

---

**CERTIFIED ACCOUNTING TECHNICIAN (CAT)**  
**STAGE 1 EXAMINATION**  
**S1.3 EFFECTIVE WORKING IN ACCOUNTING AND**  
**FINANCE**

**DATE: 6 June 2019**

---

**Instructions**

- 1 Time allowed: **2 hours**
- 2 This examination has **one** section only: **Section A.**
- 3 Section A has **50 compulsory** multiple choice questions equal to 2 marks each.

1. What characteristic of information quality is defined as 'factually and numerically correct, and to an appropriate level of detail for the purpose for which the information will be used'?
- A Accurate
  - B Complete
  - C Timely
  - D Reliable
- (2 marks)
- 
2. Which of the following stakeholders would be **most** interested in job security?
- A Suppliers
  - B Customers
  - C Employees
  - D Lenders
- (2 marks)
- 
3. There is a process in team work by which 'the whole is greater than the sum of its parts'. Which of the following characteristics of effective team work describes the above?
- A Mix of people
  - B Synergy
  - C Collaboration
  - D Inspiration
  - E None of the above
- (2 marks)
- 
4. A diagram needs to show the proportion of the company's customers using different payment types in the last year. The diagram should show 3% of customers paid by cheque, 37% paid by cash, and 60% paid by online bank transfer. Which of the following diagrams is the **most** appropriate?
- A Line graph
  - B Bar chart
  - C Table
  - D Pie chart
- (2 marks)
- 
5. Eustache has recently been appointed to the Payroll Department. Which of the following information will Eustache provide to other parties?
- A Pay and deductions for individual employees
  - B Tax codes
  - C Number of hours worked
  - D Rates of pay
  - E None of the above
- (2 marks)
- 
6. Which of the following is an upward flow of information?
- A Briefing on company restructuring
  - B Exception reports on budget variances
  - C Plans for expansion of the company
  - D Decisions on staff restructuring
  - E None of the above
- (2 marks)
-

7. Josiane says she has aims in terms of the jobs she aspires to in the future.

Which of the following is Josiane describing above?

- A Training
- B Continuing Professional Development
- C Career goals
- D Development

(2 marks)

---

8. Didier is responsible for managing the company's working capital.

Which of the following items would Didier be interested in?

- (i) Outstanding debts from customers
  - (ii) Raw materials held for production of goods
  - (iii) Company vehicles
- A (i) only
  - B (iii) only
  - C (i) and (ii)
  - D (ii) and (iii)

(2 marks)

---

9. Which of the following describes the line through which authority flows in an organisation's structure?

- A Chain of command
- B Organisation chart
- C Organisation structure
- D Reporting procedure

(2 marks)

---

10. Ronald's immediate boss, Evelyne, requests Ronald to undertake specific work. Ronald reports directly to Evelyne.

Which of the following describes Ronald's role from Evelyne's perspective?

- (i) Superior
  - (ii) Subordinate
  - (iii) Line manager
  - (iv) Supervisor
- A (i) only
  - B (ii) and (iv)
  - C (i) and (iii)
  - D (ii) only

(2 marks)

---

11. Which of the following is **least** likely to be a security measure included within an organisation's security policy and procedure?

- A Security cards for staff to access the organisation's office buildings
- B Safe storage of hazardous cleaning chemicals
- C Training staff to report unidentified persons in the office
- D Passwords to access the organisation's computer systems

(2 marks)

---

12. Didier works in the Purchasing Department and has been asked to calculate the price per kilogram of material K expected for next month. This month the company purchased 1,400 kg of material K for RWF53,690,000, including VAT of 18%. Material prices are expected to increase by 4%.

What is the VAT-exclusive price of material K per kg for next month?

- A RWF33,800
- B RWF38,350
- C RWF39,884
- D RWF32,500

(2 marks)

- 
13. Which of the following is a benefit of ongoing skills and knowledge development for the employing organisation?

