

THE UNIVERSITY OF ZAMBIA

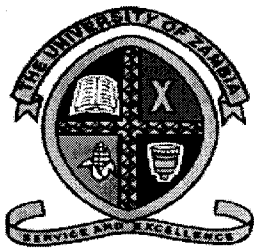
GRADUATE SCHOOL OF BUSINESS STUDIES

2017 ACADEMIC YEAR-FINAL EXAMINATION

1. BBA 2122: BUSINESS ENVIRONMENT
2. BBA 2123: BUSINESS COMMUNICATION
3. BBA 2132: BUSINESS COMMUNICATION
4. BSM 2072: E-MARKETING
5. EPM 5232: FINANCIAL MANAGEMENT FOR THEORY
6. EPM 5232: FINANCIAL MANAGEMENT FOR THEORY
7. HRM 1010: FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT
8. HRM 2052: OCCUPATIONAL HEALTH AND SAFETY
9. HRM 3052: GLOBAL DIMENSION OF HUMAN RESOURCE MANAGEMENT
10. HRM 5032: ORGANISATIONAL BEHAVIOR AND LEADERSHIP
11. HRM 5032: STRATEGIC HR AND MBS6172: HR STRATEGY
12. MAF 6011: CRITICAL PERSPECTIVE ON ACCOUNTING
13. MAF 6211: RISK MANAGEMENT
14. MAF 6211: RISK MANAGEMENT
15. MBS 5012 QUANTITATIVE METHODS FOR BUSINESS
16. SEM 1021: INTRODUCTION TO INFORMATION MNGEMENT AND TECHNOLOGY
17. SEM 1062: COMPANY LAW

18. SEM 1062: COMPANY LAW

19. TLM 2122: ROAD TRANSPORT



THE UNIVERSITY OF ZAMBIA
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF ECONOMICS

TEST ONE

DATE: 29TH JULY, 2017

BBA 2122: BUSINESS ENVIRONMENT

TIME: TWO (2) HOURS

INSTRUCTIONS:

- 1. The Paper has a Total Number of FOUR (4) Questions; Answer ANY THREE (3)**
 - 2. Marks Allocation Indicates the Depth of the Answer Expected**
-

QUESTION ONE

The scope of a private business and the extent of government regulation of economic activities depend to a very large extent on the nature of economic system, which is an important part of business environment.

Critically discuss the two extremes of economic systems and how they impact on business.

- 1. Capitalism (15 Marks)**
- 2. Communism (10 Marks)**

QUESTION TWO

- A. Whatever the nature and scale of operations, any business enterprise possesses certain common characteristics. Discuss any five business characteristics. (15 Marks)**
- B. Business comprise all activities from production to distribution of goods and services. Compare and contrast between Industry and Trade as two segments of business activities. (10 Marks)**

QUESTION THREE

Critically discuss the five (5) stages of the technology adoption process a Zambian company in the cement manufacturing industry would take to exploit a new innovation on the market. **(25 Marks)**

QUESTION FOUR

- A. Discuss the reasons why it is necessary for companies to monitor their technological environment. **(9 Marks)**
- B. Explain any four (4) evaluation characteristics of innovation. **(8 Marks)**
- C. Discuss the characteristics of individual adopters of innovation as postulated by Ryan and Gross (1943). **(8 Marks)**

THE UNIVERSITY OF ZAMBIA
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF ECONOMICS
BBA 2123: BUSINESS COMMUNICATION

Test Two (2)

12th May 2017

INSTRUCTIONS

1. There are Ten (10) questions in this test, Answer all by circling the correct answer
2. Ensure You Fill in All Your Personal Details Correctly on the Face of the Question Paper
3. Time allowed is 30 Minutes

Student Names:..... **Student ID:**.....

1. What information must your 'the review of literature' have?
 - (a) The use of all relevant sources and resources or evidence from the literature.
 - (b) The results obtained from the analysis of a literature topic.
 - (c) The use of all relevant research instruments existing in the literature.
 - (d) The results obtained from the application or research instruments and data analysis.

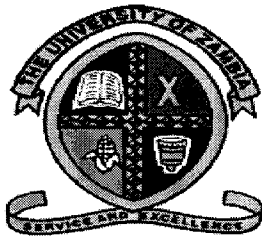
2. What are the main characteristics of qualitative studies?
 - (a) The use of graphs, census, etc.
 - (b) The use of case studies, detailed descriptions, etc.
 - (c) The use of interviews, statistics, etc.
 - (d) The use of questionnaire, the presentation of the results through statistics devices, etc.

3. What's the purpose to do a literature review about your research topic?
 - (a) To show command of the subject area and understanding of the problem, to learn information about a literature topic, to be informed of your results.
 - (b) To demonstrate skills on library searching, to find information about your subjects, to identify your sample.
 - (c) To form the foundations of the research, to show command of the subject area and understanding of the problem, to justify the research topic, design and methodology.
 - (d) To justify the research topic, design and methodology, to justify your selection of the topic, to justify your academic studies.

4. The largest key on the keyboard is the shift key
 - (a) True
 - (b) False

5. Which of the items is an input device?
 - (a) Computer monitor
 - (b) Keyboard
 - (c) Display board

- (d) Overheard projector
6. The other name for a hard disk is:
- (a) Compact disc
 - (b) Fixed disk drive
 - (c) Hard drive disk
 - (d) Floppy disc
7. How many bits make a byte?
- (a) 16 bits
 - (b) 8 bits
 - (c) 24 bits
 - (d) 12 bits
8. What parameter is used to specify data transfer speed?
- (a) Gb
 - (b) Dpi
 - (c) Mg
 - (d) MHz
9. How can the risk of unauthorised computer system access be reduced?
- (a) By installing ant-spam software
 - (b) By using a firewall
 - (c) By setting up a WAN
 - (d) By encrypting all data stored in the system
10. Which of the following keys creates a new paragraph?
- (a) <F12>
 - (b) <Insert>
 - (c) <Enter>
 - (d) <Tab>



THE UNIVERSITY OF ZAMBIA
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF ECONOMICS
2016/2017 FINAL EXAMINATION

DATE: 12TH JUNE, 2017

BBA 2132: BUSINESS COMMUNICATION

TIME: THREE (3) HOURS

INSTRUCTIONS:

- 1. The Paper has a Total Number of Six (6) Questions.**
- 2. Section A has Two (2) Questions; Answer Both.**
- 3. Section B has Four (4) Questions; Answer ANY Two (2).**
- 4. Marks Allocation Indicates the Depth of the Answer Expected.**

SECTION A – COMPULSORY

QUESTION ONE

- A.** You bought a printing machine for your newspaper business and it was supposed to be delivered two weeks ago but up to date it has not been delivered. You have made a number of follow ups through telephone calls and once you personally visited the supplier but there seem to be no tangible explanation for the delay.

Required:

In not less than one hundred and twenty (120) words write a complaint letter to the supplier and be specific by outlining the problem and its significance and the expected outcomes. Also indicate all the relevant content necessary for a business letter.

(15 Marks)

- B.** You have developed a new product called Slim-Fit drink, an obesity solution. As a test campaign before offloading a product to the entire market, you have identified your potential retail clients to distribute the product on your behalf. You wish to provide information to your potential retail distributors on the product and its benefits and also the business benefits to the distributors.

Required:

In not less than eighty (80) words write a circular letter.

Marks)

(10

QUESTION TWO

As part of your project or dissertation, you will need to undertake a literature search. This is a search designed to identify existing research and information about your chosen topic. From the materials you find you will produce a literature review. This is a written piece summarising and analysing the literature you have found through your search. Information on academic databases can be searched through two methods; the simple search and the advanced search.

Describe the literature search process.

(25 Marks)

SECTION B – ATTEMPT ANY TWO (2) QUESTIONS

QUESTION THREE

Briefly discuss the following types of communication tools and their uses.

- (i) Web content **(5 Marks)**
- (ii) Social networks **(5 Marks)**
- (iii) Standard letter **(5 Marks)**
- (iv) Memorandum **(5 Marks)**
- (v) Agenda **(5 Marks)**

QUESTION FOUR

Describe the communication process in detail.

(25 Marks)

QUESTION FIVE

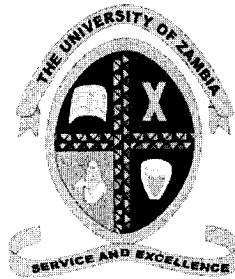
Briefly discuss each of the following;

- A. Pointing devices **(5 Marks)**
- B. Pen-based devices **(5 Marks)**
- C. Scanners **(5 Marks)**
- D. Systems software **(5 Marks)**
- E. Applications software **(5 Marks)**

QUESTION SIX

- A. Discuss the characteristics of the master data that is of right quality. **(15 Marks)**
- B. Give a detailed explanation of two common threats to data quality and security. **(10 Marks)**

END OF EXAMINATION



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

Final Examination

BSM2072: E-MARKETING

Date: 21st December 2017
Time: 14:00 Hrs
Duration: 3 Hours
Venue: Confucius Institute – Room 103

