (a) One needs to give up 10 bags of maize to gain 6 bags of cassava
 - (b) One needs to give up 6 bags of maize to gain 10 bags of cassava
 - (c) One needs to give up 6 bags of cassava to gain 10 bags of maize
- (12) If one gains 4 oranges after giving up 2 Apples _____
- (a) The opportunity cost of 2 oranges is 1 Apple
 - (b) The opportunity cost of 1 Apple is 2 oranges
 - (c) The opportunity cost of 2 Apples is 4 Oranges
- (13) Which of the following would cause the supply curve to shift to the right?
- (a) Increase in cost of production
 - (b) Income in consumer income
 - (c) Improvement in technology
- (14) Given a market equilibrium situation, what would happen if the price of the commodity increased?
- (a) There would be excess supply
 - (b) Equilibrium price would decrease
 - (c) There would be excess demand
- (15) Given a market equilibrium situation, what would happen if the income of the consumers decreased?
- (a) Demand would shift to the right
 - (b) There would be excess supply
 - (c) Equilibrium quantity would decrease

- (16) If the market is at equilibrium, a decrease in demand would result in which of the following?
- (a) Lower market clearing price
 - (b) Higher equilibrium price
 - (c) Higher equilibrium quantity
- (17) Which of the following can lead to a reduction in the equilibrium quantity of the good?
- (a) Improvement in technology
 - (b) Increase in price of complement good
 - (c) Increase in cost of production
- (18) When a market experiences excess demand, _____
- (a) Price will increase due to consumer competition
 - (b) Price will decrease due to producer competition
 - (c) Price will increase due to producer competition
- (19) When a market experiences excess supply, _____
- (a) The price has been set above the equilibrium price
 - (b) The price is equal to the equilibrium price
 - (c) The price is below the equilibrium price
- (20) Given that the market for female shoes is at equilibrium within east park mall, what would happen if certain shoe brands are suddenly in fashion?
- (a) There would be excess demand
 - (b) The market price would increase
 - (c) The equilibrium quantity would reduce
- (21) At a long-run equilibrium in monopolistic competition, price equals
- (a) Marginal cost but not marginal revenue
 - (b) Marginal revenue and marginal cost
 - (c) Marginal revenue but not marginal cost
- (22) The absence of barriers to entry in monopolistic competition means that in the long run firms
- (a) Earn either an economic profit or zero economic profit
 - (b) Earn zero economic profit
 - (c) Incur an economic loss
 - (d) Earn an economic profit
- (23) If a large number of firms are competing, the market could be
- (a) Monopolistic competition and monopoly
 - (b) Perfect competition and monopoly
 - (c) Oligopoly and monopoly
 - (d) Perfect competition and monopolistic competition
- (24) A monopoly creates a deadweight loss because the monopoly
- (a) Sets a price that is low
 - (b) Produces less than the efficient quantity
 - (c) Does not maximize profits
 - (d) Earns a normal profit
- (25) Patents
- (a) Remove legal barriers to entry

- (b) Create economies of scale
 - (c) Are a legal barrier to entry
 - (d) Decrease the incentive to innovate
- (26) In the long run, existing firms exit a perfectly competitive market
- (a) If normal profits are greater than zero
 - (b) Only if they incur an economic loss
 - (c) If they incur a positive profit
 - (d) Only if economic profits are zero
- (27) In the long run, a perfectly competitive firm
- (a) Makes zero economic profits
 - (b) Makes an economic profit
 - (c) Can make an economic profit, zero economic profit, or incur an economic loss
 - (d) Can make either an economic profit or a normal profit
- (28) If the marginal revenue product of labour is greater than the wage rate, what should a profit maximizing firm in a competitive labour market do?
- (a) Hire less labour
 - (b) Hire more labour
 - (c) Decrease the wage rate
 - (d) Increase the wage rate
- (29) Equilibrium quantities in markets characterized by oligopoly is
- (a) Lower than in monopoly markets and higher than in perfectly competitive markets
 - (b) Lower than in monopoly markets and lower than in perfectly competitive markets
 - (c) Higher than in monopoly markets and higher than in perfectly competitive markets
 - (d) Higher than in monopoly markets and lower than in perfectly competitive markets
- (30) If a perfectly competitive firm currently produces where price is greater than marginal cost it
- (a) Will increase its profits by producing more
 - (b) Will increase its profits by producing less
 - (c) Is making positive economic profits
 - (d) Is making negative economic profits

Read each statement and indicate whether the statements are True or False. Write answer in full.

- (31) Graphs provide a visual representation of the relationship between two variables.
- (32) The demand curve for electricity being generated by ZESCO is a good example of perfectly inelastic demand curve
- (33) If John goes to Soweto market in the morning he finds that the price of his favourite Monk Sause (Kapenta) is K195 meda while if he goes in the afternoon

he finds that the same meda is selling at K120. This confuses John and so he reaches out for help from his friend Isaac who is doing microeconomics at Graduate School of Business. Isaac confidently explains to John that what he observed at Soweto market is as a result of the forces of demand and supply. Is Isaac's response to John true, false or uncertain?

- (34) Price elasticity of demand is the reason why a pair of jeans is cheaper at Kamwala market and expensive at East park Mall.
- (35) A resource is scarce if the demand of that resource at a zero price would exceed the available supply.
- (36) A change in the price of Milkshake will cause a shift in the demand curve of milkshake.
- (37) The law of diminishing returns says that each extra worker adds less to output than the previous extra worker added.
- (38) The downward shift in the supply curve causes the equilibrium quantity supplied to decrease while the equilibrium quantity demanded increases.
- (39) An incentive could be either a reward or a penalty.
- (40) Perfect complements will have indifference curves that are L-shaped.

