



ICPAR
Unlimited possibilities

CERTIFIED ACCOUNTING TECHNICIAN

STAGE 1 EXAMINATIONS

S1.3 EFFECTIVE WORKING IN ACCOUNTING AND FINANCE

DATE: THURSDAY 28, NOVEMBER 2024

INSTRUCTIONS:

- 1. Time allowed: 2 hours and 30 minutes**
- 2. This examination has one section only: SECTION A**
- 3. Section A has 50 compulsory multiple-choice questions equal to 2 marks each.**
- 4. Question paper should not be taken out of the examination room**

SECTION A

QUESTION ONE

Nshuti John is an accountant at the Ministry of Education in Rwanda. He has been absent for the five times in the past month, and her line manager, Uwimana Claire intends to take action.

Which of the following methods of communication is the most appropriate to use??

- A Face-to-face conversation
- B Telephone
- C Notice boards/intranets
- D Letter

(2 Marks)

QUESTION TWO

Which of the following statements is not true in relation to stakeholders?

- A Employees are internal stakeholders of the organisations that employ them
- B The finance function must focus on providing data, not building stakeholder relationships
- C The primary objective of a finance function is to provide information to or receive information from stakeholders.
- D External stakeholders are not employed by the organization

(2 Marks)

QUESTION THREE

When a meeting is prearranged, depending on the importance, it can be useful to prepare notes for verbal communication. Rough notes for your own use may also serve as a cue sheet during a meeting.

Which of the following is not among the suggested framework for a message preparation?

- A Your attitudes
- B Factual statements
- C Problems highlighted
- D Potential solutions

(2 Marks)

QUESTION FOUR

There is no point in setting an objective if you are not prepared to review your progress and achievements on a regular basis. It is important for an organization to do a regular monitoring and review.

Which one of the following statements is not true about regular monitoring and review?

- A Regular monitoring and review allows you to measure your progress towards your goal
- B Regular monitoring and review enables your supervisor or line manager to justify the costs of your training and development, in terms of proven results and benefits
- C Regular monitoring and review helps to identify where you are on track
- D It enables you to celebrate improvements and attainments

(2 Marks)

QUESTION FIVE

Which of the following statements is/ are true in relation to person image?

- A Non-verbal communication can be conveyed by the non-subtleties of body language, even when the individual concerned is not aware of it.
- B The personal image may help to make a person appear more professional, and therefore competent
- C Organisations may advise staff on areas such as clothing, cleanliness, body language or verbal language
- D A person's appearance can be a part of conveying a corporate image, in line with the organisation's objectives, as well as conveying the individual's image

(2 Marks)

QUESTION SIX

The best approach most satisfying for both parties and most likely to preserve positive relationships is to attempt to find a mutually satisfying or win-win solution. The win-win model states that there are three basic ways in which problem can be worked out.

Which one of the following is not a part of the basic ways in which conflict can be resolved?

- A Lose-lose
- B Negotiation
- C Win-lose
- D Win-win

(2 Marks)

QUESTION SEVEN

A procedure is a standard sequence of steps or operations necessary to perform an activity.

Which of the following are among formal or informal procedures an organisation will have in addressing a wide matter?

- i) Handling of cash receipts
- ii) The recording of payroll details
- iii) The processing of expenses claims
- iv) The authorisation of payments and the secure storage of data

A (i) only

B ((i), (ii) and (iii)

C (ii), (iii) and (iv)

D All of the above

(2 Marks)

QUESTION EIGHT

Jean Claude Habimana is the commercial director at HSK Ltd, an insurance company in Kigali.

He was analysing the reports on sales made during the year ended 31 December 2023 and he noted that the finance department recorded the performance of each of the company's salespersons. The data includes the names of each salesperson, their sales volumes, sales totals and commissions earned over the year.

Which of the following would be most appropriate for Jean Claude Habimana to use to organise this data?

A Line graph

B Bar chart

C Pie chart

D None of the above

(2 Marks)

QUESTION NINE

Training can represent a significant cost to a business in terms of training costs, staff time spent in training, and resulting lost production, or the costs of covering training absences with replacement staff or overtime working.