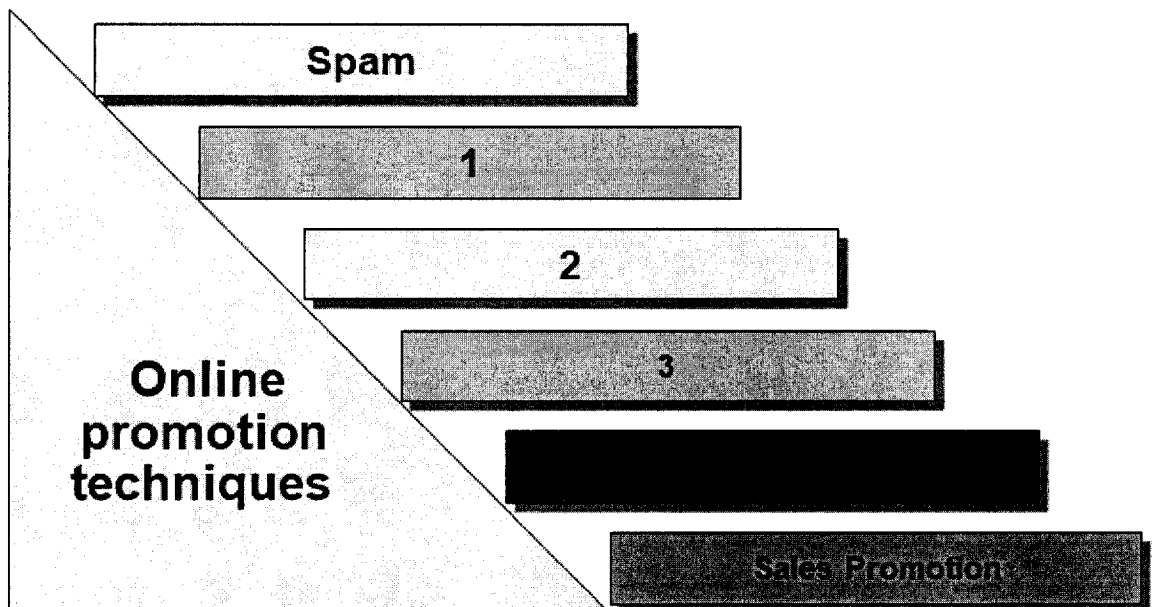
Instructions

1. There are **Six Questions** and two Sections in this paper.
2. There three Questions in Section A
3. *You are required to answer **all** the questions in Section A*
4. There are three questions in Section B
5. Choose any **Two Question** in Section B
6. Each question carries **20 marks**

Section A: Answer all the questions in this Section

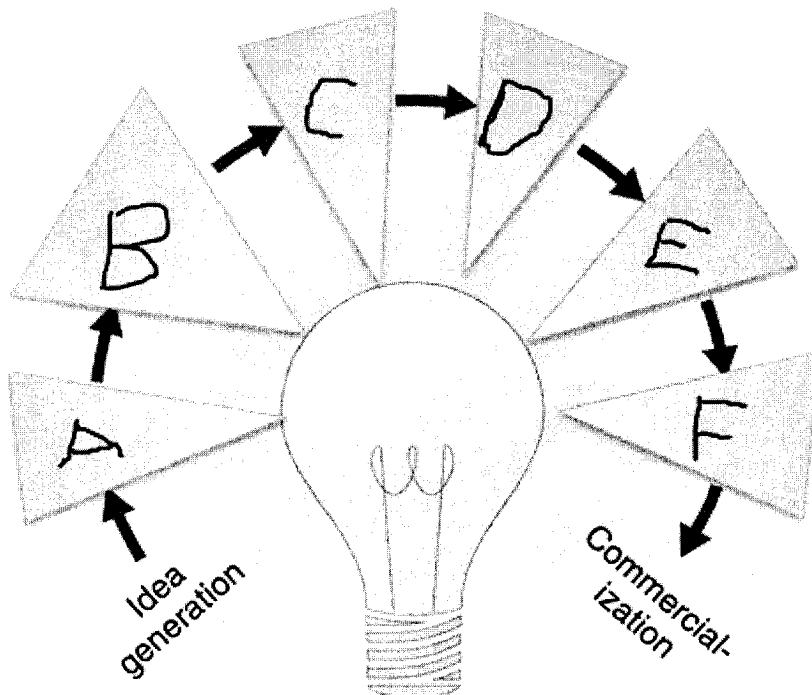
Question I

- a) Give a brief description for each of the following in relation to legal and social issues in e- marketing [6 Marks].
- i. Privacy
 - ii. Software Infringement
 - iii. Cookies and Online Data Collection
- b) Your company has just introduced a new product on the market. The company has started packaging the Zambia wild fruits called *Masuku* and *Mabungo*. The products will be initially marketed using the Online Company Website. As an E- Market Expert, **list and explain** any five (5) *ways of building traffic* to the company website so as to increase the product visibility and direct customers to the company website [10 Marks]
- c) Several popular promotion tools exist for the Internet marketer. Spam, most often considered annoying, is still in use in many areas. Name and give a brief description of the other 4 tools labeled as 1 to 4 in the diagram below [4 Marks]



Question II

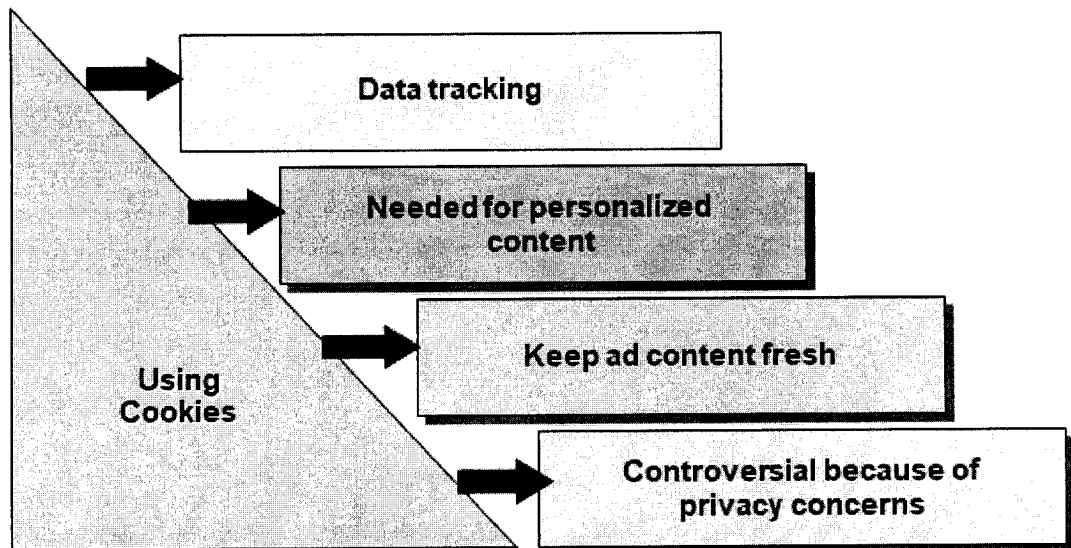
- a) Define each of the following [2 Marks]
- E-Marketing
 - Brand
- b) Give any two ways how E-marketing is affecting the traditional marketing [2 Marks]
- c) E-Marketing communication can be accomplished through promotion mix elements which include Advertising, Sales Promotion, Direct Marketing and Public Relations. Briefly discuss each of the following models in relation to E-Marketing communication [8 Mark]
- Online Advertising Model
 - Online Sales Promotion Model
 - Content Publishing Model
 - Email Model
- a) The diagram below shows the first and last stage involved in the *product development model*. Complete the diagram by naming and giving a brief description of each of the other six (6) stages (A to F) in the product development model below [8 Marks].



Question III

a) A search engine is a service where internet users can go to the *search engine web site* and search for web sites that interest them by inputting keywords. The search engine then displays the results of their search starting with the web sites that best meet the search criteria down to the web sites that least fit the search criteria. Search engine optimisation is the process of getting your web site address or URL as close as possible to the top of the search results when someone using the search engines is looking for the products you sell. **Give any 8 ways** that can be used to optimize the search engine for your product [8 Marks]

b) Today, there are various ways in which marketers are leveraging the power of online technology. One such example is the use of cookies. With reference to the diagram below, explain how cookies are used to maximizing customer relationship marketing on the Internet [4 Marks]



c) Affiliate marketing is where you refer customers to other businesses via links to their web site from your web site or emails and receive commissions for each customer you refer to the other business. They are essentially revenue sharing arrangements between online vendors or sellers and resellers or affiliates. Discuss each of the following affiliates types [8 Marks]

- i. Commission Based
- ii. Flat-Fee Based
- iii. Click-Through Based
- iv. Banner-Impression Based

Section B: Answer Any Two Question from this Section

Question I

- a) The mobile telephone technologies have become an important and essential tool in the e-market. **Briefly discuss** mobile telephone marketing with examples in the Zambian market [4 Marks]
- b) Reputation is an evaluation constituents make about an organization's performance. Different standards of evaluation create different reputations which can be formed through various ways. These ways are generally divided into four major categories. **Name and give a brief description** of the four categories used in building reputation in e-markets. [8 Marks]
- c) A banner advertisement is an image placed at the top or bottom of a web page, to catch the viewer's eye and possibly prompt them to click on it. It can either be static, that is, simply like a billboard displaying the name of a website, or dynamic, encouraging the user to click on the banner image to be transferred to that website. Banner advertising has traditionally been the most common form of promotion on the web. As an E-market expert, **give and discuss** any four (4) ways of *achieving banner optimization* on your company website [8 Marks]

Question II

- a) Discuss the Impact of the Internet on the Marketing Mix in relation to the following [4 Marks]
- i. Product
 - ii. Price
 - iii. Place
 - iv. Promotion
- b) Email campaigns are targeted emails that work much like conventional direct mail campaigns. They come in various forms. Discuss each of the following e-mail campaigns in marketing strategies [8 Marks]
- i. Direct email
 - ii. Newsletters
 - iii. E-Promotion
 - iv. Press Releases
- c) American Marketing Association defines a brand as a name, term, sign, symbol, or design, or a combination of these intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition. Give a brief description of each of the following in relation to branding [4 Marks]
- i. Brand awareness
 - ii. Brand associations
- d) As a business E-Market graduate, understanding basic html code in web page implementation is very key. Write the basic html code used to generate the web page below [4 Marks]