Question 2 Compulsory (20 Marks)

- (a) Fill in the missing details in the table below: be sure to state formula for marginal utility. (5 marks)

Number of pears consumed	Marginal utility	Total utility
1		50
2		85
3		114
4		132
5		144
6		150
7		152
8		152
9		148

- (b) There are possible exceptions to the law of demand. Explain this statement. (5 marks)
- (c) The indifference approach is based on three basic assumptions. Outline these assumptions.(5 marks)
- (d) Discern between the income and substitution effects of a price change. Assume a price decrease for a normal good. (5 marks)

SECTION B [40 marks]

(Choose any two questions)

Question 3 (20 Marks)

- (a) Using equations and a graph, explain the equilibrium position for a consumer, (10 marks)
- (b) Define the price elasticity of demand: price elasticity of supply, income elasticity of demand, and cross price elasticity of demand. (10 marks)

Question 4 (20 Marks)

- (a) Describe the concepts of constant and increasing opportunity costs. Use graphs to show the two. (6 marks)
- (b) Using one example each, distinguish between normative and positive economics. (4 marks)
- (c) List five determinants of demand, (5 marks)
- (d) List three features of iso-product curves. Use equations to depict the equilibrium position for a producer (5 marks)

Question 5 (20 Marks)

- (a) Briefly explain the backward bending labour supply curve. Use a graph to illustrate your answer. [10 marks]
- (b) What is the difference between economic rent and transfer earnings? [10 marks]

Question 6 (20 Marks)

- (a) Explain how barriers of entry may affect market structure. [10 marks]
- (b) Discuss five factors that influence the wage elasticity of demand for labour [10 marks]

Question 7 (20 Marks)

- (a) Define consumer and producer surplus. Show the two in one graph. (6 marks)
- (b) One of the features of indifference curves is that they should not intersect. Why is this important? (4 marks)
- (c) List five features of a perfect competitive firm. (5 marks)
- (d) Using a graph depict and explain a loss making firm under perfect competition. (5 marks)



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS

RESEARCH METHODS SOB 3004

9TH SEPTEMBER 2021 EXAMINATION

09:00 HOURS – 12:00 HOURS

TIME ALLOWED: 3 HOURS PLUS 5 MINUTES READING TIME

INSTRUCTIONS TO CANDIDATES

1. Check that you have the correct examination paper in front of you
2. The paper consists of five questions. Answer question one (1) which is compulsory and carries 40 Marks and any other (3) questions carrying 20 Marks each.
3. All answers should be in an answer booklet given to you.
4. Write down the number of questions attempted on the cover page.
5. Begin each question on a new page.
6. There shall be no form of any communication between students during the examination. Any attempt to make such will lead to disqualification.

DO NOT TURN THIS PAGE UNTIL TOLD TO DO SO BY THE INVIGILATOR

SECTION A QUESTION 1 IS COMPULSORY (40 marks)

- a. The Graduate School of Business has called for undergraduate project proposal presentations. Outline and explain five purposes of a research proposal (10 marks)
- b. Explain the factors that determine a sample size (10 marks)
- c. Differentiate a conceptual framework from a theoretical framework (10 marks)
- d. Identify the characteristics of a good research title (5 marks)
- e. Explain the meaning of Focus Group Discussion (5 marks)
- f. Compare Case studies from a Survey (10 marks)

SECTION B CHOOSE ANY THREE ESSAYS ONLY. Credit will be given for context, application and analysis of the work. (60 marks)

QUESTION 2

1. Using a research title of your choice develop: (20 Marks)
 - a. Statement of the problem 5 marks
 - b. Objectives 5 marks
 - c. Conceptual framework 5 marks
 - d. Sampling techniques 5 marks
 - e. Data analysis 5 marks

QUESTION 3

Taking cognisance of the current COVID 19 disease, which has taken many lives of people worldwide. The Lixia and Mutesi Research Consultant Companies decide to employ you as a Research Assistant to collect and analyse data for them on COVID 19.

- a. Identify reasons for ethical consideration or clearance before conducting research on COVID 19 (5marks)
- b. Explain the concept of *inferential statistics* (5 marks)
- c. Discuss the pros and cons of using deductive and inductive approaches in research. (10 marks)

QUESTION 4

Using Journals, books and other literature of your choice

- a. Demonstrate how you would cite and reference from the book (5 marks)
- b. Demonstrate how to identify the knowledge gap (5 marks)
- c. Identify and explain the characteristics of good Literature review (10 marks)

END OF EXAMINATION



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**RESEARCH METHODS SOB 3004
SUPPLEMENTARY/ DEFERRED EXAMINATION**

NOVEMBER 2021 09:00 – 12:00 HOURS OR 14:00 HOURS – 17:00 HOURS

TIME ALLOWED: 3 HOURS PLUS 5 MINUTES READING TIME

INSTRUCTIONS TO CANDIDATES

1. Check that you have the correct examination paper in front of you
2. The paper consists of 6 questions. Answer ALL the questions in Section A and Answer ANY TWO questions in Section B .
3. All answers should be in an answer booklet given to you.
4. Write down the number of questions attempted on the cover page.
5. Begin each question on a new page.
6. There shall be no form of any communication between students during the examination. Any attempt to make such will lead to disqualification.

