CERTIFIED PUBLIC ACCOUNTANT

ADVANCED LEVEL 1 EXAMINATIONS

A1.1: STRATEGY AND LEADERSHIP

DATE: MONDAY 24, AUGUST 2026

MARKING GUIDE AND MODEL ANSWERS

SECTION A

QUESTION ONE

Marking Guide:

QN	Description	Marks	Total Marks
a	Value-chain analysis: A good answer should apply Porter's Value Chain to the case study and provide clear, case-based discussion. Answers copied directly from study materials should NOT be awarded marks.		
	A short description of the value-chain analysis	2	
	A valid diagram of the value-chain analysis	1	
	Inbound logistics (Award 2 marks for a correct discussion)	2	
	Operations (Award 2 marks for a correct discussion)	2	
	Outbound logistics (Award 2 marks for a correct discussion)	2	
	Marketing and sales (Award 1 mark for a correct discussion)	1	
	Service (Award 1 mark for a correct discussion)	1	
	Support activities (Award 1 mark for a correct discussion)	1	
	Four improvements (Award 2 marks for any valid improvement that's consistent with the case study.) Other correct answers not provided in the model answer are acceptable if they are addressing a clear and existing issue highlighted in the case study.	8	20
b	Stakeholder Mapping: A good answer should apply the stakeholder mapping analysis into the case study with clear discussions. Answers copied directly from study materials should NOT be awarded marks		
	A short description of the stakeholder mapping model	2	
	A valid diagram of the stakeholder mapping model	1	
	Key Players (A): The shareholders (Award 1 mark for a correct category and 1 mark for a appropriate management approach)	2	
	Sleeping Giants (B): The Rwanda Food and Drugs Authority (RFDA) (Award 1 mark for a correct category and 1 mark for a appropriate management approach)	2	
	Key Players (A) or Sleeping Giants (B): The commercial banks (Award 1 mark for a correct category and 1 mark for a appropriate management approach)	2	
	Key Players (A) or Gadflies (C): The farmer cooperatives (Award 1 mark for a correct category and 1 mark for a appropriate management approach)	2	

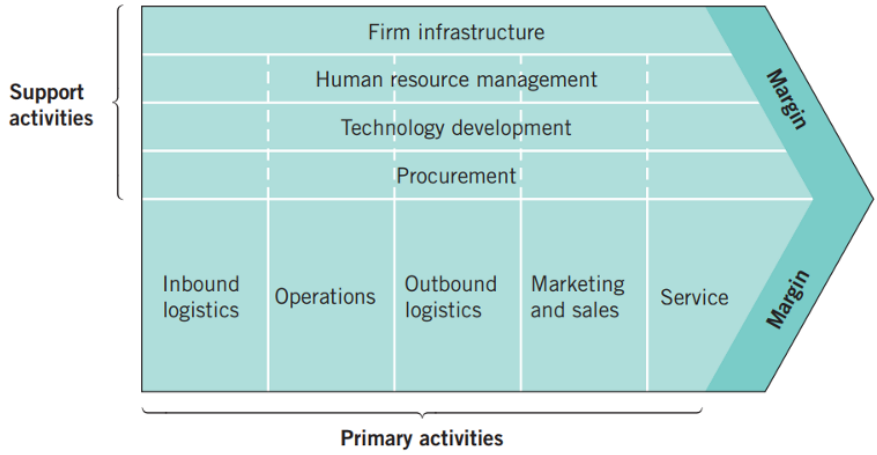
QN	Description	Marks	Total Marks
	Key Players (A): The supermarkets and wholesale distributors (Award 1 mark for a correct category and 1 mark for a appropriate management approach)	2	13
c	BCG Matrix: A good answer should apply the BCG Matrix into the case study with clear discussions. Answers copied directly from study materials should NOT be awarded marks		
	A short description of the BCG Matrix model	2	
	A valid diagram of the BCG Matrix model	1	
	The dried fruits business unit can be classified as a Cash Cow (Award 1 mark for a correct category and 1 mark for a valid strategy)	2	
	The packaged fruit juice business unit is best classified as a Question Mark (Award 1 mark for a correct category and 1 mark for a valid strategy)	2	
	The premium organic fruit snacks business unit is best classified as a Dog (Award 1 mark for a correct category and 1 mark for a valid strategy)	2	9
d	Recommend and justify the most appropriate business-level competitive strategy:		
	Award 2 marks for a correct identification of cost leadership	2	
	Justification (Award 2 marks for any valid justification drawn from the case study. Maximum of 3 points = 6 total marks) Alternative correct/valid answers not in the model answer are acceptable	6	8
TOTAL MARKS			**50**

Model Answers:

a) Using Porter's Value Chain model: briefly explain and illustrate the model; analyse the internal value chain of KAGARARA Ltd and evaluate how its activities contribute to competitive advantage; and recommend four improvements that would strengthen its competitive position.