Which of the following is not a benefit of the training for the individual?

A Greater confidence and flexibility

B Increased prospects of promotion

C Increased efficiency and productivity, through faster, more skilled work

D Ability to take on more challenge and responsibility in the job

(2 Marks)

QUESTION 10

Niyonzima Samuel is an ICPAR member working in public sector as an accountant at Global WX Ltd. Niyonzima Samuel being experienced and senior staff in accounting department is responsible for the preparation of financial statements, paying the suppliers invoices with large amounts, declaring all taxes to the Rwanda Revenue Authority (RRA) and reviewing the prepared bank reconciliations.

He recently noticed that the workload is heavy and he is unlikely to miss the deadline for reporting as well as declaring the taxes. He informed Muhire Modeste, the finance manager of the issue he is facing and requesting him to advise accordingly.

Which one of the following is the best action to be taken by the finance manager?

- A Put pressure on any other employees who are holding Niyonzima Samuel up by not producing the information
- B Informing the Rwanda Revenue Authority (RRA) that taxes declaration and payment will delay
- C Lighten Niyonzima Samuel existing workload in order to free up time to meet the deadline
- D Informing the Ministry of Finance and Economic Planning (MINECOFIN) of delays in the submission of financial statements

(2 Marks)

QUESTION 11

Kamana Aimable is the store manager at FG Ltd, a leading production company in Musanze district. He faced a change of setting the key performance indicators (KPI's) and requested a help from the human resources director, Mugisha Moses such that he could be able to complete the setting of targets within the required deadline.

Which of the following best demonstrate appropriate direction of the communication flow between a store manager and human resource director?

- A Vertical
- B Horizontal
- C Diagonal
- D None of the above

(2 Marks)

QUESTION 12

Muneza Christophe is an ICPAR member working in business. He is collaborative staff and respect everyone including junior and senior colleagues. During annual performance evaluation, his line manager, Kamanzi Enock advised him to improve the quality of reports submitted such that the senior management and other stakeholders may use information presented in reports for better decision making.

Which of the following personal qualities does Muneza Christophe need to improve?

- A Co-operation
- B Reliability
- C Respect
- D Responsibility

(2 Marks)

QUESTION 13

Which one of the following describe best the effects of unresolved conflict and dissatisfaction within a team?

- A Resentful and demotivated individuals
- B Resentful, demotivated and uncooperative individuals
- C Demotivated and uncooperative individuals
- D Resentful, demotivated and cooperative individuals

(2 Marks)

QUESTION 14

Vocabulary and style should contribute to the clarity of message in a presentation. It is recommended that short simple sentences are used, and the presenter should avoid certain expressions.

Which among the following expressions should be avoided?

- i) Jargon
- ii) Colloquialisms
- iii) Double meanings

- A (i) and (ii)
- B (ii) and (iii)
- C (i) only
- D All of the above

(2 Marks)

QUESTION 15

The preparation of financial and payroll information and records is subject to complex legal and regulatory requirements.

Which of the following statements is not true for an organisation to ensure compliance with legal and regulatory requirements?

- A Make all employees aware of the importance of compliance
- B Brief all employees on their roles and responsibilities under the law
- C Base organisational policies and procedures on ethical requirements
- D Put in place checks and controls, to monitor and ensure compliance

(2 Marks)

QUESTION 16

Which of the following statement is not correct in relation to monitoring plans?

- A Some computer-based organiser systems issue alert messages when the scheduled event or completion time approaches
- B You should not keep copies of work plans and schedules, and any work request forms
- C Checklists are useful for monitoring what has been done and what has not been done
- D Plans are all well and good but things do not always go according to plan

(2 Marks)

QUESTION 17

In order for a team to work well, it must have a well-defined and well-understood purpose and objectives, which apply to all its members.

Which one of the following are an element of effective team work?

- A Clear shared objectives and performance feedback
- B A mix and balance of people in the team
- C Co-ordination, collaboration and communication
- D All of the above

(2 Marks)

QUESTION 18

In general, you will need to adhere to instructions and departmental practices for maintaining communication with your supervisor or line manager in a range of situations.