E-Marketing Course

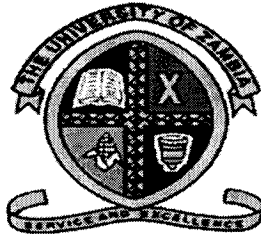
My first E-Market Web page

We sale African Indigenous fruits

Question III

- a) A product is a bundle of benefits that satisfies the needs of consumers and for which they are willing to exchange money or other items of value. As a marketer, list any four categories of products available Online in Zambia today [2 Marks]
- b) An E-Business Model is a method of doing business that contributes to the firm's profitability whether by increasing revenue or decreasing costs necessary for models to identify value for the customer. Discuss each of the models below [8 Marks]
- i. Content Sponsorship Model
 - ii. Direct Selling Model
 - iii. Infomediary Model
 - iv. Intermediaries Model
- c) In E-marketing, the product development life cycle typically goes through the major five stages. These are Product Development Stage, Introduction Stage, Growth Stage, Maturity Stage and Decline Stage. Give a brief description of each of these stages [10 Marks]

End of Examination



THE UNIVERSITY OF ZAMBIA
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF ECONOMICS

EPM 5232: FINANCIAL MANAGEMENT FOR POLICY

TEST ONE

DATE: 23TH AUGUST, 2017

TIME: TWO (2) HOURS

INSTRUCTIONS:

- 1. The Paper has a Total Number of Four (4) Questions; Answer ANY Three (3)**
 - 2. Marks Allocation Indicates the Depth of the Answer Expected**
-

QUESTION ONE

A. A vital step in a successful analysis of the financial statements is to identify the user who requires the analysis. Identify any four (4) recipients of financial analysis and briefly describe the kind of information they require. **(10 Marks)**

B. Kalewa Stationers Company has the following results.

	K'000
Net sales	10,200
Net total assets	6,800
Depreciation	272
Net income	680
Long-term debt	3,400
Equity	1,972
Dividends	272

Required:

- a)** Compute kalewa's ROE directly. Confirm this using the three (3) components. **(6 Marks)**
- b)** Using the ROE compute in part (i), what is the sustainable growth rate for Kalewa? **(3 Marks)**
- c)** Assuming firm's net profit margin went to 0.05, what would have happened to kalewa's ROE? **(3 Marks)**

- d) Using the ROE in part (iii), what is the expected sustainable growth rate? What if dividends were only K190,000? (3 Marks)

QUESTION TWO

Today is the end of the current year and management of Nsimbi Smelters Ltd are reviewing the company's capital investment called **Project B** for the coming year.

Project B would involve an initial outlay of K440,000 on capital equipment and K200,000 on working capital. The profits from the project would be as follows.

Year	Sales	Variable costs	Contribution	Fixed costs	Cash Profit
	K	K	K	K	K
1	750,000	500,000	250,000	100,000	150,000
2	900,000	600,000	300,000	100,000	200,000
3	420,000	280,000	140,000	80,000	60,000

Fixed costs include an annual charge of K40,000 for depreciation. At the end of the third year the working capital investment would be recovered and the equipment would be sold for K50,000. The company discounts all projects of ten years duration or less at a cost of 25%, and all other projects at a cost of 30%.

Required:

- A. Compute the NPV for Project B and advise. (15 Marks)
 B. Compute the payback period for project B (10 Marks)

QUESTION THREE

- A. The following were the results for the three companies namely **Z**, **M** and **W** in the year ended December 31, 2014.
- Z** recorded the total asset turnover of 2.20, total asset/equity of 2.40 and net profit margin of 0.04.
 - M** recorded the total asset turnover of 2.00, total asset/equity of 2.20 and net profit margin of 0.06.
 - W** recorded the total asset turnover of 1.30, total asset/equity of 1.40 and net profit margin of 0.12.

Required:

Compute the return on common stock holders in each company. (10 Marks)

- B. Using the following earnings and dividends, compute the sustainable growth rates for each firm. (15 Marks)

	Z	M	W
Earnings/share	2.45	2.05	4.00
Dividends/share	1.20	0.85	0.75

QUESTION FOUR

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

Year	K	Year	
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)**

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	0.941	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

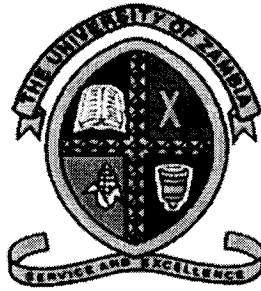
Annuity Table

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

Where r = discount rate
 n = number of periods

Discount rate (r)

<i>Periods</i> (n)	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	1.970	1.942	1.913	1.886	1.859	1.833	1.808	1.783	1.759	1.736	2
3	2.941	2.884	2.829	2.775	2.723	2.673	2.624	2.577	2.531	2.487	3
4	3.902	3.808	3.717	3.630	3.546	3.465	3.387	3.312	3.240	3.170	4
5	4.853	4.713	4.580	4.452	4.329	4.212	4.100	3.993	3.890	3.791	5
6	5.795	5.601	5.417	5.242	5.076	4.917	4.767	4.623	4.486	4.355	6
7	6.728	6.472	6.230	6.002	5.786	5.582	5.389	5.206	5.033	4.868	7
8	7.652	7.325	7.020	6.733	6.463	6.210	5.971	5.747	5.535	5.335	8
9	8.566	8.162	7.786	7.435	7.108	6.802	6.515	6.247	5.995	5.759	9
10	9.471	8.983	8.530	8.111	7.722	7.360	7.024	6.710	6.418	6.146	10
11	10.37	9.787	9.253	8.760	8.306	7.887	7.499	7.139	6.805	6.495	11
12	11.26	10.58	9.954	9.385	8.863	8.384	7.943	7.536	7.161	6.814	12
13	12.13	11.35	10.63	9.986	9.394	8.853	8.358	7.904	7.487	7.103	13
14	13.00	12.11	11.30	10.56	9.899	9.295	8.745	8.244	7.786	7.367	14
15	13.87	12.85	11.94	11.12	10.38	9.712	9.108	8.559	8.061	7.606	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	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



THE UNIVERSITY OF ZAMBIA
SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF ECONOMICS

EPM 5232: FINANCIAL MANAGEMENT FOR POLICY

TEST TWO

DATE: 25TH SEPTEMBER, 2017

TIME: ONE AND HALF (1.5) HOURS

INSTRUCTIONS:

1. The Paper has a Total Number of Two (2) Questions; Answer ALL.
 2. Marks Allocation Indicates the Depth of the Answer Expected
-

QUESTION ONE

Three companies have the following results during the recent period.

	K	L	M
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
Earnings/share	2.75	2.00	4.50
Dividends/share	1.25	1.00	1.00

Required

- A. Compute for each company the return on equity. **(10 Marks)**
- B. Compute the sustainable growth rate for each company **(15 Marks)**

QUESTION TWO

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

Year	K	Year	
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)

END OF TEST

THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
FINAL EXAMINATIONS OF DECEMBER 2017

COURSE : HRM 1010 - FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

DURATION : THREE (3) HOURS

INSTRUCTIONS : 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 FIVE (5) QUESTIONS.

SECTION A (COMPULSORY)– 40 MARKS

1. Job analysis is a critical tool for effective and efficient execution of human resource management activities. Critically discuss job analysis methods and show how job analysis relates to other human resource management functions. **(20 marks)**

2. Following approval of the 2018-2022 University of Zambia Strategic Plan by the University of Zambia Council (Board of Directors), the Registrar constituted an Ad-hoc Committee to spearhead organizational structural review. One of the terms of reference of the Ad-hoc Committee was to recommend to Management the most appropriate organizational structure to support the execution of the 2018-2022 Strategic Plan.

The Committee has since completed its work and one of its notable recommendations to Management is that the University of Zambia should establish a stand-alone Directorate of Human Resource to be headed by the Executive Director. Currently, human resource management functions at the University of Zambia are fragmented and uncoordinated, resulting in the inefficient and ineffective management of people issues.

REQUIRED:

- (i) Discuss the benefits, scope and objectives of establishing the Directorate of Human Resource at the University of Zambia and how it will make a meaningful contribution to the overall performance of the University. **(10 marks)**

- (ii) Critically assess the view that Human Resource Management functions and practices should be aligned to corporate and business strategies. **(5 marks)**

(iii) Design a typical proposed Organogram (Organisational Chart) of the Directorate of Human Resource at the University of Zambia. **(5 marks)**

SECTION B (ANSWER ANY THREE QUESTIONS)- 60 MARKS

3. Discuss the various human resource planning forecasting methods and why is it important to measure and forecast staff turnover? What factors affect effective human resource planning and what would be the consequences of inadequate HR planning for organisations?**(20 marks)**
4. Critically discuss the four methods of job design and what are their merits and demerits? Also, what are the flexible work practices that some organisations are implementing to retain highly qualified and performing employees?**(20 marks)**
5. What are the possible individual and organisational benefits of providing employees with training? Why is job rotation regarded as one of the most effective methods of training management trainees? **(20 marks)**
6. *“Job Evaluation avoids industrial relation problems between employees and employer by designing commensurate compensation without any inequality in wage and salary structure”*. Critically evaluate this statement. Also, discuss in detail different factors that generally affect compensation decisions of an organization. **(20 marks)**
7. Critically discuss the different types of employee selection methods and tests. Also, the Employment Act Chapter 268 prohibits any form of employment discrimination; discuss any five types of discrimination in recruitment and selection processes. **(20 marks)**
8. What are the most significant links between performance management and learning and development? Why is it important for the HR Department to ensure that employee performance is measured and what is the linkage to the organisation’s strategic objectives?**(20 marks)**

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



UNIVERSITY OF ZAMBIA

OCCUPATIONAL HEALTH AND SAFETY

HRM 2052

22 DEC 2017

INSTRUCTIONS

1. There are two sections in this paper
2. Section A is compulsory
3. Answer any three from section B
4. Duration: 3hours

SECTION A: COMPULSORY

Question one

Explain the obligations of your organisation in the following circumstances. Use of the OHS legislation 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 gest involved in an accident using the company vehicle and our spouse dies on the spot.