Value-chain analysis is a strategic analysis of an organization that uses value-creating activities. Value-chain analysis views the organization as a sequential process of value-creating activities. Figure 1.1 below demonstrates a typical value-chain model.

Figure 1.1: The value chain within an organisation



Using Porter's Value Chain, KAGARARA Ltd demonstrates several activities that create value for customers while contributing to competitive advantage.

The company's **inbound logistics** are relatively strong. It purchases fruits directly from farmer cooperatives across several provinces and has invested in long-term supply agreements and farmer training. These initiatives improve the consistency and quality of raw materials while strengthening relationships with suppliers. Direct sourcing also reduces dependence on intermediaries and provides greater control over input quality.

The company's **operations** also contribute positively to competitiveness. It operates modern processing equipment capable of handling large production volumes and has introduced preventive maintenance programmes that have significantly reduced machine downtime. In addition, employee suggestions through innovation meetings have reduced production waste. However, production capacity remains underutilised because of seasonal fluctuations in raw material supply, meaning the company is not fully benefiting from economies of scale.

Its **outbound logistics** have improved following the implementation of an integrated inventory management system linking procurement, production and warehousing. The system has reduced stock losses and improved order fulfilment. Nevertheless, transport costs remain high because products are delivered through numerous small shipments rather than consolidated deliveries, reducing overall efficiency.

The company's **marketing and sales** activities have increased product visibility through trade exhibitions, supermarket promotions and social media campaigns. These efforts have improved customer awareness and market access. However, management is concerned that promotional expenditure is increasing faster than sales revenue for some products, indicating that marketing resources may not be generating satisfactory returns.

KAGARARA Ltd has developed a significant strength in **service**. The company responds promptly to customer complaints, replaces damaged products quickly and maintains close relationships with

distributors. This is reflected in repeat orders accounting for approximately 70% of annual sales, demonstrating strong customer satisfaction and loyalty.

Among the **support activities**, human resource management is particularly effective. Employees receive regular technical training, performance-based incentives and career development opportunities, resulting in low employee turnover and continuous improvement initiatives. Technology development has also improved operational performance through integrated inventory management systems. Procurement practices have strengthened supplier relationships through long-term agreements, while management has invested in infrastructure capable of supporting future growth.

Four improvements to strengthen the company's competitive position:

First, management should improve production planning and raw material scheduling to increase utilisation of existing production capacity throughout the year. This would lower unit production costs and improve profitability.

Second, the company should redesign its distribution network by consolidating deliveries and optimising transport routes. This would reduce logistics costs and improve delivery efficiency.

Third, KAGARARA Ltd should review the effectiveness of its marketing expenditure by focusing investment on promotional activities that generate measurable sales growth while eliminating less productive campaigns.

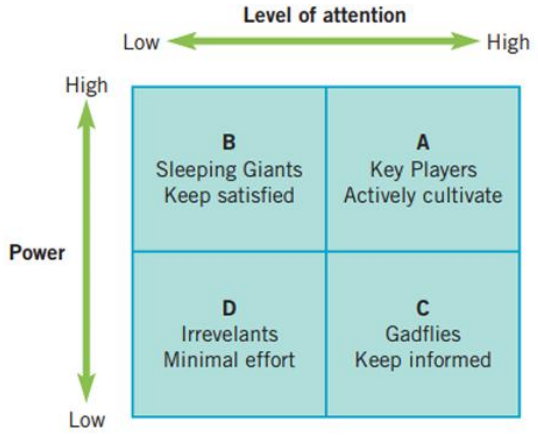
Finally, the company should strengthen collaboration with farmer cooperatives through improved forecasting, storage facilities and staggered production arrangements to reduce seasonal supply fluctuations and ensure more consistent factory utilisation.

These improvements would enhance efficiency across the value chain while strengthening the company's ability to compete in an increasingly competitive market.

b) Using an appropriate stakeholder mapping model: briefly explain and illustrate the model; analyse the key stakeholders of KAGARARA Ltd; and recommend appropriate management approaches for each stakeholder.

Stakeholder mapping identifies stakeholder power and attention in order to understand strategic priorities. The underlying view is that organisations involve political coalitions of stakeholders, each of which has different kinds of power and each of which pays different amounts of attention to strategic issues. Figure 1.2 illustrates the power/attention matrix.