- A Increased efficiency and productivity
- B Greater employability and value in the job market
- C Greater confidence
- D Increased job security

(2 marks)

- 
14. The prices paid per kilogram for material L over the last six months are RWF21,900, RWF19,720, RWF27,600, RWF23,600, RWF24,320 and RWF22,490 respectively.

What is the median for the price per kg of material L?

- A RWF23,045
- B RWF23,272
- C RWF23,271
- D There is no median

(2 marks)

- 
15. The Head of Department wants to inform his immediate team of six people about a forthcoming organisational re-structuring and the possible impact on jobs. The Head of Department is keen to ensure the team members are given the correct information, rather than hearing informal rumours, as well as providing an opportunity for them to ask questions.

Which of the following would be the **most** effective medium of communication?

- A Telephone
- B Team meeting
- C Intranet
- D Letter

(2 marks)

- 
16. Leoncie is preparing a report summarising company sales for the last three months. One section of the report collates the key points arising from each of the preceding sections in the main body of the report, discusses them and explains the judgements reached as a result.

Which of the following report sections has Leoncie prepared?

- A Conclusion
- B Introduction
- C Recommendations
- D Appendices
- E None of the above

(2 marks)

17. Claude prepares information to show the ability of the company to pay its debts when they fall due.

Which of the following is Claude providing information on?

- A Working capital
- B Legal compliance
- C Efficiency of the business
- D Solvency
- E None of the above

(2 marks)

---

18. The annual volume of sales over the last two years has increased from 17,013,904 to 18,978,326.

What is the percentage increase in sales to the nearest whole percentage point?

- A 11%
- B 12%
- C 10%
- D 20%

(2 marks)

---

19. Thomas works in the Management Accounting Department of the Accounting and Finance Function.

Which of the following activities is Thomas **most** likely to be involved with?

- (i) Recording transactions between the company and its customers
  - (ii) Preparing the statement of profit and loss
  - (iii) Controlling costs
- A (i) and (iii)
  - B (ii) and (iii)
  - C (i) only
  - D (iii) only

(2 marks)

---

20. Bella is replying to a letter received from David Maniraguha, a supplier who Bella knows relatively well through frequent orders and delivery queries.

Which of the following sign-offs would be the most appropriate?

- A Best wishes
- B Yours sincerely
- C Kind regards
- D Yours faithfully

(2 marks)

---

21. James has made a formal complaint about his manager, as he feels that he is being unfairly treated by his manager due to his religion. The organisation's grievance policy is being followed.

Who should James go to last to try to resolve the complaint?

- A Line manager
- B Senior manager
- C External legal authorities
- D Human Resources Department

(2 marks)

---

22. Brigitte has planned to delete any archived emails on her work computer. The computer has plenty of spare space and Brigitte has only been working at the organisation for one month so has not received very many emails.

How should this task be categorised by urgency and importance?

- A Urgent and important
- B Not urgent but important
- C Urgent but not important
- D Not urgent and not important

**(2 marks)**

---

23. The prices paid per kilogram for material L over the last six months are RWF21,900, RWF19,720, RWF27,600, RWF23,600, RWF24,320 and RWF22,490 respectively.

What is the mode for the price per kg of material L?

- A RWF23,045
- B RWF23,272
- C RWF23,271
- D There is no mode

**(2 marks)**

---

24. Which of the following is a benefit of ongoing skills and knowledge development for the individual employee?

- A Less supervision required
- B Increased prospects of promotion
- C Reduced cost of errors
- D Reduced non-compliance with regulations

**(2 marks)**

---

25. Solange is a junior manager in the Financial Accounting Department, seen within the company to be extremely capable and to have excellent career prospects. It has been proposed that Solange works for the Managing Director for a period of time to gain further experience.

Which of the following has been proposed for Solange?

- A Demonstration/Instruction
- B Job rotation
- C Action learning
- D 'Assistant to' position

**(2 marks)**

---

26. Vedaste is working as part of a team within the Accounting Department, all of whom are iCPAR qualified and experienced in predominantly financial accounting. The team all work towards the aims and purposes of the Accounting Department, with excellent interaction and correspondence for all aspects of work, including how individuals are doing within their roles.