Which among the following are ways of adhering to instructions and departmental practices for maintaining communication with your line manager?

- i) Providing information, and reporting on work progress and results
- ii) Seeking and receiving feedback on your work performance
- iii) Reporting by exception
- iv) Seeking learning and development opportunities in your work

A (i) and (ii)

B (iv) only

C Both A and B

D All of the above

(2 Marks)

QUESTION 19

Referring to the question 10, which of the following best demonstrates the consequence that could arise to Muhire Modeste, finance manager at Global WX Ltd in case Niyonzima would not have completed the tasks of reports submission and declaration of taxes on time?

A Financial damage

B Litigation risks

C Reputation damages

D Employment termination

(2 Marks)

QUESTION 20

Which one of the following are not a staff functions within an organisation?

A Human resources functions

B Accounting and finance functions

C Stores control functions

D Information technology functions

(2 Marks)

QUESTION 21

All the organizations should have a written which is communicated to all employees.

Complete the above sentence using the pick list below:

- A. Grievance law
- B. Grievance regulation
- C. Grievance procedure
- D. Grievance

(2 Marks)

QUESTION 22

Personal Development Plan is a learning plan that can be agreed and monitored by your supervisor or learning coach.

When considering a personal development programme for an employee, what should be the first stage?

- A. Planning a learning and development programme
- B. Establishing learning targets
- C. Broadening the employee's knowledge and experience
- D. Setting up a competence framework

(2 Marks)

QUESTION 23

These are skills concerned with how people manage and express themselves. Developing your personal skills can improve your success both socially and professionally.

Which one of the following skills is required for bookkeeping?

- A. Soft skill
- B. Interpersonal skills
- C. Hard skills
- D. None of the above

(2 Marks)

QUESTION 24

Jean Claude Nsabiyumva is the Chief Finance Officer at AB Ltd and the accounts and finance department have a vacant post for the 5 positions of the accountants. Higaniro Theoneste, the Head of Human Resources at AB Ltd requested him to share with him the key documents that will be used to define the requirements of a job and a job holder which needs to be advertised.

Which one of the following documents would Jane share with Higaniro Theoneste?

- A Job description and learning needs
- B Job rotation specification
- C Job description and person specification
- D Career goals and person specification

(2 Marks)

QUESTION 25

Members of professional bodies are required to complete a certain amount of Continuing Profession Development (CPD) as a condition of continuing membership.

Which of the following best describes the required CPD by ICPAR on annual basis?

- A Declare 40 CPD hours (30 structured hours and 10 un structured hours)
- B Declare 40 CPD hours (20 structured hours and 20 un structured hours)
- C Declare 40 CPD hours (15 structured hours and 25 un structured hours)
- D Declare 40 CPD hours (10 structured hours and 30 un structured hours)

(2 Marks)

QUESTION 26

Referring to the question 10, which of the following best demonstrates the consequence of the late declaration of taxes and payment of taxes by Niyonzima Samuel to Global WX Ltd?

- A Fines and Penalties by the tax authority
- B Bad credit rating of the Global WX Ltd
- C Reputation damages
- D Both A and C

(2 Marks)

QUESTION 27

Corporate image is all about the image of itself which the organisation seeks to project to the outside world.

Which of the following statements is/ are not true?

- A Written communication may be the first or only contact people have with you in a business situation and first impressions count.
- B Communications also create or reflect the image that outsiders have of an organisation
- C Your organisation may seek to project itself as creative, youthful and formal
- D Your communications should reflect the corporate image

(2 Marks)

QUESTION 28

Much of your day at work will revolve around carrying out routine tasks that will have been summarized in your job description.

Which one of the following is not an example of routine tasks?

- A Preparing the bank reconciliation statement
- B Dealing with petty cash as the petty cashier is on sick leave
- C Dealing with incoming emails
- D Paying supplier's invoices

(2 Marks)

QUESTION 29

Mutabazi Emmanuel is an ICPAR member in business working for JVB Ltd, a medium sized company supplying cements in Musanze district. Kayitare Steven, the financial controller requested him to review the invoices to be submitted to the one of the clients whom they have supplied the cements and ensure that the Value Added Taxes (VAT) is well calculated.