Figure 1.2: Stakeholder Mapping



Using the Stakeholder Mapping Matrix, KAGARARA Ltd's stakeholders can be classified according to their level of power and interest in the company's activities.

Key Players (A): The **shareholders** possess both high power and high interest because they provide capital, appoint directors and influence major strategic decisions. They expect sustainable profitability and prudent investment decisions. As key players, they should be managed closely through regular financial reporting, transparent communication and involvement in major strategic decisions.

Sleeping Giants (B): The **Rwanda Food and Drugs Authority (RFDA)** also has high power because it regulates food safety standards and can restrict production if compliance requirements are not met. Although its primary interest lies in regulatory compliance rather than financial performance, its influence over the business is significant. Management should therefore maintain continuous compliance, cooperate fully during inspections and invest in quality assurance systems.

Key Players (A) or Sleeping Giants (B): The **commercial banks** financing factory expansion have relatively high power because future access to finance depends on their confidence in the company's performance. Their interest focuses on loan repayment and financial stability. The company should keep them satisfied by maintaining sound financial management, meeting repayment obligations and providing evidence that future investment projects are commercially viable.

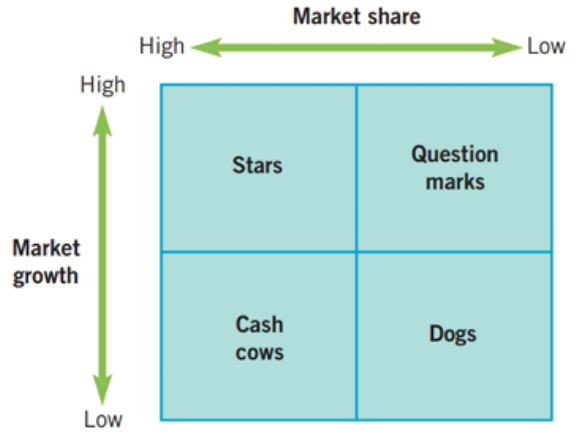
Key Players (A) or Gadflies (C): The **farmer cooperatives** supplying raw materials have relatively high interest because KAGARARA Ltd represents a dependable market for their produce. Although their individual bargaining power may be moderate, collectively they significantly influence production continuity. Management should maintain long-term partnerships, provide technical support and communicate demand forecasts to strengthen supplier relationships.

Key Players (A): The **supermarkets and wholesale distributors** also have high interest because they rely on consistent product availability and competitive pricing. Their influence is considerable since they control access to many final consumers. The company should maintain close relationships through reliable deliveries, consistent product quality and responsive customer service.

c) Using the BCG Matrix: briefly explain and illustrate the model; classify each of KAGARARA Ltd's three strategic business units; and recommend and justify an appropriate corporate-level strategy for each business unit.

The Boston Consulting Group (BCG) Matrix classifies business units according to market growth and relative market share. It uses market share and market growth criteria for determining the attractiveness and balance of a business portfolio. High market share and high growth are, of course, attractive. However, the BCG matrix also warns that high growth demands heavy investment, for instance to expand capacity or develop brands. There needs to be a balance within the portfolio, so that there are some low-growth businesses that are making sufficient surplus to fund the investment needs of higher-growth businesses. Figure 1.3 below demonstrates a BCG model.

Figure 1.3: The growth share (or BCG) matrix



The dried fruits business unit can be classified as a Cash Cow. The case states that it has been on the market for many years, is one of the leading local suppliers and holds a strong relative market share. Market growth is modest and sales are stable. High relative market share combined with low market growth is characteristic of a Cash Cow.

The most appropriate strategy for this business unit is to **hold** the business while maximising cash generation through continued operational efficiency and cost control. The cash generated should be used to finance investment in higher-growth opportunities elsewhere in the portfolio.

The packaged fruit juice business unit is best classified as a Question Mark. The market is growing rapidly because of changing consumer preferences and increasing urbanisation. However, KAGARARA Ltd entered the market recently and the case states that its relative market share remains low. High market growth combined with low relative market share is characteristic of a Question Mark.

The appropriate corporate strategy is to **build** market share by investing selectively in this business. Additional investment should focus on expanding distribution, improving operational efficiency and increasing market penetration. If successfully managed, the business unit has the potential to become a future Star.

The premium organic fruit snacks business unit is best classified as a Dog. The case indicates that the niche market is small and has shown little growth, while the business unit has low demand and declining sales despite continued investment. Low relative market share combined with low market growth is characteristic of a Dog.