Which of the following is missing from Vedaste's team?

- A Mix and balance of knowledge and experience
- B Clear, shared objectives
- C Performance feedback
- D Communication
- E None of the above

**(2 marks)**

---

27. Charlotte's line manager, David, has asked her to prepare some graphs on sales data by the end of Tuesday. David needs the graphs to insert into a report he will be presenting first thing on Wednesday morning. Another colleague already provided all the sales data for Charlotte on Monday. The Office Manager had already asked Charlotte to tidy the office, shred papers and complete the filing when she has time available.

Why has Charlotte not produced the graphs on time?

- A Workload too high
- B Colleague has not provided information required
- C Inefficient planning
- D Higher priority tasks took precedence

(2 marks)

---

28. David's line manager, Bella, has asked him to prepare some graphs on sales data by midday Tuesday which she needs for Thursday. On Tuesday morning David explains to Bella that, although he has all the information to prepare the graphs, he will not meet the deadline as he has been busy undertaking tasks for another manager, which are now complete. It is estimated the graphs will take David until Wednesday morning to prepare.

Which of the following is the **most** appropriate action that Bella could take to help?

- A Put pressure on other employees to provide the information needed
- B Extend the original deadline
- C Lighten existing workload
- D Complain to the other manager for giving David work

(2 marks)

---

29. An organisation seeks to present itself distinctively in its communication.

Which of the following describes the above characteristic?

- A Corporate identity
- B Corporate image
- C Informal report
- D House style
- E None of the above

(2 marks)

---

30. Which of the following functions in an organisation is a staff function?

- A Distribution
- B Sales
- C Marketing
- D Production
- E None of the above

(2 marks)

---

31. There are a number of advantages to working as part of a team rather than on an individual basis.

Which of the following is **not** an advantage of team working?

- A Increased motivation
- B Synergy
- C Additional resources
- D Lengthier decision making

(2 marks)

---

32. Etienne is a trainee in the Accounting Department and has been placed under the guidance of Chantal, who is a more experienced member of the team. Chantal has devised a learning programme for Etienne, incorporating targets considering Etienne's strengths and limitations, and provides on going feedback as appropriate.

Which of the following training approaches is Etienne receiving?

- A Demonstration/Instruction
- B Coaching
- C Induction training
- D Action learning

**(2 marks)**

---

33. Immaculée has developed a Personal Development Plan which includes concise statements of SMART aims and targets, planned completion dates and reviews scheduled with her line manager to monitor her progress.

Which of the following elements of a Personal Development Plan has Immaculée omitted?

- A Objective
- B Review
- C Timescale
- D Method
- E None of the above

**(2 marks)**

---

34. Claude has signed up to attend a short training course on bookkeeping to improve his knowledge and understanding of accounting within the next six months.

Which of the following components of the Personal Development Plan should state with whom Claude should check progress against this target?

- A Review
- B Timescale
- C Objective
- D Method

**(2 marks)**

---

35. James needs to contact a supplier to provide a brief update on some simple delivery information.

Which of the following would be an appropriate method of communication for James to use?

- (i) Memo
  - (ii) Telephone call
  - (iii) Email
- A (ii) or (iii)
  - B (i) or (iii)
  - C (ii) only
  - D (i) only

**(2 marks)**

---

36. A product's selling price of RWF51,330 includes 18% VAT.

What would be the price of the product excluding VAT?

- A RWF435
- B RWF43,500
- C RWF60,569
- D RWF2,852

**(2 marks)**

---



37. Cissy is required to work from 8am to 5pm, Monday to Friday, with one hour for lunch. The company has a computerised clocking-in system which automatically notifies the line manager if an employee is over ten minutes late three or more days a week.

Which policies or procedures would cover the above?