How much would be the VAT on a total invoice of FRW 682,358,940 taxes inclusive?

- A FRW 122,824,609
- B FRW 104,088,652
- C FRW 104,808,652
- D None of the above

(2 Marks)

QUESTION 30

A document describing the roles and responsibilities required by someone undertaking a particular role.

Which of the following is being described above?

- A Person specification
- B Personal development plan
- C Job specification
- D None of the above

(2 Marks)

QUESTION 31

Which of the following is true about the use of email?

- i) Email is easy to use, extremely fast and relatively expensive
- ii) Emails is particularly flexible, because photos, diagrams, computer files or spreadsheets can be sent
- iii) Email is so widespread; it is easy to forget that it has some limitations as a medium of communication

- A (i) only
- B (i) and (ii)
- C (ii) and (iii)
- D All of the above

(2 Marks)

QUESTION 32

Which one of the following statements is correct about the executive summary of a business report?

- A It is written first and presented first
- B It is written last and presented last
- C It is written first and presented last
- D It is written last and presented first

(2 Marks)

QUESTION 33

In any working relationship or team, there are bound to be conflicts.

Which one of the following is not among the reasons that could be the cause of conflict within a team?

- A Personality differences
- B Competition between groups or departments for limited resources
- C Differences in status
- D Indifferences in working style

(2 Marks)

QUESTION 34

The main role of the accounting and payroll functions is to support managers and staff in other functions by preparing and providing complete, accurate and timely information on the financial implications of their activities.

Which of the following is not a reason why accounting information supports managers in making sound decisions about the resources available to them by equipping them for?

- A Planning
- B Coordinating
- C Controlling
- D None of the above

(2 Marks)

QUESTION 35

It is your responsibility to organise your work area so that it helps and does not interfere with efficient and effective work habits.

Which one of the following is not among the work habits for organising and maintaining your own work area?

- A Ensuring that you and others can move efficiently and safely around the work area, without obstructions or hazards
- B Ensuring that you untidy away all sensitive and confidential documents
- C Positioning chairs for visitors, printer tables and filing cabinets for efficient use
- D Positioning your desk

(2 Marks)

QUESTION 36

Which of the following statements about communication polices is/ are true?

- i) There will often be less strict warnings about the unacceptability of offensive or illegal content in messages although we hope this would be common sense
- ii) Organisations often publish policies and guidelines on how to use and how not to abuse communication tools such as the telephone and emails.

A Both of them

B (i) only

C Neither of them

D (ii) only

(2 Marks)

QUESTION 37

Your organisation has requested your personal development plan and define your objectives such this will be considered in the annual training plan to be submitted to the funder. After submission of your personal development plan and objectives, you were required to review and formulate them in line with SMART Objectives.

What does SMART Objectives mean?

- A Specific, measurable, agreed, relevant and time bound
- B Specific, measurable, agreed, realistic and time bound
- C Specific, manageable, agreed, realistic and time bound
- D Special, measurable, agreed, realistic and time bound

(2 Marks)

QUESTION 38

.....is the shape of an organisation, which reflects a number of decisions about how it will function most efficiently.

Complete the above sentence using the pick list below?

- A Organisation Charts
- B Organisation structure
- C Organisation policies and procedures
- D Organization culture

(2 Marks)

QUESTION 39

An action plan is an even more detailed planning tool which can be used for complex and usually longer-term projects. It contains a considerable amount of detail and is monitored on a regular basis to ensure that things are going to plan and, if they are not, to devise how the situation can be rectified.

Which of the following are the correct statements that an action plan normally contains?

- i) Details of each task which is part of the project
- ii) Start date of each task
- iii) Person responsible for each task
- iv) Expected and actual costs (In some cases)

- A (i) and (ii)
- B (ii), (iii) and (iv)
- C Neither of them
- D All of the above

(2 Marks)

QUESTION 40

Complete the following sentence using the pick list below?