The appropriate strategy would be to **divest** or significantly reduce investment unless management identifies compelling evidence that future performance can improve. Resources released from this business should instead be redirected towards higher-potential business units such as packaged fruit juices.

d) **Recommend and justify the most appropriate business-level competitive strategy that KAGARARA Ltd should pursue to strengthen the long-term competitiveness of its packaged fruit juice business unit.** *Hint: Use Michael Porter's Generic Strategies*.

The most appropriate business-level strategy for KAGARARA Ltd's packaged fruit juice business unit is **cost leadership**.

The case provides several indications that support this strategy.

First, the packaged fruit juice market is growing rapidly but remains highly competitive, with several established local and imported brands already dominating supermarket shelves. Competing successfully in such a market requires offering products at competitive prices while maintaining acceptable quality.

Second, the company already possesses several internal capabilities that support cost leadership. It has modern production equipment with unused capacity, meaning production volumes can increase without significant additional investment. As output increases, fixed costs can be spread across more units, reducing average production costs through economies of scale.

Third, KAGARARA Ltd has established direct relationships with farmer cooperatives, allowing it to secure reliable raw material supplies while reducing procurement costs associated with intermediaries. Long-term supplier relationships can further contribute to stable input prices.

Fourth, improvements already made in preventive maintenance, inventory management systems and employee productivity demonstrate that management is capable of continuously improving operational efficiency. These strengths can be further leveraged to reduce production costs.

Finally, the case notes that many consumers remain price-sensitive despite growing demand for processed foods. Offering competitively priced fruit juice products would therefore allow the company to appeal to a larger customer base while increasing market share.

To implement a successful cost leadership strategy, management should maximise utilisation of existing production facilities, improve production planning, optimise distribution logistics, reduce transport costs through shipment consolidation and carefully control marketing expenditure. The company should also continue reducing waste through employee innovation and strengthen supply chain coordination to improve factory utilisation.

Although cost leadership emphasises efficiency, KAGARARA Ltd must ensure that product quality remains consistently high. Food safety, product reliability and customer service should not be sacrificed in pursuit of lower costs, as these factors remain important in maintaining customer confidence and long-term competitiveness.

By successfully implementing a cost leadership strategy, KAGARARA Ltd would be well positioned to increase market share in the growing packaged fruit juice market while building a sustainable competitive advantage over higher-cost competitors.

SECTION B

QUESTION TWO

Marking Guide:

QN	Description	Marks	Total Marks
a	Approach to strategy development: A good answer should identify the correct approach, explain it and discuss its advantages to NIKITA Ltd. Answers copied directly from study materials should NOT be awarded marks.		
	Correct identification of the approach to strategy development, i.e., emergent strategy	2	
	A brief description of the emergent strategy development	1	
	Justification (Award 2 marks for any valid justification drawn from the case study. Maximum of 2 points = 4 total marks). Alternative correct/valid answers not in the model answer are acceptable	4	
	Advantages of emergent strategy development (Award 2 marks for any valid advantages. Maximum of 2 answers. Alternative advantages not in the model answers are acceptable)	4	11
b	Leadership challenges: A good answer should identify specific leadership challenges from the case study and discuss specific leadership actions that may be taken to solve those challenges. Answers copied directly from study materials should NOT be awarded marks		
	Award 2 marks for each correctly discussed answer. A good answer should identify a correct issue from the case study and discuss an appropriate solution:		
	Maintaining consistent service quality	2	
	Managing resistance to change	2	
	Communication and coordination across departments	2	
	Meeting changing customer expectations	2	
	Encouraging innovation while ensuring that employee ideas are recognised	2	
	Balancing environmental sustainability with financial performance	2	
	Maintaining financial discipline during business expansion	2	14
TOTAL MARKS			**25**

Model Answers:

a) Analyse the approach to strategy development adopted by the management of NIKITA Ltd. Justify your answer and discuss the advantages of using this approach in the context of the company.

The strategy development approach adopted by NIKITA Ltd is best explained by the **emergent strategy perspective**. An emergent strategy develops gradually based on a series of decisions, which form a pattern that becomes clear over time rather than being implemented exactly as originally planned. Strategy evolves over time through learning, experimentation and adaptation as managers respond to new opportunities and challenges.

Several aspects of the case support this conclusion. Although the company initially prepared detailed five-year strategic plans, management recognised that the tourism industry was changing more rapidly than expected. Instead of rigidly following the original plans, the company modified its strategic direction as new opportunities emerged.

