



CERTIFIED ACCOUNTANTING TECHNICIAN
STAGE 1 EXAMINATIONS
S1.3 EFFECTIVE WORKING IN ACCOUNTANCY
DATE: THURSDAY 30, MAY 2024
MARKING GUIDE AND MODEL ANSWERS

1	D
2	D
3	A
4	C
5	B
6	A
7	D
8	D
9	B
10	A
11	A
12	C
13	C
14	D
15	B
16	B
17	D
18	C
19	C
20	A
21	B
22	A
23	A
24	C
25	D

26	B
27	D
28	C
29	D
30	B
31	C
32	D
33	C
34	C
35	B
36	B
37	C
38	A
39	D
40	D
41	D
42	C
43	C
44	D
45	D
46	B
47	A
48	D
49	C
50	C

QUESTION ONE

The correct answer is D

The correct answer is D which is as a combination of A, B and C because the information provided by the finance function has to be complete, accurate and timely in order to be of maximum benefit to the organization.

QUESTION TWO

The correct answer is D

The correct answer is D **because** to ensure compliance, organizational policies and procedures should be based on legal requirements not on compliance requirements.

QUESTION THREE

The correct answer is A

The correct answer is A because one of the elements to consider while regulating how the organization does business is the intellectual property. This is concerned with protecting the rights of the originators of product designs, written texts and artistic works, and by preventing their copying and exploitation by others.

The option B, diversity and equal opportunities and option C, working conditions, pay and benefits are considered while regulating how the organization treats its employees and therefore, they are not right options.

The option D, which is all the above is not the right option since it combines the correct option A and wrong options B and C.

QUESTION FOUR

The correct answer is C

The correct answer is C because subordinates are accountable to superiors for tasks, they have been given not the other way around. A, B and D are not correct because they are valid statements.

QUESTION FIVE

The correct answer is B

The correct answer is B because policies and procedures within an organization are put in place to:

- ✓ Support compliance with laws and regulations.
- ✓ Support efficiency by helping people perform routine, repetitive or foreseeable tasks correctly without wasting time and resources.
- ✓ Protect finance, property, information and other assets of the organization.
- ✓ Protect people working within the organization as well as the ones visiting the organization's workplace.

A, C and D are not correct because they are leaving out some key elements.

QUESTION SIX

The correct answer is A

The correct answer is A because skills concerned with how people manage and express themselves can be called interpersonal skills or soft skills. Communication skills and listening skills are part of interpersonal skills or soft skills.

QUESTION SEVEN

The correct answer is D

The correct answer is D **because** the **meeting** with the whole finance team will offer each person the opportunity to participate and provide input to the proposal of new accounting policies.

The finance director will also be able to engage every team member by asking them questions and guiding the discussions so that everyone understands that their views and ideas are valued.

The rest of the other options: A, B and C list only a few examples of the important benefits of the financial information provided by the accounting and payroll functions within an organisation.

QUESTION EIGHT

The correct answer is D

The correct answer is D because technical terms or jargon should be avoided as those terms will only be known by fellow technicians and the message might not be clear and understandable to the whole targeted audience. (A) purpose, (B) structure and style and (C) audience are the key things to consider when planning communication.

QUESTION NINE

The correct answer is B

The correct answer is B because the creation of good business relationships with stakeholders depends more on staff behavior and their personal qualities.

Though an organization is required to encourage its staff to have a team work spirit and ensure they are regularly trained to increase their level of education, the key to good business relationships with different stakeholders is staff behavior and personal qualities. Therefore, Options A, C and D are not correct.

QUESTION 10

The correct answer is A

The correct answer is A because the total invoice amount includes 18% relating to VAT and VAT on total invoice of 3,363,000 FRW is 513,000 FRW (i.e., $3,363,000 \times 18/118$).

The option B is not correct because 605,340 FRW is equivalent to $3,363,000 \times 18/100$.

The option C FRW 605,430 is not correct because it is transposed figure of option B above. Option D which is none of the above is not the right option as right answer is available.

QUESTION 11

The correct answer is D

The correct answer is D because a formal report can be massive, complex and highly structured with elaborated referencing and layout while informal reports are used for less complex reporting tasks and they do not require elaborated referencing, structuring and layout. Therefore, A, B and C are not correct answers.

QUESTION 12

The correct answer is C

The correct answer is C because the letter is written in a formal situation and there is no established relationship with the Managing Director of Hope company recently relocated to the country.

Therefore, A, B and D are not the correct answers.

QUESTION 13

The correct answer is C.

In case colleagues who are in charge of providing you with required information failed to do so it is apparent that you might miss the set deadline for the submission of the financial report.

A and B are not correct because preparing bank reconciliation and investigating the unreconciled difference are part of tasks involved in the preparation of monthly financial report.

QUESTION 14

The correct answer is D

The correct answer is D because a work group or team can be defined as:

- ✓ People working closely together,
- ✓ People having a strong sense of shared goals and identity, and

A small number of people with complementary skills and who are committed to a common purpose, performance goals and approach, for which they hold themselves jointly accountable.