DO NOT TURN THIS PAGE UNTIL TOLD TO DO SO BY THE INVIGILATOR

SECTION A ANSWER ALL THE QUESTIONS IN THIS SECTION (60 MARKS)

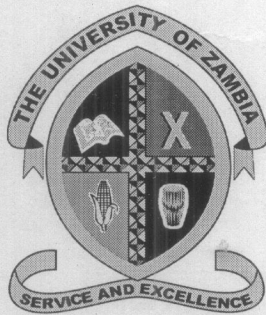
1. Graduate School of Business conducts proposal presentations prior to the actual Research Project- data collection in the field. Explain the importance of a proposal
20 marks
2. Write brief notes on the following concepts
 - a. Ethnographic studies 5 marks
 - b. Case studies 5 marks
 - c. Survey 5 marks
 - d. Methods Vs. Methodology 5 marks
3. Based on the topic or research title you presented in class. Write
 - a. Statement of the problem 5 marks

 - b. Research Objectives 5 marks
 - c. Research Questions 5 marks
 - d. Data Analysis 5 marks

SECTION B CHOOSE ANY TWO QUESTIONS IN THIS SECTION (40 MARKS)

4. Examine the pros and cons of positivism and constructivism 20 marks
5. The Janita and Mwansa Advanced Research Consultant Company employs you as a Research Co- Coordinator.
 - a. Demonstrate how to write a theoretical framework.
5 marks
 - b. Demonstrate how to cite- in text citation using APA or Harvard Referencing style
5 marks
 - c. Explain the following concepts: hypothesis and Sample size (10 marks).
6. Prove the relevance of a Research Design in detail with crystal clear examples (20 marks)

END OF EXAMINATION



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**UNDERGRADUATE SESSIONAL EXAMINATION
FINAL EXAMINATION**

SOB 3011: STRATEGIC MANAGEMENT

JUNE 2022

Instructions

Time Allowed: **3 hours**

There are **two sections** in this paper

Section A: **Compulsory**

Section B: Answer any **two** questions

You are required to answer **Four** questions

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A: COMPULSORY (50 marks)

Strategic directions for Axel Springer

This German publishing company has many opportunities, and the money to pursue them.

In 2007, Mathias Döpfner, Chairman and Chief Executive of Axel Springer publishers, had about A2bn (£1.5bn) to invest in new opportunities. The previous year, the competition authorities had prohibited his full takeover of Germany's largest television broadcaster, ProSiebenSat.1. Now Döpfner was looking for alternative directions. Founded in 1946 by Axel Springer himself, the company was in 2007 already Germany's largest publisher of newspapers and magazines, with more than 10,000 employees and over 150 titles. Famous print titles included Die Welt, the Berliner Morgenpost, Bild and Hörzu. Outside Germany, (Axel Springer was strongest in Eastern Europe) The company also had a scattering of mostly small investments in German radio and television companies, most notably a continuing 12 per cent stake in ProSieben Sat.1. Axel Springer described its strategic objectives as market leadership in the German-language core business, internationalisation and digitalisation of the core business. Further digitalisation of the core newspaper and magazine business was clearly important and would require substantial funding. There were also opportunities for the launch of new print magazine titles in the German market. But Döpfner was considering acquisition opportunities: 'it goes without saying,' he told the Financial Times, 'that whenever a large international media company comes on to the market (i.e. is up for sale), we will examine it very closely – whether in print, TV or the online sector'. Döpfner mentioned several specific kinds of acquisition opportunity. For example, he was still interested in buying a large European television broadcaster, even if it would probably have to be outside Germany. He was also attracted by the possibility of buying undervalued assets in the old media (namely, print), and turning them around in the style of a private equity investor: 'I would love to buy businesses in need of restructuring, where we can add value by introducing our management and sector expertise'. However, Döpfner reassured his shareholders by affirming that he felt no need 'to do a big thing in order to do a big thing'. He was also considering what to do with the 12 per cent minority stake in ProSiebenSat.1.

Question One

- a) Classify the various strategic directions considered by Mathias Döpfner for Axel Springer. (15 marks)
- b) Using the Ansoff matrix, what other options could Döpfner pursue? (10 marks)

Question Two

The strategic management process encompasses three phases-strategy formulation, implementation, and evaluation and control. Describe each stage. (25 marks)

SECTION B: ANSWER ANY TWO (2) QUESTIONS

Question Three

- a) "Complementary mergers may result in each firm filling in the missing pieces of their firm with pieces from other firm". Discuss (15 marks)
- b) Explain any four (4) factors that may influence the intensity of rivalry according to porter's five forces theory. (10 marks)

Total: 25 marks

Question Four

Diversification is a strategic option that takes the organization away from its existing products and markets. Describe the two (2) forms of diversification, and bring out three (3) advantages and two (2) disadvantages of each. (25 marks) ✓

Question Five

- a) Explain how the following may aid strategy implementation.
 - i) Altering organisational structure (3 marks)
 - ii) Managing organisational change (3 marks)
 - iii) Allocation of resources (3 marks)
 - iv) Financial management (3 marks)
- b) Outline any four (4) factors that can make strategy implementation successful (4 marks)
- c) Describe the criteria for evaluating strategic options. (9 marks)

Total: 25 marks

Question Six

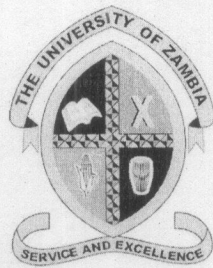
Using Porter's generic strategies, identify examples of organisations following strategies of either cost leadership or differentiation. How successful are these organisations? Is it possible to pursue both strategies? Explain (25 marks) ✓

Question Seven

Explain the importance of stakeholder analysis in strategic planning. Identify any five stakeholders to an organisation and their interest in it.

Total: 25 marks

End of examination!