For example, the company introduced village tours, traditional cooking experiences and local craft exhibitions after receiving repeated requests from visitors. These activities were not included in the original strategic plan but became successful tourism products after management responded to customer feedback. Similarly, the company developed affordable tourism packages for domestic customers when international tourist arrivals declined. This decision reflected management's ability to adapt to changing market conditions rather than relying solely on previous plans.

The introduction of environmentally friendly accommodation, solar-powered facilities, digital booking systems and paperless customer registration also demonstrates an emergent approach. These initiatives were introduced gradually through pilot projects before wider implementation after positive customer responses. Furthermore, departmental managers are encouraged to propose new ideas whenever opportunities arise, and senior management evaluates these ideas continuously instead of waiting for formal planning cycles.

The **emergent strategy approach** offers several **advantages** to NIKITA Ltd.

First, it enables the company to respond quickly to changes in the tourism industry, where customer preferences, travel patterns and market conditions frequently change. This flexibility allows management to exploit opportunities before competitors.

Second, the approach encourages continuous organisational learning. Management gains valuable information from customers, employees and business partners, allowing future decisions to be based on practical experience rather than assumptions made several years earlier.

Third, emergent strategy promotes innovation. Employees are encouraged to contribute ideas that improve customer experience and operational performance. This increases the likelihood of discovering successful products and services that may not have been anticipated during formal planning.

Fourth, the approach reduces the risk of committing significant resources to projects that may no longer be appropriate in a rapidly changing environment. By testing initiatives through pilot projects before full implementation, management can evaluate their effectiveness and minimise costly mistakes.

Finally, the approach enables the company to remain customer-focused. Strategic decisions are influenced by actual customer needs and market feedback rather than solely by internal planning assumptions. This increases customer satisfaction and improves the company's ability to remain competitive.

b) Evaluate the leadership challenges facing NIKITA Ltd and recommend how effective strategic leadership could address these challenges to support successful implementation of the company's strategy.

NIKITA Ltd faces several leadership challenges that require effective strategic leadership to ensure continued organisational success. A strategic leader must provide direction, align organisational resources and create an environment that enables employees to achieve long-term strategic objectives.

One important challenge is **maintaining consistent service quality** across a growing workforce. The case indicates that employees recruited from different backgrounds apply different service standards, resulting in inconsistent customer experiences. Strategic leaders should establish clear service standards, provide continuous training and regularly monitor service performance to ensure that customers receive a consistently high-quality experience regardless of the employee serving them.

A second challenge is **managing resistance to change**. Some experienced employees are reluctant to adopt newly introduced digital systems and prefer established working methods. Effective strategic leaders should communicate the benefits of change, involve employees in the implementation process, provide appropriate training and create an organisational culture that embraces continuous improvement rather than fearing change.

The third challenge concerns **communication and coordination across departments**. The case states that departmental managers sometimes make decisions independently without adequately informing other departments, leading to misunderstandings during bookings and event planning. Strategic leaders should encourage cross-functional communication, establish formal coordination mechanisms and promote collaboration so that all departments work towards common organisational objectives.

A fourth challenge relates to **meeting changing customer expectations**. Customers increasingly expect rapid responses, personalised services and seamless digital interactions, while online reviews occasionally highlight inconsistent service quality. Strategic leaders should maintain a strong customer orientation by regularly monitoring customer feedback, responding promptly to complaints and encouraging continuous improvement in customer service processes.

The fifth challenge is **encouraging innovation while ensuring that employee ideas are recognised**. Although employees regularly suggest improvements, not all ideas are evaluated promptly, causing some staff to feel undervalued. Strategic leaders should establish structured innovation systems that evaluate employee suggestions fairly, recognise valuable contributions and encourage a culture of creativity throughout the organisation.

A sixth challenge involves **balancing environmental sustainability with financial performance**. The company has invested in renewable energy, waste management and responsible tourism, but these initiatives require significant financial resources. Strategic leaders should balance social responsibility with financial sustainability by prioritising projects that generate both environmental and long-term economic benefits while ensuring efficient use of organisational resources.

The seventh challenge concerns **maintaining financial discipline during business expansion**. Rising operating costs associated with new tourism services create pressure on profitability. Strategic leaders should allocate resources carefully, evaluate investment decisions thoroughly and ensure that expansion initiatives contribute to the company's long-term strategic objectives without placing unnecessary pressure on financial performance.

In addition to addressing these individual challenges, strategic leaders should develop and communicate a clear organisational vision that aligns employees behind common goals. They should inspire commitment, promote ethical behaviour, build strong organisational culture and ensure that decisions made throughout the organisation support the company's long-term strategy.