Question Two

Your superiors consider OHS management as share waste of resources, using the Model of Accident cost estimation explain the cost of accident and justify the need for OHS interventions **(20marks)**

SECTION B: CHOOSE ANY THREE

Question Three

- 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 **(10marks)**

Question Four

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

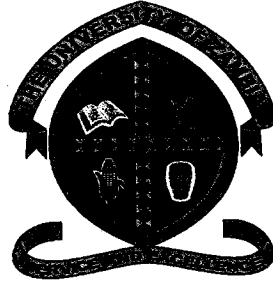
Question Five

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. **(15 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

Global Dimensions of Human Resource Management - HRM 3052

Final Examination

Instructions to the Candidate

Answer any FOUR (4) questions

Each question is 25 Marks

Three hours' time allocation

Please do not open the examination booklet until directed to do so.

QUESTION 1: (25 Marks)

- (a) Explain what are PCN, HCN and TCN's. What are the advantages and disadvantages each offers the multinational in establishing and controlling the subsidiaries of a multinational enterprise? (15 Marks)
- (b) Outline the main characteristics of the four approaches to staffing in international HRM. (10 Marks)

QUESTION 2: (25 Marks)

- a) Using three of the Hofstede's national cultural dimensions, explain in what ways national culture is linked to, and affects, HRM practices. (15 Marks)
- b) What is the U-Curve of expatriate adjustment process? Is the U-Curve applicable to all expatriates? (10 Marks)

QUESTION 3: (25 Marks)

- (a) List and explain any five key components of an international compensation program? (15 Marks)
- (b) What are the key factors that influence the standardization or localisation of work practices in multinationals? (10 Marks)

QUESTION 4: (25 Marks)

- (a) What are the main objectives of international compensation? Describe the main differences between the "Going Rate" and "Balance Sheet" approaches to international compensation? (15 Marks)
- (b) What are the factors which reportedly lead to female expatriate success or failure in their international assignments? How should HR professionals address these? (10 Marks)

QUESTION 5: (25 Marks)

- a) Firms opening subsidiaries abroad will find substantial differences in labour relations practices among the world's countries and regions. List and explain any five key labour relations differences that would exist in global markets. (15 Marks)
- b) List and explain any five strategies that you can use to retain expatriates. (10 Marks)

QUESTION 6: (25 Marks)

- a) Companies use a variety of methods to teach expatriates cross-cultural skills, aimed at facilitating interactions with a foreign culture. List and explain any five cross-cultural training methods, their focus, timing of implementation and general activities used to convey the training. (15Marks)
- b) What are the effective ways to manage expatriate repatriation process? (10 Marks)

End of Examination

**UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS**

**HRM 5032: ORGANISATIONAL BEHAVIOUR AND LEADERSHIP
FINAL EXAMINATION (MAY 2017 COHORT)**

Instructions: Answer any four questions (4) questions

Duration of examination: Three (3) hours

- Q1. Identify and discuss either the nomothetic or idiographic approaches to personality.
- Q2. What are the Big Five personality traits? Further, state how the Big Five traits predict work behavior?
- Q3. What are the three key elements of motivation? In addition, using illustrations explain the key tenets of the equity theory of motivation and how it can be effectively applied in modern organisations?
- Q4. Identify early theories of motivation and evaluate their applicability today.
- Q5. Are leadership and management different from one another? If so, how? Further, what is the difference between trait and behavioral theories of leadership and what are their limitations? Are these theories valid?
- Q6. What is Fiedler's contingency model of leadership? Has it been supported in research? Give reasons for your answer.
- Q7. What forces act as stimulants to change, and what is the difference between planned and unplanned change? In addition, discuss the four main approaches to managing organisational change?

END OF EXAMINATION



THE UNIVERSITY OF ZAMBIA
Graduate School of Business
EXAM: HRM 5032 STRATEGIC HR & MBS6172: HR STRATEGY

Time allowed: 3 HOURS
Time: to

Date:, 2017

Instructions to Candidates;

- a. There are SIX questions. Attempt ALL.
 - b. Fill in your registration number **correctly** in the booklet provided.
 - c. Switch off your mobile phone completely during the exam session.
 - d. Observe time
-
-

SECTION A: Attempt All Questions

QUESTION ONE:

(20 marks)

Curt's Cowboy Corner is a chain of 15 stores that sells cowboy boots and western clothing. Curt opened the first store 10 years ago in a small Rocky Mountain town and quickly gained a following of loyal customers. Based on input from customers and friends, Curt decided to expand his business and began opening new stores in nearby towns. He plans to open 10 more stores in the next few years. Each of Curt's stores has a manager, three full-time sales representatives, and five to six part-time employees. In the early days, Curt worked closely with and five to six part-time employees. In the early days, Curt worked closely with each store manager to plan day-to-day operations, helping to make all hiring decisions. He and a secretary also spent many days each month working on payroll. Lately, however, Curt has found that he does not have enough time to interview job candidates and handle several other of his customary tasks. He thinks this might be one reason some of the newer employees aren't working out so well. In addition, last month, he was two days late completing the payroll, thereby creating numerous problems for employees. Curt knows that he needs to do a better job of delegating tasks. Another of his concerns focuses on the potential liabilities of having a growing workforce. One employee recently told him that she felt uncomfortable about some sexual comments her boss had made to her. Curt spent several hours talking to both the employee and her boss, and although he feels pretty good about how he handled the situation, he acknowledges that he does not have the requisite knowledge or skill to resolve such matters. Curt's brother, who owns a number of automobile dealerships in a distant city, has encouraged Curt to hire a human resource professional. But Curt has been reluctant to hire staff members who do not spend time selling in stores. His philosophy has always been that staff members who don't make sales are an expense without much return. At the same time Curt knows that he must do something or else things will get worse. If he is able to grow the business as he plans, he will soon have nearly 100 full-time employees.

- a) What are some specific tasks that a human resource specialist could do for Curt?
- b) Are there any financial benefits that might come from hiring a human resource specialist?
- c) It would be better to hire a HR specialist rather than delegating all human resource activities to each store manager. What benefits and problems might result if Curt hires a human resource specialist to provide support to all stores?

QUESTION TWO:

(20 marks)

Which of the following sentences represent policy goals for human resource management?
(Read the sentences carefully and indicate whether each sentence is *true* or *false*)

Policy goals for HRM:

- i. Managing people as assets that are fundamental to the firms' competitive advantage;
- ii. Aligning HRM policies with business policies and corporate strategy;
- iii. Developing a close fit of HR policies, procedures and systems with one another;
- iv. Creating a taller organization structure capable of responding more quickly to change;
- v. Encouraging team working and cooperation across external organizational boundaries;
- vi. Creating a strong customer-first philosophy throughout the organization
- vii. Empowering supervisors to manage subordinates' development and learning;
- viii. Developing disciplining strategies designed to support a performance-driven culture;
- ix. Improving employee involvement through better internal communication;
- x. Building greater employee commitment to the organization;
- xi. Increasing line management responsibility for HR policies;
- xiii. Developing the facilitating role of managers as enablers.

QUESTION THREE:**(20 marks)**

In a large office, there are four grades of personnel: Professional (P), Semi- professional (SP), Senior Clerical (SC) and Clerical (C). The movement of staff is shown in the following table:

Staff status	P	SP	SC	C
Current Staff	200	800	1320	2500
Annual Staff Turnover (%)	2	5	1	0.7
Promotion to next Grade	-	74	123	33

- i. Calculate the number of staff in each of the four grades at the end of the year after allowing for both turnover and promotion
- ii. The number of all workers in each grade that will have to be recruited to maintain the full complement of workers.

**SECTION B: There are three questions in this section. Choose TWO Questions only
(Present your answer in one page for each QUESTION)**

QUESTION FOUR:**(20 marks)**

- a. Mention seven sources of expatriate costs
- b. What can organizations do to help employees prepare for an international assignment and to make it more likely that they do not leave early?

QUESTION FIVE:**(20 marks)**

- a. With examples, differentiate between “*cultural imperatives*” and “*cultural exclusives*”
- b. Mention five stages of *firms’ involvement in international operations*.

QUESTION SIX:**(20 marks)**

- a. Explain the meaning of human resources accounting together with its importance.
- b. There are several approaches in measuring costs and value of the people working in an organization, briefly describe any three approaches and their limitations.

THE UNIVERSITY OF ZAMBIA

GRADUATE BUSINESS SCHOOL (GBS)

MAF 6011: CRITICAL PERSPECTIVE ON ACCOUNTING

Final University Examination for Cohort I

Time allowed: 1400hrs to 1700hrs

Date: Wednesday, 27th November, 2017

Instructions to Candidates

- a. There are **FIVE** questions in this examination.
 - b. Answer **ALL** questions
 - c. This examination contains **TWO** printed pages excluding cover page.
 - d. Mobile (cellular) phones are not allowed in the examination room.
 - e. All answers should be written in the answer sheet provided. No workings should be done on the question paper at any time during the test
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Question 1 (25 Marks)

Briefly explain the following terminologies

- i. Accounting policy vs Accounting choice
- ii. Beneish M-Score Model
- iii. Financial Reporting Quality vs. Earnings Quality
- iv. Value vs. Price
- v. Professional vs. Regulatory body

Question 2 (25 Marks)

- a) Briefly explain FOUR (4) potential problems that affect financial reporting quality
- b) Provide a brief discussion on the following theories as they are used in accounting theory
 - i. Capture Theory
 - ii. Life Cycle Theory
- c) Using the two theories, provide a brief critique on laws and actors involved in the regulation of accounting in Zambia.

Question 3 (25 Marks)

- a) Central Banks since they oversee macroeconomic issues as well as regulating financial sector for the economic development of any country. EXPLAIN how accounting is significant to ensure that Central Banks carry on their functions efficiently.
- b) According to the Survey conducted by KPMG (one of the big audit firm) on the *current trends in Central Bank Financial Reporting Practices* in 2012 found a number of limitations facing accounting in Central Banks across the World. EXPLAIN any FOUR (4) findings provided by this survey.