THE UNIVERSITY OF ZAMBIA GRADUATE SCHOOL OF BUSINESS

Undergraduate Supplementary/ Deferred Sessional Examination TLM3510: OPERATIONS MANAGEMENT AND RESEARCH

Date: Wednesday 30 March 2022

Instructions Format

Time Allowed: **3 hours**

This paper has a total of five (5) questions

You are to answer a total of three (3) questions. Question 1 under section A is compulsory and you are required to answer this question. You are required to answer any two questions of your choice from section B. This should bring your total answered questions to three (3).

DO NOT TURN OVER UNTIL YOU ARE TOLD TO DO SO

SECTION A (COMPULSORY)**Question 1**

At Modern Lumber, Inc., Art Binley, president and producer of apple crates sold to growers, has been able, with his current equipment, to produce 240 crates per 100 logs. He currently purchases 100 logs per day, and each log requires 3 labor-hours to process. He believes that he can hire a professional buyer who can buy a better-quality log at the same cost. If this is the case, he can increase his production to 260 crates per 100 logs. His labor-hours will increase by 8 hours per day. What will be the impact on productivity (measured in crates per labor-hour) if the buyer is hired? *(adapted from Heizer et al., 2017)*

(5 marks)

Art Binley has decided to look at his productivity from a multifactor (total factor productivity) perspective. To do so, he has determined his labor, capital, energy, and material usage and decided to use dollars as the common denominator. His total labor-hours are now 300 per day and will increase to 308 per day. His capital and energy costs will remain constant at \$350 and \$150 per day, respectively. Material costs for the 100 logs per day are \$1,000 and will remain the same. He pays an average of \$10 per hour (with fringes). Determine the multifactor productivity (measured in crates/dollar) for current system and system with the professional buyer? *(adapted from Heizer et al., 2017)*

(5 marks)

A) With the aid of a diagram, explain four global operations strategy options?

(10 marks)

B) It can be argued that an operations manager must address 10 strategic operations management decisions. Write brief notes on the 10 strategic operations management decisions

(10 marks)

SECTION B (ANSWER ANY 2 QUESTIONS)**Question 2**

a) A paper mill produces rolls of paper used in cash registers. Each roll of paper is 100m in length and can be used in widths of 3,4,6, and 10 cm. the company's production processes result in rolls that are 24cm in width. Thus the company must cut its 24cm width roll to the desired widths. It has six basic cutting alternatives as follows:

Cutting alternatives	3 cm Roll width	4 cm Roll width	6 cm Roll width	10 cm Roll width	Waste (cm)
1	4	3	-	-	-
2	-	3	2	-	-
3	1	1	1	1	1
4	-	-	2	1	2
5	-	4	1	-	2
6	3	2	1	-	1

The Minimum demand for the four rolls is as follows:

Roll Width in cm	Demand
3	2,000
4	3,600
6	1,600
10	500

The company wishes to minimise the waste from trimming to size. Formulate the Linear Programming Model to respond to this request. *(adapted from Gupta & Hira, 2019)*

(10 marks)

b) Provide brief notes for the following:

- i. Warehouse Layout
- ii. Fixed-position Layout
- iii. Process-oriented Layout
- iv. Work Cell Layout
- v. Product-oriented layout

(5 marks)

Question 3

Arizona Plumbing supplies tubs to various warehouses and wants to find an initial solution to its transportation problem. The tables provide additional information

Origin/ Factory	Factory Capacity	Destination/ Warehouse	Warehouse Capacity
Des Moines	100	Albuquerque	300
Evansville	300	Boston	200
Fort Lauderdale	300	Cleveland	200

From	To	Albuquerque	Boston	Cleveland
Des Moines		\$5	\$4	\$3
Evansville		\$8	\$4	\$3
Fort Lauderdale		\$9	\$7	\$5

- use the northwest-corner rule to find the initial solution
- use the Intuitive Lowest-Cost method to find the initial solution
- use the stepping stone method to find the solution to the transportation model

(5marks)

(5 marks)

(5 marks)

*(adapted from Heizer et al., 2017)***Question 4**

- Solve the following maximisation linear programming problem using the two-phased approach

$$\text{Maximise } Z_{\max} = x_1 - x_2 + 3x_3$$

st:

- $x_1 + x_2 \leq 20$
- $x_1 + x_3 = 5$
- $x_2 + x_3 \geq 10$
- $x_1, x_2, x_3 \geq 0$

(10 marks)

- Provide brief notes on the following concepts:

- Feasible Solution
- Optimal Solution
- Non-Negativity Constraint:
- Binary variables
- Basic variable

(5 marks)

Question 5

- a) Abena Mupondo has an auto-service centre at black mountain specialised in servicing heavy mining equipment. He is able to service three (3) mining customers per hour according to a negative exponential distribution. Mining customers seeking this service arrive at the auto-service centre on the average of 4 per hours, following a Poisson distribution. They will wait in a single line until 1 of the 3 service bays are free. Each mechanic services mining machinery at the rate of about 3 machines per hour. Based on the information that you have, obtain the operating characteristics of Abena Mupondo auto-service centre.

(10 marks)

- b) Provide brief notes on the following concepts:
- i. Single-server queuing system
 - ii. Multiple-server queuing system
 - iii. Single-phase system
 - iv. Multiphase system.
 - v. Negative exponential probability distribution

(5 marks)

- End -



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**COURSE NAME; TLM 3511- FACILITIES DESIGN
DURING: 14:00 – 17:00 HOURS
DATE: MONDAY 24 JANUARY 2022.**

TIME ALLOWED: 3 HOURS PLUS 5 MINUTES READING TIME

INSTRUCTIONS TO CANDIDATES

1. Check that you have the correct examination paper in front of you
2. The paper consists of Two sections, Section A contains simple question answers and carries 20 Marks and any other (4) questions in Section B carrying 20 Marks each.
3. All answers should be in an answer booklet given to you.
4. Write down the number of questions attempted on the cover page.
5. Begin each question on a new page.
6. There shall be no form of any communication between students during the examination. Any attempt to make such will lead to disqualification.