QUESTION THREE

Marking Guide:

QN	Description	Marks	Total Marks
a	Communication channels: Award marks only for a channel that is appropriate to the facts of the specific situation and for a clear, case-based justification.		
	Situation 1: Production machine breakdown - telephone call; 1 mark for the channel and 1 mark for the justification.	2	
	Situation 2: Approval of a new supplier agreement - email; 1 mark for the channel and 1 mark for the justification.	2	
	Situation 3: Revised health and safety procedures - internal memo; 1 mark for the channel and 1 mark for the justification.	2	
	Situation 4: Analysis of increased production costs for the Board - formal report; 1 mark for the channel and 1 mark for the justification.	2	

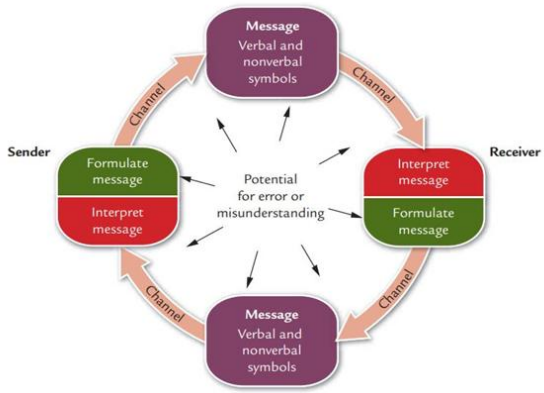
	Situation 5: Immediate response to the customer's delayed-delivery complaint - telephone call; a face-to-face follow-up the next day may also be credited if clearly presented as a secondary relationship-management step.	2	10
b	Recruitment of an Accountant: Credit reasonable scoring assumptions and alternative recommendations where they are internally consistent and well justified.		
(i)	Candidate assessment table: logical scores against all five selection criteria, with totals correctly calculated.	5	
(ii)	Ranking: candidates ranked consistently with the calculated totals, including a logical tie-break where relevant.	2	
(iii)	Recommendation: suitable candidate identified and supported by a clear comparison with the person specification.	3	
(iv)	Professional email: correct format, clear recommendation, relevant reasons, professional tone and appropriate sign-off.	5	15
	TOTAL MARKS		25

Model Answers:

a) For each of the FIVE communication situations described in the case, **recommend the most appropriate communication channel. Justify your recommendations with reference to the characteristics of each communication channel.**

Communication is the process by which information is exchanged and understood by two or more people, usually with the intent to influence or motivate behaviour. Being a good communicator starts with appreciating how complex communication is and understanding the key elements of the communication process, as illustrated in Figure 3.1.

Figure 3.1: Key elements of a communication process



The selection of an appropriate communication channel depends on factors such as urgency, complexity of the message, need for immediate feedback, requirement for permanent records and the size of the intended audience. Media Richness Theory suggests that richer communication channels are more appropriate for ambiguous or urgent situations, while leaner channels are suitable for routine and well-defined information.

Situation 1: Production machine breakdown

The most appropriate communication channel is a **telephone call**.

The machine fault threatens to interrupt production, making the matter urgent. The Maintenance Supervisor is working at another production site, making face-to-face communication impractical. A telephone call enables immediate two-way communication, clarification of technical issues and rapid decision-making. It is faster than email and more appropriate than a memo or report for an operational emergency.

Situation 2: Approval of a new supplier agreement

The most appropriate communication channel is **email**.

The Procurement Manager needs formal approval from the Chief Executive Officer while attaching supporting documentation that should be retained for future reference. Email allows documents to be attached, creates a permanent written record of approval, enables the CEO to review the information before responding and supports accountability in procurement decisions.

Situation 3: Informing all employees about revised health and safety procedures

The most appropriate communication channel is an **internal memo**.

The message is intended for all employees and contains standard organisational information rather than confidential or highly complex issues. A memo provides consistent information to every employee, serves as an official internal communication and can be displayed on notice boards or circulated electronically for future reference. Using face-to-face meetings for all employees would be time-consuming and inefficient.

Situation 4: Explaining the increase in production costs to the Board

The most appropriate communication channel is a **formal report**.

The Finance Director has been requested to provide a detailed analysis of the increase in production costs. The Board requires comprehensive information supported by evidence, analysis and recommendations. A formal report allows the inclusion of financial data, explanations and conclusions in a structured format that supports informed strategic decision-making. Reports also provide a permanent record for future reference.