- A Security
- B Occupational health and safety
- C Working hours
- D Confidentiality

**(2 marks)**

---

38. Which of the following is a purpose of effective communication?

- A To suppress
- B To rumour
- C To persuade
- D To gossip
- E None of the above

**(2 marks)**

---

39. The prices paid per kilogram for material X over the last six months are RWF21,900, RWF19,720, RWF27,600, RWF23,600, RWF24,320 and RWF22,490, respectively.

What is the arithmetic mean for the price per kg of material X?

- A RWF22,406
- B RWF23,272
- C RWF23,271
- D RWF23,045

**(2 marks)**

---

40. A letter has been sent out to all customers informing them of new invoicing procedures. The letter, which has been proficiently prepared and organised using a word processor, contains technical terminology and no errors.

Which of the following attributes of communication is missing from this letter?

- A Technically correct
- B Professionally presented
- C Clearly written
- D Well structured

**(2 marks)**

---

41. Different modes of communication have various advantages and disadvantages.

Which of the following are advantages for using email in business?

- (i) Emoticons can be inserted.
- (ii) It is secure.
- (iii) Pictures or documents can be sent as attachments.

- A (i) and (ii)
- B (ii) and (iii)
- C (iii) only
- D (ii) only

**(2 marks)**

---

42. The Management Accounting Department is preparing the company's budget for the next financial year. The Human Resources (HR) Department is unhappy as 5% of its budget has been reallocated to the Marketing Department.

What type of conflict is represented between the HR and Marketing Departments?

- A Horizontal
- B Diagonal
- C Vertical
- D Intergroup

**(2 marks)**

---

43. Conflict and dissatisfaction which remain unresolved, or even get worse, can have a negative impact on the functioning and effectiveness of a team.

Which of the following may result from unresolved conflict?

- A Increased rivalry
- B Increased communication
- C Increased co-ordination
- D Increased co-operation

**(2 marks)**

---

44. Which of the following would make written communication in business difficult for the user to understand?

- A Commonly used language
- B Full sentences
- C Unambiguous language
- D Acronyms

**(2 marks)**

---

45. Which of the following would cause for a potential grievance within an organisation?

- (i) An employee being given an unfairly high workload
- (ii) Sharing a photocopier with the neighbouring department
- (iii) An employee not being promoted due to their race

- A (ii) only
- B (iii) only
- C (i) and (ii)
- D (i) and (iii)

**(2 marks)**

---

46. An accountancy trainee has been given several jobs in succession, to gain experience of a wide range of activities. Each position has been at the same level within the organisation.

Which of the following learning or training approaches has the accountancy trainee been experiencing?

- A Job rotation
- B Temporary promotion
- C 'Assistant to' position
- D Action learning

**(2 marks)**

---

47. Dancille has calculated the average value of training costs by four different providers as being RWF17,150. The training costs for the four providers are RWF13,600, RWF21,000, RWF15,750 and RWF18,250 respectively.

What type of average has Dancille calculated?

- A Mean
- B Median
- C Mode
- D Percentage

**(2 marks)**

---

48. Adair (2009) proposed a series of time management principles. Josiane tries to concentrate on one task at a time, avoiding interruptions.

Which of the following describes Josiane's approach according to Adair?

- A Set priorities
- B Organisation
- C Focus
- D Urgency
- E None of the above

**(2 marks)**

---

49. René works in the Accounting Department and is sorting through past papers to clear out unnecessary documents. René has found bank statements covering the ten years before the current financial year and has decided these should be shredded.

Which of the following bank statements should René destroy?

- A Older than the current financial year
- B Older than five years in addition to the current financial year
- C Older than seven years in addition to the current financial year
- D Older than ten years in addition to the current financial year

**(2 marks)**

---

50. This month, two-thirds of the total 1,230 invoices have been processed so far. If it takes seven minutes to process each invoice, how many minutes will it take to process this month's outstanding invoices?

- A 8,610 minutes
- B 2,870 minutes
- C 5,740 minutes
- D 410 minutes

**(2 marks)**

---

**Total (100 marks)**

---