Question 4 (25 Marks)

- a) Discuss THREE (3) inputs of accounting policy making
- b) Discuss THREE (3) hypotheses of Positive Accounting Theory
- c) Provide your views how (ways) managers can opportunistically achieve their goals according to the Positive Accounting Theory

Question 5 (25 Marks)

- a) According to Carmen Quade, a critical perspective on accounting refers to the accounting research which goes beyond whether a particular accounting method should be employed. It is concerned with the roles of accounting in the society. DISCUSS any FOUR (4) roles of accounting as identified by critical accounting theorists.
- b) The summary statement of financial position of UNZA Co is as follows.

Non-current assets	K	K
Land and buildings		160,000
Plant and machinery		80,000
Motor vehicles		20,000
		260,000
Goodwill		20,000
Current assets		
Inventory	80,000	
Receivables	60,000	
Short-term investments	15,000	
Cash	5,000	160,000
Total assets		440,000
Equity and liabilities		
Equity		
Ordinary shares of 1K		80,000
Reserves		140,000
4.9% preference shares of 1K		50,000
		270,000
Non-current liabilities		
12% loan notes	60,000	
Deferred taxation	10,000	70,000
Current liabilities		
Payables	60,000	
Taxation	20,000	
Proposed ordinary dividend	20,000	100,000
		440,000

Required

Determine the value of an ordinary share using the net assets basis of valuation

SECTION A: Answer All Questions

Question 1

Case Study: Wells Fargo's phony-account scandal, explained

Wells Fargo has long portrayed itself as a "bank for Main Street," far removed from the excesses of Wall Street's wheeler-dealers, said Andrew Ross Sorkin at The New York Times. That carefully crafted image "evaporated" last week, with the revelation that the San Francisco-based bank had fired some 5,300 employees — roughly 1 percent of its workforce — for signing up customers for checking accounts and credit cards without their knowledge. Authorities said about 2 million sham accounts were opened going back to 2011, complete with forged signatures, phony email addresses, and fake PIN numbers — all created by employees who were hounded by supervisors to meet daily account quotas. The bank then charged customers at least \$1.5 million in fees for the bogus accounts. "When politicians talk about Wall Street as a 'criminal enterprise,' this is exactly what they are talking about."

"Will anyone go to jail for this?" asked Jesse Singal at New York magazine. Unlikely. Wells Fargo has been ordered to pay \$185 million in fines, but that's a pittance compared with the \$5.6 billion the bank earned in just the second quarter of this year. Meanwhile, the bank's victims weren't just nickel-and-dimed with overdraft and maintenance fees. Many of them took "significant hits" to their credit scores for not staying current on accounts they didn't even know about. "They'll likely have difficulty securing home and car loans at reasonable rates for years to come, simply because their bank decided to defraud them." Wells Fargo's woes originated in its aggressive cross-selling approach, which encouraged salespeople to sign customers up for multiple bank products, said Helaine Olen at Slate. Someone with a savings account would be pressed to also open a checking account, get a credit card, and perhaps even take out a mortgage. Employees who missed sales quotas would have to work weekends or stay late. But so far none of the bank's executives has been fired, even though "they bear as much — if not more — responsibility as the low-level employees who got caught holding the bag."

"If bank regulation were doing its job," Wells executives wouldn't have allowed such risk taking, said Adam Davidson at New Yorker. As it happens, the fine levied against Wells is "just a tiny fraction" of what it likely earned from its sales tactics. Over the past 13 years, the bank increased the average number of products per customer from four to more than six. At a bank with 70 million customers, that translates into tens of billions of dollars. Until executives face meaningful penalties, the message is clear: Do what it takes to make money, "even if it leads to some fraud." You can be sure that Wells execs "directly benefited" from the scam, said David Dayen at The Fiscal Times. The bank proudly touted its account growth to investors, which helped the bank's stock double in value between 2011 and 2015. Carrie Tolsted, who oversaw the banking division responsible for the fake accounts, just left in July with a \$125 million retirement package. It's figures like that that help "explain the anger and frustration Americans feel about a rigged system."

Online: <http://the-week.com/articles/649015/wells-fargos-phonyaccount-scandal-explained>, accessed 22/06/2018.

Required:

- a) Choose two scenarios described in the case and analyse the problems with compensation/rewards systems presented in them. Suggest risk management remedies, which can be implemented in these two scenarios to improve the situations.

(8 Marks)

- b) Based on the case, analyse the effectiveness in relation to motivation of risk assessment system such as identification, analysis and evaluation and its role in informing management of the underlying risk profile. Use any risk assessment methodologies to support your arguments.

(8 Marks)

- c) Based on scenarios described in the case discuss the importance of implementing a risk-based compensation system to curb excessive risk taking. Use Risk Appetite concept to support your arguments.

(10 Marks)

Question 2:

Use examples to illustrate two of the enterprise risk management frameworks/standards that we have learnt in the Risk Management module.

Mark Allocation:

You must demonstrate three things clearly in your answer:

- i. that you understand the framework/standard you choose and the correct way to apply it to practice

(8 Marks)

- ii. that you find relevant and pertinent examples from the Zambian market to illustrate how it has been applied in Zambia

(6 Marks)

- iii. that by presenting your analysis with this framework/standard, there is greater clarity about the reasons for the demise of Zambian companies in the past than is evident in the printed press.

(10 Marks)

SECTION B: Answer Any TWO QUESTIONS

Question 3:

Critically evaluate Risk Treatment strategies adopted by Zambian SMEs following the Lusaka Market fire and identify the key structures and actions that will make them a success.

(25 Marks)

Question 4:

Identify and analyse the issues and variables that influence what business continuity planning could achieve for the new Zambian Airline. On the basis of such analysis do you think that a continually tested business continuity plan could make a significant contribution to the Airline's future performance?

(25 Marks)

Question 5:

'Better financial preparedness against risk is a central part of a comprehensive approach to disaster management. Risk financing and risk transfer are approaches to planning for risks that cannot be reduced or avoided practically or cost-effectively and may include a strategy and practical measures to ensure the availability of funds for post-disaster relief and reconstruction, commensurate with the scale and frequency of anticipated risks.'

Lydia Poole (2014) A calculated risk: How donors should engage with risk financing and transfer mechanisms, OECD development co-operation working paper 17.

Required:

Based on the above statement, discuss the importance of risk financing practices for the government of Zambia and evaluate capital market-based risk financing instruments that can be used to fund weather related disasters without constraining the fiscus.

(25 Marks)

Question 6:

Starbucks, Google and Amazon in 2012 were singled out by the UK government for overly managing their tax schedule

Required:

With most governments experiencing huge prolonged budget deficits,

- a) identify and evaluate the socio-political risks that companies face in trying to optimise shareholder value

[12 marks]

- b) discuss ways of managing these socio-political risks.

[13 marks]



**THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS
POST GRADUATE EXAMINATION MSc/MBA**

Risk Management (MAF6211) Examination

Date of Examination: 29th October, 2017

Time of Examination: 09-12 Hours

Time Allowed: 3hrs

Division of Marks: **Section A** is worth **40 per cent** of the exam
All questions in **Section B** carry equal marks
Section B is worth **60 per cent** of the exam

Instructions to students: Section A: Answer all parts to **QUESTION ONE**
Section B: Answer **THREE** questions out of **SIX**.

This paper contains **SEVEN** questions and comprises **FOUR** pages including the title Page.
Calculators are permitted: **Yes Casio FX83/85 MS/ES**.
Dictionaries are **NOT** permitted
Additional materials or tables to be provided: **None**
Exam paper can be removed from the exam room: **Yes**

SECTION A: COMPULSORY QUESTION

Question 1

You are being interviewed for a senior management position in the risk management Department of a large international company based in Lusaka. You have one hour to produce a coherent short paper on the strategic role of risk management in the company:

- a) Outline how and why risk management has evolved in the last two decades across the globe.

(5 marks)
- b) Discuss how weak risk management in Zambia has impacted on the governance, efficiency and performance of different organisations, during the same period.

(5 marks)
- c) Discuss why is it important to understand how people behave under uncertainty? Illustrate your answer with the theoretical frameworks and examples of how a good understanding of how people behave under uncertainty lead to better design of optimal risk management frameworks in practise.

(10 marks)
- d) Explain how the implementation of internationally recognised risk management frameworks coordinated at corporate level can aid in building competitive advantage for Zambia corporates.

(12 marks)
- e) Evaluate the key considerations that Zambian corporations should take into account when organising their board risk oversight infrastructure.

(8 marks)

[Total – 40 marks]

SECTION B: ANSWER ANY THREE QUESTIONS

Question 2

The Value Creation Theory of Risk Management is made up of five detailed theories, each of which itself contains arguments to support detailed analysis of value addition capabilities of risk management in an organisation. It has also been suggested that the theories, taken as a whole, could also be potentially useful for practical use. This could be retrospectively, to learn lessons from past experiences. Or it could be futuristic, to help in mapping out future risk management policies.

Examine your own views on the risk management value creation theory, taking a viewpoint which is argue:

EITHER

- i. primarily optimistic about the ability of risk management to create business value.

OR

- ii. primarily negative about the ability of risk management to create business value.

[20 Marks]

QUESTION 3

Discuss with examples the risk exposures of a multinational copper mining company and explain how the company can ensure that they optimally hedge these risks.

[20 Marks]

QUESTION 4

The current market portfolio of a bank has a current value of \$10mln and a daily standard deviation of 1%. In the last year (250 trading days), the ten worst losses have been \$500,000, \$450,000, \$400,000, \$350,000, \$310,000, \$290,000, \$280,000, \$275,000, \$255,000, \$235,000.

- a) Calculate the 99% daily Value-at-Risk using the mean-variance approach.

[4 marks]

- b) Calculate the 99% daily Value-at-Risk using the historical simulation approach.

[4 marks]

- c) Suppose that the Value-at-Risk estimate obtained in question 3(a) is exactly the same number that was obtained one year ago, when the same calculation was performed (and the

daily standard deviation was still 1%). You can look back at the last year to see how the risk model has performed. What can you say about the quality of the risk model? What are the likely motivations?