Situation 5: Responding to a customer's complaint about a delayed delivery

The most appropriate primary communication channel is an immediate telephone call. A face-to-face discussion may follow during the customer's visit the next day if a fuller relationship-management discussion is required.

The delivery delay is urgent and the customer has requested an immediate status update. A telephone call provides rapid two-way communication, allows the Sales Manager to confirm the delivery position and enables immediate clarification or corrective action. Waiting for the next day's meeting would not meet the urgency of the request, although that meeting can be used to discuss the causes of the delay and longer-term service improvements.

b) Using the person specification provided:

i) Prepare a suitable candidate assessment table by scoring each shortlisted candidate on a scale of 1 (lowest) to 5 (highest) against each selection criterion.

Selection Criteria	**Alice Mukamana**	**Eric Habimana**	**Diane Uwase**	**Patrick Nshimiyimana**
Academic qualification	5	5	5	5
Professional qualification	4	4	5	2
Relevant experience	5	3	4	5
Technical skills	5	4	4	5
Personal attributes	5	4	5	4
Total Score	**24**	**20**	**23**	**21**

ii) Rank the candidates based on their total scores.

Rank	**Candidate**	**Score**
1	Alice Mukamana	24
2	Diane Uwase	23
3	Patrick Nshimiyimana	21
4	Eric Habimana	20

Alice Mukamana is ranked first with 24 marks, followed by Diane Uwase with 23 marks. Alice's direct manufacturing-accounting experience and strong inventory-costing skills give her the closest fit to the stated role. Diane's full CPA qualification is a significant strength, but her experience is in construction and the case does not indicate direct inventory-accounting exposure.

iii) Recommend the most suitable candidate for appointment with a clear justification.

Alice Mukamana should be recommended for appointment.

Alice meets all the minimum requirements in the person specification. She holds a Bachelor's degree in Accounting, has completed CPA Rwanda Intermediate Level and has four years of accounting experience in a manufacturing company. Her proficiency in Sage, Microsoft Excel and inventory-costing systems directly matches the technical requirements of the role.

Her previous employer describes her as dependable, analytical and an effective team player. These qualities align closely with the required personal attributes of communication, integrity, analytical ability and teamwork.

Diane Uwase remains a strong alternative because she is fully CPA qualified and has broad financial-reporting experience. However, Alice's more direct manufacturing and inventory-accounting experience makes her the stronger immediate fit for this specific position.

iv) Draft an email from the Human Resources Manager to the Chief Financial Officer communicating your recommendation and the reasons for your choice.

From: Human Resources Manager

To: Chief Financial Officer

Date: 24 August 2026

Subject: Recommendation for Appointment – Accountant Position

Dear Chief Financial Officer,

Following the completion of the recruitment process for the Accountant position, I have evaluated the four shortlisted candidates against the approved person specification.

Based on the assessment, I recommend that Ms Alice Mukamana be appointed to the position of Accountant.

Ms Mukamana satisfies all the minimum requirements for the role. She holds a Bachelor's degree in Accounting, has completed CPA Rwanda Intermediate Level and has four years of accounting

experience in a manufacturing company. She is highly proficient in Sage, Microsoft Excel and inventory-costing systems, which are directly relevant to the position.

Her previous employer describes her as dependable, analytical and an effective team player. These qualities, together with her direct manufacturing-accounting experience and technical competence, make her well suited to support the Finance Department and work effectively with the production and procurement teams.

Kindly let me know if you require any additional information before the appointment process proceeds.

Yours sincerely,

Human Resources Manager
HASO Ltd

QUESTION FOUR

Marking Guide:

QN	Description	Marks	Total Marks
a (i)	Gantt chart: A good answer should briefly explain a Gantt chart and clearly illustrate all project activities, dates and durations using the case data.		
	A brief, accurate explanation of a Gantt chart	2	
	Award 1 mark for a correct task label that corresponds with colouring of the correct dates:		
	A	1	
	B	1	
	C	1	
	D	1	
	E	1	7
a (ii)	Duration & End Date:		
	Correct project duration	2	
	Correct project end date	2	4

QN	Description	Marks	Total Marks
b	Effective leadership: A good answer should provide answers that are tailored to the case study. Answers should be sufficiently discussed. Answers copied directly from the student materials or unexplained/undiscussed answers score half the marks or zero depending on the relevancy. Alternative, well-reasoned answers that demonstrate a sound understanding of strategic leadership and relate appropriately to NYANJA Ltd's regional expansion should also be awarded marks. The emphasis should be on application and justification rather than simple reproduction of theoretical definitions.		
	Award 2 marks for any valid answer that fulfils the criterion above. Maximum of 7 answers	14	14
TOTAL MARKS			**25**

Model Answers:

(a) Using the information provided:

i) Briefly explain a Gantt chart and illustrate the project activities using an appropriate Gantt chart.