DO NOT TURN THIS PAGE UNTIL TOLD TO DO SO BY THE INVIGILATOR

SECTION A:

1. What is Facilities Design related to transport and logistics studies?
2. Mention any two objectives of Facilities Design
3. On what principle does Facilities Design focus on?
4. State the two types of queues at airport terminal facility
5. List two methods of check-in at airport terminal facility for passengers
6. Where would you apply Facility planning tools?
7. Facilities Planning is not synonymous to facilities layout.... TRUE or FALSE
8. What does Facilities location refer to?
9. What is site analysis in Facilities Design?
10. Why is accessibility important when considering Facilities Design project?

SECTION B: Answer any four questions. Each question carries 20 marks

Question 1.

Zambia Medicines and Medical Supplies Authority are planning to have a project of constructing a high-tech facility in Lusaka and you have been engaged to give technical guidance on the design.

In your view, you have subdivided the phases into 8 phases but you decided to give instructions on Facility planning considerations as the initial phase. In your own words describe the five (5) phases you would consider.

Question 2.

Write notes on the following types of airport terminal designs

- i) Finger Pier
- ii) Satellite
- iii) Transporter
- iv) Linear

Question 3.

As a transport and logistics graduate how would you describe Facility planning process? **[20 marks]**

Question 4.

There are certain problems experienced in transport and logistic management in facilities in line with goods handling and storage.

- i) With your acquired knowledge in transport and logistics studies identify and write notes on such problems. **[15 marks]**
- ii) How would you classify five (5) such facility location problems?

[5 marks]

Question 5.

There are several factors that affect evaluation of airport terminal facility configurations. In your own words identify five (5) of such factors and write notes on each of them

[20 marks]

THE END



UNIVERSITY OF ZAMBIA

BSc in Transport and Logistics Management

Purchasing Principles and Processes TLM 3581

2022 Final Sessional Examinations

Instructions

1. Time : 09hrs – 12hrs Date: 24th January, 2022
2. There are Seven (7) questions in this paper, section A is compulsory, attempt any three questions from section B.
3. Note that **ONLY** the first five questions answered will be considered and no marks will be awarded for any additional question(s) attempted.
4. Marks for each question are indicated in the brackets.
5. **Duration:** 3 hours
6. Make sure that presentation of your answers is as legible as possible as the examiner will not award marks for illegible answers.

SECTION A (COMPULSORY)

QUESTION ONE

Discuss main differences and contractual requirements of transactional and relationship procurement. (20 marks)

QUESTION TWO

A procurement department surveyed ten most commonly used components last year.

Item Number	101	102	103	104	105	106	107	108	109	110
Unit cost	5	11	15	8	7	16	20	4	9	12
Annual Demand	48 000	2000	300	200	4800	1200	18000	300	5000	500

- a. Calculate the percentage of annual usage for each item (10 marks)
- b. Sort the items into A, B or C categories. (10 marks)

SECTION B (ATTEMPT ANY THREE)

QUESTION THREE

Game theory provides a number of critical features that can add significantly to our negotiation preparation.

Discuss the following four negotiation games, chicken, trust, stag hunt and prisoner's dilemma. (20 marks)

QUESTION FOUR

Procedures are formal arrangements by means of which policies linking strategies are implemented.

Discuss procurement procedures that provide information enabling staff to execute and managers to control the system. (20 marks)

QUESTION FIVE

The table below shows the details of the shipment of household appliances. Decompose the data below, using a 4 – quarter moving average to calculate the seasonal variations.

Year	1				2				3				4					
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Shipment	409	421	424	344	443	442	457	430	490	451	485	499	491	451	445	420	408	453

(20 marks)

QUESTION SIX

Explain clearly the following ten (10) INCOTERMS which are rules for any mode of transport.

- I. EXW Ex Works
- II. FCA Free Carrier
- III. CPT Carriage Paid To
- IV. CIP Carriage and Insurance Paid To
- V. DAT Delivered at Terminal
- VI. DAP Delivered at Place
- VII. FAS Free Alongside Ship
- VIII. FOB Free On board
- IX. CFR Cost and Freight
- X. CIF Cost Insurance and Freight

(20 marks)

QUESTION SEVEN

Explain the following terms as applied in procurement practice

- I. Supply Chain Management
- II. Lean Organisation
- III. Total Quality Management
- IV. Economic Order Quantity
- V. Collusive Tendering
- VI. Freight Agents
- VII. Negotiation Ethics
- VIII. Countertrade
- IX. Outsourcing
- X. Independent Demand

(20 marks)



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**COURSE NAME; TLM 4521- FREIGHT AND TRANSPORT OPERATIONS
DURING: 14:00 – 17:00 HOURS**

DATE: WEDNESDAY 19 JANUARY 2022.

TIME ALLOWED: 3 HOURS PLUS 5 MINUTES READING TIME

INSTRUCTIONS TO CANDIDATES

1. Check that you have the correct examination paper in front of you
2. The paper consists of Two sections, Section A contains simple question answers and carries 20 Marks and any other (4) questions in Section B carrying 20 Marks each.
3. All answers should be in an answer booklet given to you.
4. Write down the number of questions attempted on the cover page.
5. Begin each question on a new page.
6. There shall be no form of any communication between students during the examination. Any attempt to make such will lead to disqualification.