..... are tasks that can be slotted into the gaps between higher-priority tasks.

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

(2 Marks)

QUESTION 41

Which one of the following statements is/are correct in relation to informal report structure and style?

- i) Formal report can be a massive, complex and highly structured affair, presenting and analysing high level concepts and information
- ii) An informal report is generally used for less complex reporting tasks, so it does not require elaborate referencing, structuring and layout
- iii) Informal report still needs to have a clear structure and layout, to help the user to navigate through the information

- A (i) and (ii)
- B (i)
- C (i) and (iii)
- D All of the above

(2 Marks)

QUESTION 42

..... you need to ensure that your objectives are achievable, taking into account the various constraints under which you operate time, resources, ability, and current commitments.

Which of the following is best described by the above statement?

- A Measurable
- B Realistic
- C Agreed
- D Specific

(2 Marks)

QUESTION 43

Your learning objectives will in most cases involve acquiring new skills and knowledge for current and future job challenges.

Which one of the following is the best approach for a new member of staff who is about to join the organisation?

- A Internal training course
- B Coaching
- C External training course
- D Induction training

(2 Marks)

QUESTION 44

Some tasks will be urgent tasks as they need to be completed by a deadline in near future. Other tasks may be classified as important tasks.

Which one of the following is not an example of important tasks?

- A Preparing a petty cash summary by the end of next week
- B Producing a breakdown of sales by product report for a meeting
- C Packing up out of date files to be archived
- D Checking purchase invoices to goods received notes

(2 Marks)

QUESTION 45

Which of the following statements about house style is true?

- i) House style may be developed formally, as the way we do things around here, which people pick up through modelling their messages on existing examples.
- ii) House style is an expression of how the organisation wants to present itself in its communications.

- A Both of them
- B (ii)
- C Neither of them
- D (i)

(2 Marks)

QUESTION 46

You are an accounts officer at KW Ltd, a leading manufacturing company in Gasabo district and you are reporting to the finance and accounts manager. During the review of transactions recorded in general ledger for easy preparation of monthly financial statements, you encountered unusual transaction recorded in other miscellaneous expenses and you are not sure whether they were included in the correct chart of accounts and you need guidance on how to treat this transaction.

What is the best course of action would you do?

- A Seek your assistance from your friend who is accounts officer in another manufacturing company in Kicukiro district
- B Seek your assistance on your peer senior accounts officer who is recording the transactions in the system
- C Seek your assistance from your colleague who works in procurement
- D Seek assistance from your line manager

(2 Marks)

QUESTION 47

It is important for you to identify your own role in the team's performance and maintenance.

Which one of the following is required in order for a team to function well together, and to fulfil its task objectives?

- A Required skill, experience and knowledge, which people can contribute to the task
- B The way people contribute to the functioning of the team
- C Both A and B
- D None of the above

(2 Marks)

QUESTION 48

Prioritizing is a process of determining the order in which tasks should be carried out. If tasks are of equal urgency and importance, there are no particular issues of priority.

What are the other possible criteria could you use to determine the order in which tasks should be completed?

- i) Shortest tasks first
- iii) Arrival time
- iv) Longest/ most difficult task first
- (iv) Difficulty of handover

- A (ii) and (iv)
- B (i), (ii) and (iv)
- C (ii), (iii) and (iv)
- D All of the above

(2 Marks)

QUESTION 49

..... is a form of bar chart, but each division of space represents both an amount of time and an amount of work to be done in that time.

Complete the above sentence using the pick list below?

- A Diary
- B Planning schedule
- C To Do list
- D Bar chart

(2 Marks)

QUESTION 50

A common method of training employees is to provide support in the work place.

Which of the following are on-the-job training methods?

- i) Day-release
 - ii) Job rotation
 - iii) Coaching
 - iv) Temporary promotion
- A. Method (iii)
- B. Methods (i) and (iii)
- C. Methods (ii), (iii) and (iv)
- D. Methods (i), (ii), (iii) and (iv)

(2 Marks)

End of Question Paper