A Gantt chart is a bar chart that provides schedule information where activities are listed on the vertical axis, dates are shown on the horizontal axis, and activity durations are shown as horizontal bars placed according to start and finish dates.

Task	Start Date	End Date	Duration (Days)	5-Oct	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	14-Oct	15-Oct	16-Oct	17-Oct	18-Oct	19-Oct	20-Oct	21-Oct
A	5-Oct-26	8-Oct-26	4																	
B	9-Oct-26	14-Oct-26	6																	
C	15-Oct-26	17-Oct-26	3																	
D	18-Oct-26	19-Oct-26	2																	
E	20-Oct-26	21-Oct-26	2																	

ii) Advise management on:

- **the total project duration; and**

Counting **all calendar days inclusively** (including weekends):

- **Start date:** 5 October
- **End date:** 21 October

The total number of days is:

(21−5)+1=17 days

The project will take 17 calendar days to complete because activities are undertaken seven days a week.

- **the expected project completion date.**

The expected completion date is **21 October 2026**.

Management should therefore plan for the production line to be commissioned and ready for operational use on **21 October 2026**, provided no delays occur.

(b) Evaluate how the Chief Executive Officer should apply effective leadership during the formulation and implementation of NYANJA Ltd's regional expansion strategy.

Understanding the Context

The CEO should first develop a comprehensive understanding of both the internal and external environments before making strategic decisions. This includes assessing the company's manufacturing capacity, financial resources, workforce capabilities and competitive strengths, while also analysing regulatory requirements, customer needs and competitive conditions within East African markets.

A thorough understanding of the strategic context enables management to formulate realistic strategies that align with both organisational capabilities and market opportunities.

Understanding the People Involved, Including Oneself

The CEO should recognise the interests, concerns and capabilities of everyone involved in the strategic change, including employees, senior managers, Board members, regulators, distributors and business partners. The case indicates that some employees are enthusiastic while others are concerned about increased workloads.

The CEO should also demonstrate self-awareness by recognising his or her own leadership strengths and limitations and remaining open to constructive feedback throughout the strategy development process.

Understanding people improves trust, commitment and cooperation during organisational change.

Sponsoring the Process

The CEO should actively support the strategic planning process by providing sufficient financial resources, appointing competent project teams and ensuring that managers have the authority required to perform their responsibilities effectively.

Visible support from senior leadership demonstrates organisational commitment to the strategy and encourages employees to take the implementation process seriously.

Championing the Process

The CEO should become the principal advocate for the regional expansion strategy by communicating its purpose, expected benefits and long-term value to both internal and external stakeholders.

By consistently reinforcing the strategic vision, the CEO can reduce uncertainty, address resistance to change and inspire employees to support the implementation process.

Championing the strategy helps maintain momentum throughout the period of organisational change.

Facilitating the Process

The CEO should create an environment that enables effective strategy formulation and implementation by encouraging collaboration across production, finance, marketing, quality assurance and regulatory affairs.

Potential disagreements regarding market priorities and resource allocation should be managed constructively to ensure that strategic decisions are made objectively and efficiently.

The CEO should also establish clear implementation plans, monitor progress regularly and remove obstacles that could delay execution.

Fostering Collective Leadership

Successful regional expansion cannot depend solely on one individual. The CEO should encourage shared leadership by empowering departmental managers to participate actively in strategic decision-making and implementation.

Cross-functional teams should be established to combine expertise from different departments. Delegating responsibility and encouraging accountability will strengthen organisational commitment while improving the quality of strategic decisions.

Collective leadership also develops future organisational leaders and increases organisational resilience.

Using Dialogue and Discussion to Create a Meaningful Process, Clarify Mandates, Articulate Mission, Identify Strategic Issues, Develop Effective Strategies and Develop a Vision of Success

The CEO should promote open dialogue throughout the organisation by encouraging employees, managers, Board members and external stakeholders to contribute ideas and express concerns.

Constructive discussions help clarify organisational responsibilities, reinforce the company's mission and identify strategic opportunities and risks before important decisions are made. Through continuous dialogue, the organisation can develop well-informed strategies that enjoy broad organisational support.

The CEO should communicate a clear vision of successful regional expansion so that all employees understand how their individual contributions support the company's long-term objectives.

End of Marking Guide and Model Answers