



The Co-operative University College of

Kenya

(A Constituent College of Jomo Kenyatta University of Agriculture & Technology)

END OF SEMESTER EXAMINATION APRIL-2015

**EXAMINATION FOR THE DEGREE OF BACHELOR OF CO-OPERATIVE
BUSINESS (YR1 SEM 1)**

UNIT CODE: HCOB 2425

UNIT TITLE: ISSUES IN MANAGEMENT

DATE: APRIL, 2015

TIME: 9.00 A.M. – 11. 00 A.M.

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **TWO** questions

Question 1 (30 marks)

Alice Kayitare is a Rwandan successful entrepreneur who has employed thirty people in her expanding Agaseke Rukundo Enterprise (ARE). ARE has been making a variety of handcrafts for domestic and export market for the last seven years. Most of ARE's raw materials are reeds and rare shrubs from swamplands and forest areas in Rwanda. Over-harvesting has made ARE workers to travel to areas bordering Congo and Uganda in search of good quality materials. Although production has been growing in leaps and bounds, demand for her products far outstrips supply. ARE's expenses are increasing rapidly and can hardly meet the cost of overheads. Consequently, ARE's profits have been reducing in the last three years. Most of ARE marketing is by word of mouth and occasional exhibitions at national and international market hubs. To rejuvenate her business, Kayitare often makes frequent and sometimes prolonged travels outside Rwanda to East Africa and USA on marketing missions. Her family has expressed concern over these travels that have considerably reduced her time with family.

You are a consultant hired to turn around ARE for increased profitability and sustainability:

- (a) Identify 2 Strengths, 2 Weaknesses, 2 Opportunities and 2 Threats
- (b) Advise Kayitare on she can cut operational costs, increase profits and save time.

Question 2 (20 marks)

- (a) Define e-commerce;
- (b) Distinguish between the terms down-sizing and right-sizing of business

(c) Discuss the opportunities and challenges of regional and global integration to business management in Kenya

Question 3 (20 marks)

Discuss the concept of paradigm shift to illustrate developments in the management of Co-operative enterprises in Kenya

Question 4 (20 marks)

Discuss the role of technology in the management of business enterprises, and Co-operatives in particular, clearly outlining the factors that may facilitate or hinder its uptake.