[7 marks]

- d) Can you use the results from question 3(a) to obtain a measure of expected tail loss? Can you use the results of question 3(b)?

[5 marks]

[Total – 20 marks]

QUESTION 5

Explain what Volkswagen (VW) could have done differently to avoid the emission scandal fate in the summer of 2015. Discuss why VW did not do it?

[20 Marks]

QUESTION 6

"South African Airways (SAA) has run out of money and is teetering on the edge of bankruptcy, according to information given to the country's parliament." Source: <http://www.bbc.com/news/business-40813582>. BBC Online (2017).

Required:

(a) discuss post-loss risk financing issues faced by SAA; and

(6 marks)

(b) evaluate the risk financing methods that SAA can use to recapitalise its balance sheet.

(14 marks)

[Total – 20 marks]

QUESTION 7

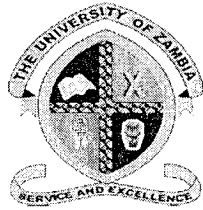
"The fake accounts scandal at Wells Fargo widened as the bank reported it may have created up to 3.5 million retail banking accounts without customers' authorization, a number well in excess of its previous estimate." Source: <http://ww2.cfo.com/banking-capital-markets/2017/09/wells-fargo-reports-problem-accounts/>, Accessed: 24 September 2017.

Required:

Critically evaluate ways a company should balance its risk taking behaviour when developing its business strategy.

[20 marks]

END OF THE EXAMINATION



UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS

2016/2017 ACADEMIC YEAR
FINAL EXAMINATIONS

MBS5012 - QUANTITATIVE METHODS FOR BUSINESS

INSTRUCTIONS FOR CANDIDATES

Time Allowed: **Three (3) Hours**

- Instructions:
1. Answer any Five (5) Questions
 2. Show All Essential Working
 3. Statistical Tables will be provided
 4. Calculators are Allowed
-

Question One**[Total 20 Marks]**

(a)

- (i) Define descriptive statistics [2 marks]
 (ii) State the three methods of calculating probability [3 marks]

(b) A coin is biased so that the probability that it lands showing heads is $\frac{1}{4}$. The coin is tossed three times. Find the probability that

- (i) no heads are obtained. [2 marks]
 (ii) one head is obtained. [3 marks]
 (iii) more heads than tails are obtained. [3 marks]

(c) To determine whether there really is a relationship between an employee's performance in a company's training programme and his or her ultimate success in the job, a sample of 400 cases was taken and the following results were obtained:

		Performance in training programme			Total
		Below average	Average	Above average	
Success in job	Poor	37	100	59	196
	Good	23	88	93	204
Total		60	188	152	400

Are performances in the training programme and success in the job independent? Use a 0.01 level of significance. [7 marks]

Question Two**[Total 20 Marks]**

(a)

- (i) Explain the difference between a discrete variable and a continuous variable. [2 marks]
 (ii) Given a normal distribution $N(\mu, \sigma^2)$ explain what the parameters μ and σ^2 measure. [2 marks]
- (b) The following data represent weights (in kg) of 20 passengers on a bus.

45 32 19 51 37 55 40 23 48 50
 60 35 44 58 37 15 53 78 47 40

Find the

- (i) mode [2 marks]
 (ii) median [2 marks]
 (iii) interquartile range [5 marks]
 (iv) coefficient of variation [2 marks]

(c)

At a city high school, past records indicate that maths scores have a normal distribution with a mean of 51 and a standard deviation of 9. Find the probability that the

- (i) score of one randomly selected pupil exceeds 72. [2 marks]
(ii) mean score of 100 pupils is between 49 and 52. [3 marks]

Question Three [Total 20 Marks]

(a) Define the following:

- (i) type II error [2 marks]
(ii) nonresponse bias [2 marks]

(b)

A sample of 13 cans of brand A diet soda gave a mean number of 23 calories with a standard deviation of 3 calories. Another independent sample of 11 cans of brand B diet soda had a mean of 25 calories with a standard deviation of 5 calories. Assume the amounts of calories of diet soda are normally distributed.

- (i) Is there a difference in the mean number of calories for the two brands? Carry out a test using a 5% level of significance assuming the variances of the two brands are equal. [5 marks]
(ii) Test whether the assumption of equal variances made in (i) is valid. Use a 10% level of significance. [5 marks]

(c) Light bulbs made by an electrical firm have a length of life that is normally distributed with a standard deviation of 30 hours. A sample of 25 bulbs has an average life of 600 hours.

- (i) Construct a 99% confidence interval for the mean life of all light bulbs produced by the firm. [3 marks]
(ii) How large a sample is needed if we wish to be 95% confident that our sample mean will be within 5 hours of the true mean? [3 marks]

Question Four [Total 20 Marks]

(a) A politician claims that the percentage of female voters exceeds that of male voters. A random sample of 500 female registered voters showed that 300 of them voted in the last presidential election. Another independent random sample of 400 male voters showed that 222 of them voted in the same election.

- (i) Construct a 98% confidence interval for the difference between the true proportions of female and male voters in the last election. [3 marks]
(ii) Test the politician's claim at the 5% level of significance. [5 marks]
(iii) Can the confidence interval in (i) be used to answer (ii)? Explain. [2 marks]

(b) The following table shows how many weeks a sample of six persons have worked at a car inspection station and the number of cars one inspected between noon and 2pm on a given day.

Number of weeks employed (x)	2	7	9	1	5	12
Number of cars inspected (y)	13	21	23	14	15	21

(Hint: You may use the following summary statistics:

$$\sum_{i=1}^6 x_i = 36, \sum_{i=1}^6 x_i^2 = 304, \sum_{i=1}^6 y_i = 107, \sum_{i=1}^6 y_i^2 = 2001, \sum_{i=1}^6 x_i y_i = 721)$$

- (i) Find the simple linear regression equation. [4 marks]
 (ii) Interpret the estimated parameter(s) in (i) above. [2 marks]
 (iii) Find R^2 and explain its meaning. [4 marks]

Question Five [Total 20 Marks]

(a)
 A committee was formed to study traffic conditions in an industrial complex. The committee wanted to see whether the modes of transportation used to get to work changed over a period of 5 years. Five years before, 70% of the workers used public transportation, 20% used company transportation, 8% used personal vehicles and the rest used other modes. The committee obtained the following information from a sample of 500 workers.

Transportation mode	Number of people
Public transport	320
Company transport	130
Personal vehicle	35
Other means	15

Is there sufficient evidence to indicate that the modes of transportation used to get to work have changed? Use $\alpha = 0.05$. [6 marks]

(b)
 A bank in Lusaka issues a loan is to be repaid by a series of instalments of K12,000 payable annually in arrear for 15 years.

Repayments are calculated using a rate of interest of 24% per annum effective.

- (i) Determine the amount of the loan. [4 marks]
 (ii) Draw up an amortisation schedule showing the capital and interest components and the capital outstanding over the first 12 months of this loan. [7 marks]
 (iii) Distinguish between a repayment loan and an interest only loan. Give examples. [3 marks]

Question Six [Total 20 Marks]

- (a) Define the nominal risk free interest rate. [2 marks]
- (b) Briefly describe how default levels and term of a loan affect the interest rate charged on a loan. [3 marks]
- (c) Calculate the time in days for K7,000 to accumulate to K8,400 at:
 - (i) a simple rate of interest of 18 % per annum. [2 marks]
 - (ii) a compound rate of interest of 18% per annum effective. [2 marks]
 - (iii) Comment on the observed trend in (i) and (ii) above [2 marks]

Note: You should assume there are 365 days in a year.

- (d) A recent graduate is considering whether to attend the UNZA – GSB or enter a profession immediately upon completing her first degree. If she enters the profession immediately, her annual salary is expected to be as follows.

Year 1:	K 96,000
Year 2:	K106,000
Year 3:	K116,000
Year 4:	K128,000
Year 5:	K140,000
Year 6:	K155,000

If she attends UNZA – GSB, the fees and other costs will be K14,000 per half year for eighteen months, paid in advance. After graduating scheduled to be in two years' time, the Graduate School graduate's potential earnings start higher and subsequently rise as follows. She expects her starting salary to be K200,000 in the first year, K240,000 in the second year, K288,000 in the third year and K350,000 in the fourth year.

The salary is assumed to be received annually in arrear in both cases.

- (i) Represent the above two options on two separate timelines [2 marks]
- (ii) Evaluate which of the two options is more attractive over the six year horizon given an interest rate of 15% per annum. [7 marks]

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



THE UNIVERSITY OF ZAMBIA

GRADUATE SCHOOL OF BUSINESS

FINAL EXAMINATION

SEM1021: INTRODUCTION TO INFORMATION MANAGEMENT & TECHNOLOGY

Date: 19th December 2017
Time: 14:00 to 17:00hrs
Duration: 3 Hours
Venue: Room 101

Instructions

1. There are **Six (6) Questions** and two Sections in this paper.
2. Each question carries **20 marks**
3. *You are required to answer all the questions in Section A*
4. Choose **any three (3) Questions** in **Section B**

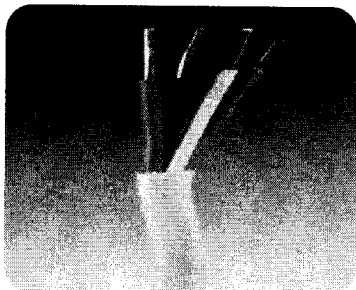
Section A: Answer all the questions in this Section

Question I

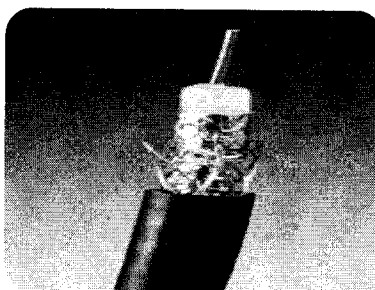
- a) Define each of the following [2 Marks]
- Internet Service Provider (ISP)
 - Broadband
- b) Digital graphics refers to computer-based media applications that support creating, editing, and viewing 2D and 3D images and animation. Give any four areas where Digital Graphics is used today [2 Marks]



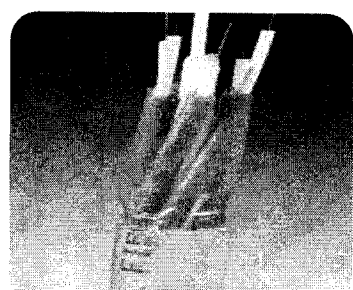
- c) Network media refers to the communication channels used to interconnect nodes on a computer network. Typical examples of network media include copper cables, optical fibre cables and wireless data communications networks. Name and give a brief description of each of the networking media below [6 Marks]



A



B



C

- d) You have been requested to prepare a payroll for the four employees in your company as shown in the Table below. The normal rate is K50 per hour while overtime is K100 per hour. The Tax is 25% for PAYE and 5% for NAPSA.