DO NOT TURN THIS PAGE UNTIL TOLD TO DO SO BY THE INVIGILATOR

SECTION A:

1. In transport MAD stands for.....
2. Density is a cost that does not change with production True False
3. What is Stowability in freight transport?
4. What does TEUs explain in maritime freight shipment
5. Mention two ways of structuring freight transport and logistics rate
6. Multimodal transport is related to two aviation navigation systems
True False
7. What is the difference between red number plate and black number on trucks in Zambia?
8. Explain axle load management in Zambia
9. What type of road licence is issued to transport operators in Zambia?
10. State two main variable costs in freight transport and operations

SECTION B: Answer any four questions. Each question carries 20 marks

Question 1.

You as an expert in freight transport and you have been requested by the Ministry of Transport and Logistics to assist in reducing congestion on city roads in Lusaka by not allowing freight vehicles within the Central Business District. These vehicles have not caused congestion but regrettably have contributed to the degradation of environment and affecting most people in the way to do business.

How would you resolve this national problem to ensure that our cities are clean and safe for people to work or do their business properly in a safe environment but not affecting the movement of goods for production to enhance the economy?

Question 2.

Traditionally, Warehousing is regarded as a storage facility of inventory and other materials in the supply chain. The current research and other innovative approaches have discovered that Warehousing are shifting facilities to enhance movement of freight to specified destinations.

- A) Mention types of warehousing that you are familiar with.
- B) What are the advantages and disadvantages of warehousing?
- C) How does cross-docking relate to warehousing facility?

Question 3.

In freight transportation various international documentations are required for cargo to be shipped to destinations. In your own words state five of such documents and write notes on each of them.

Question 4.

Among freight transport services provided in the market, road freight is the easiest mode to enter without major regulatory restrictions and financial implications.

With any freight transport firm of your own choice identify the common operational costs and illustrate how you would calculate them.

Question 6.

With appropriate examples, describe the road freight licensing system in Zambia. Explain the objectives of the system.

THE END



UNIVERSITY OF ZAMBIA

BSc in Transport and Logistics Management

Modelling and Simulation TLM 4541

2021 Deferred/Supplementary Examinations

Instructions

1. Time : 09hrs – 12hrs Date: 06th April, 2021
2. There are Six (6) questions in this paper, attempt any five questions.
3. Note that **ONLY** the **first five** questions answered will be considered and no marks will be awarded for any additional question(s) attempted.
4. Non programmable calculators are allowed
5. Marks for each question are indicated in the brackets.
6. **Duration:** 3 hours
7. Make sure that presentation of your answers is as legible as possible as the examiner will not award marks for illegible answers.

QUESTION 1

A Travelling Salesman has planned to visit 5 cities to deliver the items to clients. He would like to start from a particular city and, visit each city once and return to the city. The travelling cost in Kwacha (00) is given in the table below. Find the least cost route of the travelling salesman problem.

	A	B	C	D	E
A	-	2	5	8	1
B	6	-	3	9	2
C	8	7	-	4	8
D	13	4	7	-	5
E	1	3	2	8	-

(20 Marks)

QUESTION 2

Consider the following transshipment problem involving 4 sources and two destinations. The supply values of the sources S1, S2, S3 and S4 are 200 units, 250 units, 300 units and 450 units respectively.

The demand values of the destinations D1 and D2 are 600 units and 600 units respectively. The transportation cost per unit between different sources and destinations are summarized in the following table. Solve the transshipment problem.

	S1	S2	S3	S4	D1	D2
S1	-	6	24	7	24	10
S2	10	-	6	12	5	20
S3	15	20	-	8	45	7
S4	18	25	10	-	30	6
D1	15	20	60	15	-	10
D2	10	25	25	23	4	-

(20 Marks)

QUESTION 3

Frank, a manager at a transport company, schedules all his clients for 45 minutes appointments. Some of the clients take more or less than 45 minutes depending on the type of route involved. The following summary shows the various categories of routes, their probabilities and the time actually needed to complete the work.

ROUTE	TIME REQUIRED	No. of PATIENTS
LUAPULA	45 MINUTES	40
COPPERBELT	60 MINUTES	15
CENTRAL	15 MINUTES	15
MUCHINGA	15 MINUTES	20
WESTERN	45 MINUTES	10

Simulate the manager's schedule for six hours and find out the average waiting time for the clients and the idleness for the manager. Assume that all the clients show up at the office at exactly their scheduled, arrival time, starting at 08:00.

Use the following random numbers for handling the above problem, 40, 82, 11, 34 25, 66, 17 and 79.

(20 Marks)

QUESTION 4

(a) The two matrices below represent the pheromone matrix for two ants that seek food over the same distance but take different routes as indicated.

(i) Cost Matrix (Distance)

	Tree	Car	Hut	Pond
Tree	0	5	15	4
Car	5	0	4	8
Hut	15	4	0	1
Pond	4	8	1	0

(ii) Pheromone Matrix

	Tree	Car	Hut	Pond
Tree	0	4	10	3
Car	4	0	1	2
Hut	10	1	0	1
Pond	3	2	1	0

Develop the mathematical model that would be used to simulate the pheromone levels on the ground and its cost implications. Furthermore if the pheromone levels between the house and the car increased fivefold what would be the implications in the model. Assume $\rho = 0.5$. (20 Marks)

QUESTION 5

- (a) As a logistics planner you are faced with the challenge of filling items in the bag with a fixed capacity of 15. Please note that once an item is selected it cannot be split.

