

COUNCIL OF LEGAL EDUCATION.



**EXAMINATION FOR ADMISSION
TO THE ROLL OF ADVOCATES.**

ATP 106: LEGAL PRACTICE MANAGEMENT.

FRIDAY 12TH JULY, 2019.

DURATION: 3 HOURS.

Instructions to Candidates

- (a) This paper contains **Five (5) printed pages** including the cover page, with a total of **Seven questions**.
- (b) Candidates **MUST** answer **FIVE** questions.
- (c) **Question ONE** is compulsory and carries **20 marks**.
- (d) **All other questions** carry **10 marks each**.
- (e) Candidates **MUST** answer **ONE** question from each of the **Sections** and a **FIFTH** question from any **Section**.

PLEASE TURN OVER

QUESTION ONE

- (a) "When a delinquent employee is going to be punished, the type of punishment should be commensurate with the severity of the omission or misconduct"
- (i) Assuming you are the human resource manager of a leading law firm, discuss five types of punishment you could recommend to your law firm. (5 marks)
- (ii) At a meeting of the managing partners of a medium-sized law firm, one of the partners proposed that employee promotion should be based on seniority. Two of the partners argued that promotion should be based on merit rather than seniority.

Discuss the arguments for and against using seniority as a basis of promotion. (5 marks)

- (b) Traditional budgeting systems are incremental in nature and tend to focus on cost centres. Activity Based Budgeting (ABB) links strategic planning to the overall performance measurement aimed at continuous improvement.
- (i) Explain the weakness of traditional incremental budgeting systems. (3 marks)
- (ii) Describe the main features of activity based budgeting system and comment on its advantages. (2 marks)
- (c) Ongil and Company Advocates is a large law firm located in the country of Euboria. The firm has over 2000 employees on a full time basis. It has a policy of training newly recruited employees on the specific core functions of the firm as well as client management. The partners however do not believe in training front office staff as they unanimously agree that front office is a non-core function of the firm.

A long serving front office manager recently left the organization and the firm replaced her with a recent graduate of Business Administration. They have since experienced many complaints from clients. In the words of one of their major clients "I called all day and when I miraculously got through, the lady on the other end hang up the phone instead of transferring me to my lawyer".

The firm was also recently in trouble when a client's file went missing. This was however not a surprise to the employees because in recent meetings they raised concern that it takes too long to retrieve clients' documents.

Advise the firm on five important functions of the front office in a large law firm. (5 marks)

SECTION A - COMMERCIAL ACCOUNTS

QUESTION TWO

The following balances were extracted from the books of Joseph and Mary Advocates as at 31 December 2018.

| | Kshs. |
|---------------------------------------|---------|
| Cash at Bank | |
| Client Account | 49,600 |
| Office Account | 114,400 |
| Furniture, Fittings and Library Books | 90,000 |