Man Number	First Name	Last Name	Number of Days Worked	Overtime Hours Worked	Rates (K)/Hour		Tax	
1111	John	Lungu	21	4	OverTime	100	PAYE	25%
2222	Mary	Hamoonga	19	2	Normal	50	NAPSA	5%
3333	Peter	Mwiya	22	3				
4444	Sarah	Chanda	20	1				

PAY ROLL FOR ALL EMPLOYEES								
Man Number	First Name	Last Name	Normal Salary Payment	Overtime Payment	Total Salary (Normal + Overtime)	Tax PAYE	Tax NAPSA	Net Pay
1111	John	Lungu						
2222	Mary	Hamoonga						
3333	Peter	Mwiya						
4444	Sarah	Chanda						
Highest Pay								
Lowest Pay								
Average Pay								

- i. Write the formula in the Table above to give the following for Sarah Chanda **ONLY** [7 Marks]
- Normal Salary Payment
 - Overtime Payment
 - Total Salary (Normal + Overtime)
 - Tax PAYE
 - Tax NAPSA
 - Net Pay
- ii. What are the *Actual Lowest Net pay*, and *Highest Net Pay* and *Average Net Amount* for the Employees [3 Marks].

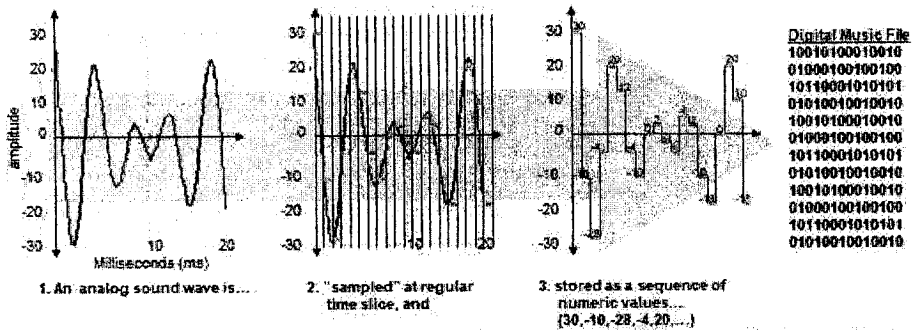
Question II

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]

Section B: Choose any three questions in this Section

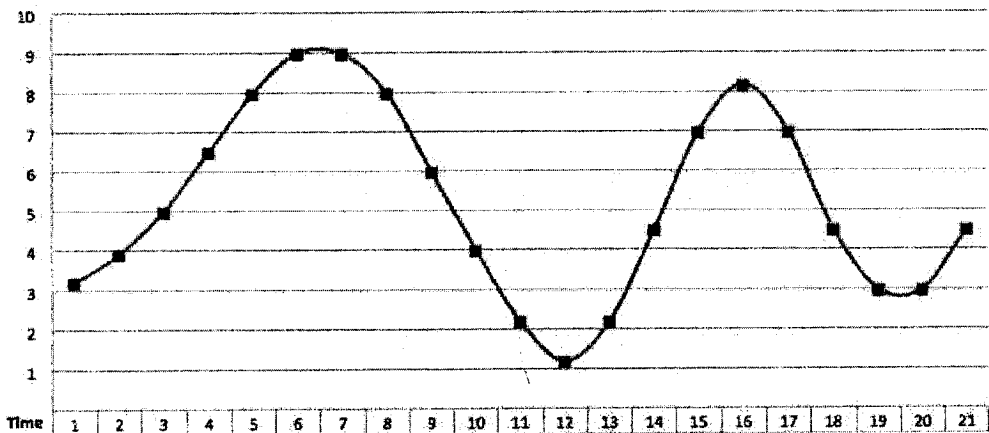
Question I

a) Audio and video digitization uses one of many analog-to-digital conversion processes in which a continuously variable in this case an analog signal is changed, without altering its essential content, into a multi-level in this case a digital signal. The process of sampling measures the amplitude which is the signal strength of an analog waveform at evenly as shown in the diagram below.



Mr. Ackim Nyirongo a first year business student at UNZA while working on the IT school project, decided to convert the audio sound wave advert as shown below. He intends to use it on the website.

Sound Wave



Copy and complete the table below by writing the missing values at each time slot [6 Marks]

Time	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
Value	3.2				8	9	9			4					7					3	3	4.5

- b) Digital Voice Recorders are used in many professions to capture dialogue for future reference such as Journalism. Give any other four that use digital voice recording [2 Marks]
- c) A computing system that may be distributed over components in one small business building, or around the world on a network operated by a global corporation refers to Distributed Computing. Give a brief description for each of the following [8 Marks]
- i. Local Area Network
 - ii. Intranet
 - iii. Virtual Private Network (VPN)
 - iv. Wide Area Network (WAN)
 - v. Cloud Computing
- d) Interactive media refers to digital media presentations that involve user interaction for education, training, or entertainment. Discuss the role of interactive media in the following areas [4 Marks];
- i. Education and Training
 - ii. Commercial Applications
 - iii. Interactive Video Games
 - iv. Interactive TV

Question II

- a) A database management system (DBMS) consists of a group of programs that manipulate the database and provide an interface between the database and the user or the database and application programs. Give any four examples of DBMS [2 Marks]
- b) Digital Audio File Formats come in a wide variety as shown in the Table below. Complete the Table by filling in the missing information [8 Marks]

#	File Extension	Format	Description
1			Apple compressed audio file format. A new compressed file format that is more efficient than MP3. Used with Apple's iTunes music service.
2	.au	Audio	Audio file format used mostly on Unix and Apple operating systems.
3	.cda	Compact Disc Audio	
4			File format containing MIDI commands to control keyboard synthesizers and other electronic instruments.
5	.mp3	MP3	
6	.ra	Real Audio	Format designed for streaming audio over the Web.
7	.wav	Waveform Audio	Windows PC audio file format.
8	.wma		

- c) Give a brief description of each of the following basic Database Management concepts [5 Marks]
- i. Database
 - ii. Row (Tuple, Record)
 - iii. Column (Attribute)
 - iv. Field
 - v. Primary key
- d) Give a brief description for each of the following in relation to Data Stores [3 Marks]
- i. Data Warehouse
 - ii. Data Mart
 - iii. Data Mining
- e) This online shopping site uses the Web as the front end to a database of thousands of products and reviews. Give any two examples of Online Shopping Stores in Zambia with a Web front end and database at the back end. [2 Marks]

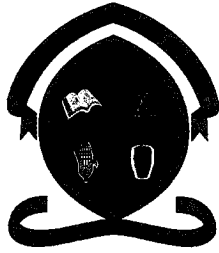
Question III

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

Question IV

- a) Give 2 advantages and 2 disadvantages of cloud computing? [4 marks]
- b) List 4 kinds of network control devices. [2 marks]
- c) Give, citing examples, 4 kinds of wireless technologies that are used in a home or business setup. [4 kinds]
- d) What is Digital Media? [2 marks]
- e) Explain the difference between bit-mapped graphics and vector graphics. [2 marks]
- f) Please briefly describe the three layers of the Internet: application layer, transport layer, and physical layer. This multilayer view is said to help with practical issues related to networking. What are a few of those issues? [6 marks]

End of Exam



**THE UNIVERSITY OF ZAMBIA
UNIVERSITY EXAMINATIONS
GRADUATE SCHOOL OF BUSINESS
2016/2017 ACADEMIC YEAR**

COURSE CODE & NAME: SEM 1062 (BUSINESS LAW)

DATE: 21ST DECEMBER, 2017 TIME: 09:00-12:00HRS

INSTRUCTIONS

QUESTION **ONE** IS COMPULSORY

ATTEMPT ANY OTHER **THREE (3)** FROM SECTION B

TIME ALLOWED IS THREE HOURS

DO NOT TURN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

SECTION A

QUESTION ONE

Nyamezi Mulundu, who a year ago (2016 November) abandoned after failing to secure admission into grade eight decided to hatch a business plan in lieu of school. On the 17th of September, 2017, Nyamezi met a businessman popularly known as 'Sharp Sharp' because of his unparalleled business acumen to discuss the possibility of a business transaction. At the conclusion of the discussion, it was agreed that 'sharp sharp' would lend Nyamezi a sum of K20,000 kwacha for a period of one year repayable with interest at the rate of 20%. The agreement was reduced in writing and signed by both parties. Notwithstanding, that reduction of the agreement in writing, the parties had agreed orally that the money in question should be invested in hardware business and exclusively and that failure to abide by this requirement would vitiate the entire transaction. Nyamezi procured hardware materials for resell at a very favourable wholesale price from Jig Jig Enterprises Limited on strong recommendation from 'Sharp Sharp'. Before procurement, Jig Jig had sent an invoice to Nyamezi detailing prices of the materials to be supplied. The document further exonerated the company from any potential liability or termination of the contract arising from dissatisfaction of the material supplied or whatever reason. Nyamezi has now discovered that some of the materials procured did not fit into the specification given to the company as required by him and seeks to rescind the contract. It has also come to the attention of 'Sharp Sharp' that Nyamezi only spent K10,000 on the acquisition of the hardware materials and the remaining money were to be spent on the acquisition of maize from Chibombo where he had entered into another contract with some farmer to supply him 400 kilograms of maize. 'Sharp Sharp' is furious and seeks to terminate the contract and repossess his money without delay!

