

STRICTLY CONFIDENTIAL

THE INSTITUTE OF CHARTERED ACCOUNTANTS IN MALAWI

JUNE 2016 EXAMINATIONS

ACCOUNTING TECHNICIAN PROGRAMME

PAPER TC11: MANAGEMENT

EXAMINER'S REPORT

GENERAL COMMENTS

The question paper contained seven questions from which candidates were required to answer any five. The examination was of the right standard for the Accounting Technician programme. However, candidates' performance was below the expectation. Candidates scored very low marks in questions which required application to given situations. It was apparent from the answers that candidates prefer questions that require recall to those that require analytical and application skills.

COMMENTS ON INDIVIDUAL QUESTIONS

QUESTION 1

In part (a) the question asked candidates to define the term "management" according to *Henri Fayol*. Very few candidates answered it. Those who did, left out "key" words in their definitions that would meet *Fayol's* definition.

Part (b) and (c) required the candidates to demonstrate understanding of *Henri Fayol's* principles of management. Although the question called for recall, many candidates who attempted it did not do well. This showed that candidates were ill-prepared for the examinations. They failed to explain the management changes that have occurred in the 21st century.

QUESTION 2

The question required candidates to identify the five characteristics of the given methods of production. Many candidates defined the methods of production instead of explaining how each of the four production methods affects production. Others repeated the methods over and over again, which was a sign of ill-preparedness on their part.

QUESTION 3

Generally, the candidates showed lack of clear understanding of how authority and responsibility facilitate delegation. It was apparent that the candidates failed to distinguish the terms "authority" and "responsibility".

QUESTION 4

This was a popular question. However, the candidates' performance was dismal. The question was in two parts.

Part (a) required candidates to state distribution channels used to get products to the targeted market, and to identify a strength and a weakness of each of the distribution channels. Many candidates mentioned the mode of transport, such as, road, rail and sea, hence, lost marks.

In part (b) the candidates were asked to mention the factors that a manufacturer would consider when choosing an appropriate distribution channel. Many answers lacked detail.

QUESTION 5

In this question, many candidates gave general answers, without making reference to the given scenario. It appeared the candidates did not cover the topic adequately, when they were preparing for examinations.

QUESTION 6

This question was answered poorly. Many candidates were unable to relate job specification to effective recruitment process.

Part (b) asked the candidates to design a job advertisement. A good number of the candidates were able to design a job advertisement. However, common errors included: failure to mention the location of the job and reporting relationships.

QUESTION 7

The question required the candidates to state advantages and disadvantages of decentralized decision making and factors to be considered when designing an appropriate organization structure. A

good number of candidates were able to state the advantages and disadvantages of decentralized decision making, but a few did not manage to explain the factors to be considered when designing an appropriate organization structure. Instead, they mentioned the importance of having an organization structure.

RECOMMENDATION

Candidates are encouraged to read the questions carefully.

Understanding of the questions will allow the candidate to identify and address all the elements of a question.

Additionally, candidates are encouraged to make a careful note of task descriptions in questions. These have specific expectations and if a candidate does not answer in a way that meets those expectations, they cannot do well.

Some candidates showed good knowledge of the subject matter, but still struggled to apply that knowledge to situations given in individual questions.

It is recommended that candidates also improve in the application area when preparing for future examinations.

Candidates are also encouraged to read widely in order to improve their language. Some candidates failed the examination because their answers were incomprehensible and ambiguous.

Candidates should also write legibly. Poor/unreadable handwriting contributed to the candidates' losing marks.