	1	2	3	4
Profit	10	10	12	18
Weight	2	4	6	9

Use the least cost branch and bound method to solve the 0/1 knapsack problem given above. (10 Marks)

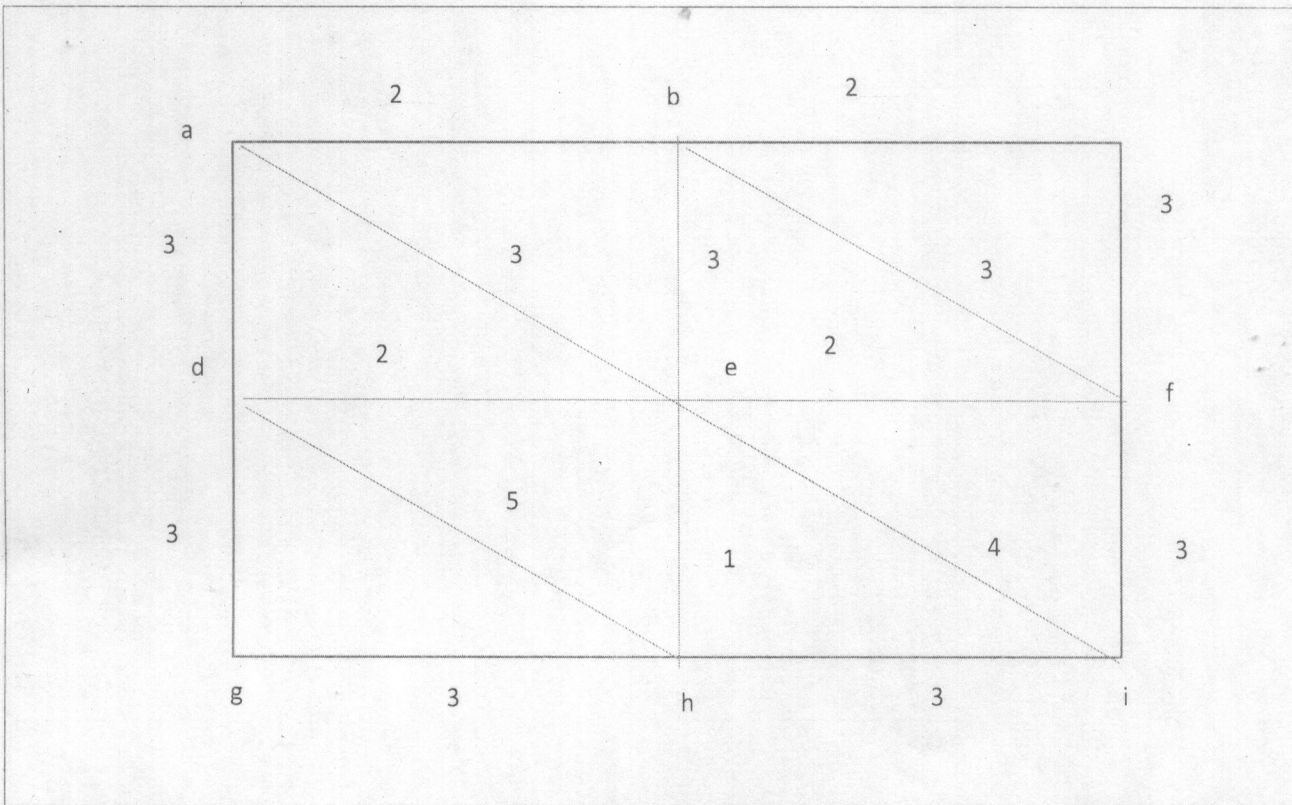
- (b) Use either the dynamic programming method or the search method to solve the following knapsack problem whose limiting capacity is 8.

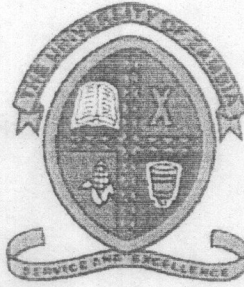
Profit	1	2	5	6
Weight	2	3	4	5

(10 Marks)

QUESTION 6

- (a) Develop the mathematical particle swarm optimization model and explain its constituent elements. (10 Marks)
- (b) Use Kruskal's or Prim's algorithm to find the minimum spanning in the diagram below. (10 Marks)





UNIVERSITY OF ZAMBIA

BSc in Transport and Logistics Management

Simulation Modelling and Optimisation TLM 4541

2022 Final Sessional Examinations

Instructions

1. Time : 09hrs – 12hrs Date: 17th January, 2022
2. There are Seven (7) questions in this paper, attempt any five questions.
3. Note that **ONLY** the **first five** questions answered will be considered and no marks will be awarded for any additional question(s) attempted.
4. Marks for each question are indicated in the brackets.
5. **Duration: 3 hours**
6. Make sure that presentation of your answers is as legible as possible as the examiner will not award marks for illegible answers.

QUESTION 1

A Travelling Salesman has planned to visit 5 cities to deliver the items to clients. He would like to start from a particular city and, visit each city once and return to the city. The travelling cost in Kwacha is given in the table below. Find the least of the travelling salesman problem.

	A	B	C	D	E
A	-	2	5	8	1
B	6	-	3	9	2
C	8	7	-	4	8
D	13	4	7	-	5
E	1	3	2	8	-

(20 Marks)

QUESTION 2

Dorica is a manager at a transport company who schedules all his clients for 30 minutes appointment. Some of the clients take more or less than 30 minutes depending on the type of route is involved. The following summary shows the various categories of routes, their probabilities and the time actually needed to complete the work.