Identify all the legal issues and advise the parties involved as to their legal rights and liabilities. (40 Marks)

SECTION B

QUESTION TWO

The Lusaka High Court last week dismissed an action with costs instituted by Gentleman Banda against Bwalya Johnson, who was claiming the total sum of K30, 000. The facts before the court were that: Bwalya Johnson, a leading manufacturer of a popular drink called 'Mango Juicy' had three years ago placed an advertisement in the local paper known as, 'Sharp Sales' undertaking to give out a sum K30, 000 in exchange for a formula for making the said drink which would be more efficient and cost effective. The advert ran for three weeks and was never formally withdrawn. Two years later, Gentleman Banda invented a formula that he presented to the Bwalya, which immediately changed the economic fortunes of the business by increasing sales with huge profits sustained over a period of six months. When Banda demanded payments for

the formula tendered to the business, Bwalya responded by stating that he was not obliged to make the payment as promised. Further, he argued that the efficiency of the formula did not prove to be sustainable since profits were only recorded within six months and later the business barely made any profits.

Proceed to advise Gentleman Banda on the prospects of success as he seeks to appeal to the Court of Appeal. (20 Marks)

QUESTION THREE

Brenda Ngungulu had on the 14th July, 2016 undertaken to supply Gotham Hare with 20 defy refrigerators of a specified size and capacity. These were to be imported from the United States of America. The agreed price for the said refrigerators was K200, 000. Three days after the conclusion of this contract, Gotham Hare entered into a lucrative transaction with G&G Hotels Limited for the resell of the said refrigerators at a huge profit. Brenda's calculation at the time of entering into the contract was based on the dollar and kwacha exchange rate. Due to economic fluctuations, the kwacha plummeted sharply against the dollar making it uneconomically sound for her to proceed with the transaction in its original sense. In a bid to cushion the circumstances, Brenda requested Gotham to adjust the contract price upwards by a K 50,000. Gotham, readily agreed to pay the additional 50,000 upon delivery of the goods in question. Assured that Gotham would pay the additional sum, Brenda decided to acquire a small loan from Cavmont Bank Zambia Limited in the sum of K20,000 in order to procure the aforementioned goods. The goods were delivered accordingly after a month from the time of the agreement. Surprisingly, Gotham declined stoutly to pay the additional sum of K50,000 arguing that he had nothing to do with the depreciation of the kwacha hence there was no justification for him to pay the amount in question.

Discuss the legal rights and liabilities of the parties involved in the matter above. (20 Marks)

QUESTION FOUR

“The cannons of interpretation developed in aiding the navigation on the subject of intention to create legal relations are not conclusively helpful.”

Discuss the accuracy of this statement with the aid of decided cases. (20 Marks)

QUESTION FIVE

“The notion of ‘*quid pro quo*’ is the very essence of a bargain in every simple contract.”

Critically analyse the above assertion (20 Marks)

QUESTION SIX

Maximo Nshilyamo is concerned with the delay of disposal of most cases before the *Zambian Courts*. He asserts that the delay itself is injustice which can never be justified and dents the country's legal system. He points at you, "tell me anything that makes a legal system admirable if its operations are marred by delays in the disposal of cases."

Proceed to offer the necessary guidance to Maximo, if any (20 Marks)

QUESTION SEVEN

Briefly discuss how the *Infant Relief Act of 1874* has altered the common law rules that regulated the contractual ability of a minor. **(20 marks)**



THE UNIVERSITY OF ZAMBIA
UNIVERSITY EXAMINATIONS
GRADUATE SCHOOL OF BUSINESS
2016/2017 ACADEMIC YEAR

COURSE NAME: COMPANY LAW

SEM 1062

DATE: 22ND DECEMBER, 2017 TIME: 09:00-12:00HRS

INSTRUCTIONS

QUESTION ONE IS COMPULSORY

ATTEMPT ANY OTHER **THREE (3)** FROM SECTION B

TIME ALLOWED IS THREE HOURS

DO NOT TURN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

SECTION A

QUESTION ONE

Gregory Malcom Foundation is a philanthropic entity incorporated under the Companies Act in Zambia. It has been receiving funding for the smooth conduct of its affairs from Swedish Embassy in Zambia. On the 28th August, 2017, the Swedish Embassy wrote to the Gregory Malcom Foundation and advised that the funding would no longer continue as the embassy found the venture highly unsustainable and recommended that there should an immediate decision taken on the change of business pattern of the entity. The embassy further stated, “as an embassy, we consider it necessary that you look at the cheapest and yet robust way of raising capital, and possibly be able to generate profits both for the company and its members. In this vein you may wish to exploit the potential offered by Lusaka Stock Exchange and see how fruitful the venture will turn out to be.” Gregory Malcom Foundation is desirous of implementing the proposition by the Embassy but does not know how to proceed.

In a dissimilar case, Zank Enjoy formed a company limited by shares sometime in 2013 but is unsatisfied by its limited growth. His frustrations arise from the reluctance that the bank displays whenever he seeks to apply for a loan. He was once told by a friend, “look, sometimes banks can be ‘little babies’ they seem to shy away from entities such as yours for reasons linked to limitation of liability” Zank is confused as to what his friend meant and whether there could be a solution to redress his quagmire. Zank has also for sometime been wondering whether as a way of turning the fortunes of his company can change the type of business he is engaged in. He seeks to depart from fish farming and embark on mining of precious stones. He once consulted his business associate who only responded in a short sentence, “that area is very grey in our country at the moment.”

Advise both Gregory Malcom Foundation and Zank Enjoy on the legal issues that the facts above bring to the fore. (40 Marks)

SECTION B

QUESTION TWO

Josephine Malata, who is the acting Registrar of Companies, was on the 25th of November, 2017 invited by the University of Zambia to come and address students in the Graduate School of Business on the efficacy of the Companies Act in the promotion of business and entrepreneurship in Zambia. She began by bemoaning the inchoate nature in which section 6 of the Companies Act is couched thereby leaving a number of critical aspects to doubt and speculation. She adds, “formation or incorporating a company in Zambia is an exercise that is

done with no clear road map, and this has a negative effect on the country's ability to attract investments that prefer corporate bodies as viable vehicles through which one may conduct business." After the meeting, Vimballi, a second year, political scientist comes to you and says, "Look, I don't understand the need for that lady to bring up issues that are in my view purely academic, who doesn't know what needs to be done in order to form a company?"

Proceed to guide Vimballi on the context in which Malata's disquiet as regards the Companies Act finds its justification. (20 marks)

QUESTION THREE

Mwamba Chileshe has been running a partnership business for five years with the help of his two sons who are his junior partners. Mwamba and his sons have now decided that due to the unprecedented growth the partnership has attained in the last three years of business, the partnership be turned into a company limited by shares. The partners want once the company is incorporated to be unlimited in its business dealings so that it takes advantage of a number of business opportunities that may arise. In this regard, the company to be incorporated is intended to be devoid of articles as way of freeing its potential to deal in anything as long as the company stands to benefit. The promoters on the 15th October, 2017 lodged the application with the Registrar of Companies for incorporation. To their dismay, the registrar has rejected the application. In a short response, the registrar simply indicated on the front page of the application, "defective application". The promoters are aggrieved and are contemplating legal action. Before commencing a legal suit, they decide to approach you for advice.

Kindly guide the Promoters on the legitimacy of the reasons why the Registrar may have rejected the application for incorporation and the likelihood of success in court should the promoters decide to sue the Registrar. (20 marks)

QUESTION FOUR

"The *ultra vires* doctrine in Zambia is said to have been consigned into oblivion by legislative intervention."

Critically evaluate the above assertion (20 Marks)

QUESTION FIVE

"The traditional role of articles of association seems to have been altered in that they have assumed an outward posture."

Discuss (20 Marks)

QUESTION SIX

Grace Jigolo has been in partnership business for five years but bemoans the limitations her business is subjected to particularly in terms of capital injection. She was advised some two years ago to acquire a loan from commercial banks but could not buy the idea as the entertainment of potential failure in her business which might lead to her personal property wiped away by the bank always overwhelms her. She comes to you and states, "I want a business with a longer lifespan, a business that will outlive me and my children, an inheritance for my children's children."

Advise Grace on the possible realization of her ambitions and the potential setbacks, if any. (20 Marks)

QUESTION SEVEN

"There seems to be a sharp contrast between common law and statutory position in terms of contractual capacity of a company yet to exist."

Elucidate in greater detail on the above assertion (20 Marks)



THE UNIVERSITY OF ZAMBIA
GRADUATE SCHOOL OF BUSINESS (GSB)

Final Examination

Course Name: **Road Transport**

Course Code: **TLM 2122**

Duration: 3 Hours

Date: 21th December, 2017

Time: 09:00am

Venue: 103

Computer number:

***Special Instructions:**

This is a **CLOSED** book exam, therefore **NO** books or any study materials can be used; answer booklets will be provided.



Section A - 20 Marks

Short paragraph questions

1. Define with examples the term “Commercial Vehicle” in logistics terms? **(5 Marks)**
2. Discuss a brief history of Early roads with a detailed discussion of the first type of roads and road development. **(5 Marks)**
3. List at least and explain **Five types** of commercial Vehicles. **(5 Marks)**
4. What do you think will be the major **shift** in relation to the **Supply Chain Management** and road transportation of the future? **(5 Marks)**

Section B (30 Marks)

Discussion questions.

1. What are some of the Classification of Routing and Scheduling Problems. **(15 Marks)**
2. Discuss some of the challenges of road transportation in a Zambian context, in your discussion; include the aspect of **Road safety, statutory instrument 76 of 2016, current debate** and your own analytical views. **(15 Marks)**