ROUTE	TIME REQUIRED	No. of PATIENTS
LUAPULA	45 MINUTES	40
COPPERBELT	60 MINUTES	15
CENTRAL	15 MINUTES	15
MUCHINGA	15 MINUTES	20
WESTERN	45 MINUTES	10

Simulate the manager's schedule for six hours and find out the average waiting time for the clients and the idleness for the manager. Assume that all the clients show up at the office at exactly their scheduled, arrival time, starting at 08:00.

Use the following random numbers for handling the above problem, 40, 82, 11, 34 25, 66, 17 and 79.

(20 Marks)

QUESTION 3

(a) The two matrices below represent the pheromone matrix for two ants that seek food over the same distance but in take different routes as indicated.

(i) Cost Matrix (Distance)

	Tree	Car	Hut	Pond
Tree	0	5	15	4
Car	5	0	4	8
Hut	15	4	0	1
Pond	4	8	1	0

(ii) Pheromone Matrix

	Tree	Car	Hut	Pond
Tree	0	4	10	3
Car	4	0	1	2
Hut	10	1	0	1
Pond	3	2	1	0

Develop the mathematical model that would be used to simulate the pheromone levels on the ground and its cost implications. Furthermore if the pheromone levels between the house and the car increased fivefold what would be the implications in the model. Assume $\rho = 0.5$.

(20 Marks)

QUESTION 4

- (a) As a logistics planner you are faced with the challenge of filling items in the bag with a fixed capacity of 15. Please note that once an item is selected it cannot be split.

	1	2	3	4
Profit	10	10	12	18
Weight	2	4	6	9

Use the least cost branch and bound method to solve the 0/1 knapsack problem given above. (10 Marks)

- (b) Use either the dynamic programming method or the search method to solve the following knapsack problem whose limiting capacity is 8.

Profit	1	2	5	6
Weight	2	3	4	5

(10 Marks)

QUESTION 5

Find the initial basic feasible solution of the following transportation problem by northwest corner cell method and optimize the solution using the MODI or U-V method.

	Destination				
	P	Q	R	S	Supply
A	3	1	7	4	250
B	2	6	5	9	350
C	8	3	3	2	400
Demand	200	300	350	150	

(20 marks)

QUESTION 6

Consider the following transshipment problem involving 4 sources and 2 destinations. The supply values of the sources S1, S2, S3, and S4 are 200 units, 250 units, 300 units, and 450 units respectively. The demand for the destinations D1 and D2 are 600 units and 600 units respectively.

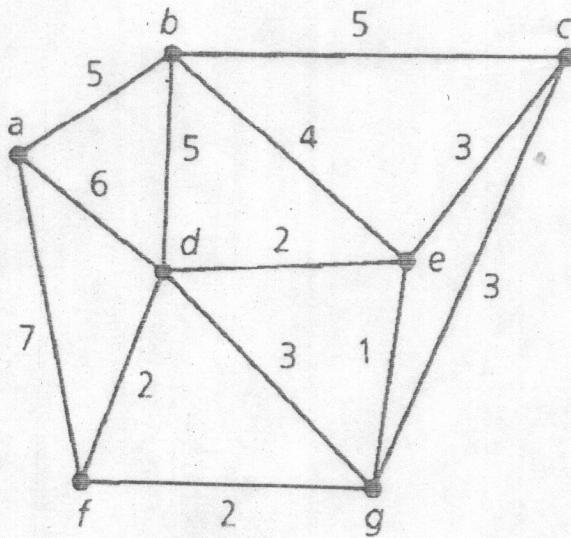
The transportation cost per unit between different sources and destinations are summarized in the table below. Draw the transshipment pattern. (20 marks)

	S1	S2	S3	S4	D1	D2
S1	0	6	24	7	24	10
S2	10	0	6	12	5	20
S3	15	20	0	8	45	7
S4	18	25	10	0	30	6
D1	15	20	60	15	0	10
D2	10	25	25	23	4	0

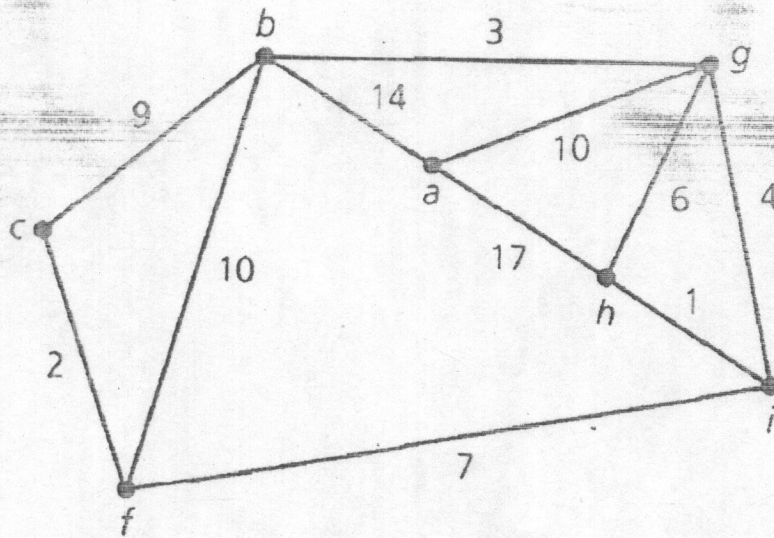
QUESTION 7

Attempt EITHER part A or part B of this question

A. Calculate the shortest path in the network from vertex *a* to vertex *c*.



B. Determine the shortest path in the network from vertex *a* to each of the vertices *c*, *f* and *i*.



(20 marks)