QUESTION 15

The correct answer is B

The correct answer is B because similar working style cannot be a cause of conflict within a team.

(A) Personality differences, (C) work interdependency and (D) hurtful treatment (i.e., bullying, offensive, sexist or racist) are part of the causes of conflicts within a team

QUESTION 16

The correct answer is B

The correct answer is B because effective objectives are SMART if they are Specific, Measurable, Agreed, Realistic and Time-bounded. Therefore, A, C and D are not correct.

QUESTION 17

The correct answer is D

The correct answer is D as a combination of A, B and C. This is because demonstration or instruction concentrate on the following:

- ✓ Show the trainees how to do the job and let them get on with it.
 - ✓ Combines telling the trainees what to do and showing them how, using appropriate media.
 - ✓ Encourage trainees imitates the instructor and asks questions.
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QUESTION 18

The correct answer is C

The correct option is C as it lists all 3 staff functions within an organisation, which are human resources functions, administration functions and information and technology functions.

The option A, list only 2 staff functions, whereas option B includes both staff functions and non-staff functions and option D which is none of the above is not correct as the right option is available.

QUESTION 19

The correct answer is C

The correct option is C as recording of payroll details and authorization of payments is not an example of organization policy.

The option A, B, and D are not the right options as they are example of organization policy.

QUESTION 20

The correct answer is A

The correct option is A, the statutory financial statements are required by law and prepared not being presented to management for measuring the performance of the company.

The option B, C and D are not the right options as they the reasons why the statutory financial statements are prepared for as per the requirement of law.

QUESTION 21

The correct answer is B

The correct option is B, which is FRW 11,653: $FRW\ 25,000,000 \times 100 / 118 = FRW\ 21,186,441$ exclusive of VAT, then get $FRW\ 21,186,441 / 2000\text{kg} = FRW\ 10,593$ then add 10% increase, $FRW\ 10,593 \times 110 / 100 = FRW\ 11,653$.

The option A FRW 10,593 is not the right option as it does not include the price rise of 10%.

The option C FRW 15,244 and option D FRW16,768 are not the right as to arrival at this figure for option C instead of using VAT Exclusive price, VAT inclusive price were used, and the option.

D is not right as it gets the price of option C and adds up 10% rise of the price for the next month.

QUESTION 22

The correct answer is A

The correct option is A, the regulations that are applicable to finance and accounting functions are laws on financial regulations, health and safety regulations and law establishing value added tax.

The option B is not the right option as it lists only two regulations, Option C has the pollution emission regulation which is not among the laws for the finance and accounting functions and the option D which is none of above is not correct as the right option is available.

QUESTION 23

The correct answer is A

The correct option is A, discuss his behaviors with him and encourage him to change.

The rest of option B, C and D are not the right action to take in these circumstances.

QUESTION 24

The correct answer is C

The correct answer is C, the letter is being used to send bank confirmation to the banks to confirm whether the organization being audited has the bank accounts as well as the balances appearing on the bank accounts as at the end of the period being audited. The banks confirm directly to the auditor auditing the organization.

The option A and B are not the right option and option D which is none of above is not correct as right option is available.

QUESTION 25

The correct answer is D

The correct option is D, Bar Chart. A planning schedule 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. Lines or bars drawn across the space indicate how much work is scheduled to be done and how much has actually been done. This makes it easy to measure the progress and whether you are ahead of schedule or behind schedule.

The option A, B and C are not the right option to use while preparing a planning schedule.

QUESTION 26

The correct answer is B

The correct option is B, Muneza should discuss her concerns with his/her colleagues. She should engage Diana and talk to her personally on the concern she has and if no solution drawn from discussion, the only action would be to talk to the line manager about the problem.

The option C, do nothing is not right option and option D resigning from jobs is not right option.

QUESTION 27

The correct answer is D

The correct option is D, a competence framework sets out what an employee should be able to do and ought to know.

The Option A, B and C are not the first instance to consider when a personal development programme for an employee is being developed.

QUESTION 28

The correct answer is C

The correct option is C, to tell CFO of the Real Ltd of the error and recommend the error to be disclosed to RRA for the correction of prior year's tax returns.

The rest of option are not appropriate action to take as it would not help in solving the issue noted.

QUESTION 29

The correct answer is D

The correct option is D, which is none of the above is the right answer. A Bar Chart is the one that will be usefully for showing or comparing magnitude or sizes of the item but was not included under the possible answers.

The option A, B and D are not the right option to use while for showing or comparing magnitude or sizes of the item.

QUESTION 30

The correct answer is B

The correct option is B, employability refers to an individual having a portfolio of skills and experience that are valuable in the labour market thus enhancing his or her mobility (ability to get a job outside the present employer). This is double-edged sword for the organisation, it is socially responsible and fosters employee satisfaction but may also cause a skill drain to another organisation.

The option A, C and D are not the best answers because they are among the benefits of training and development as training and development will give people wider skills sets making them and the organisations more flexible. Better trained employees can be trusted with less supervision and investing in your staff will allow you to plan how to replace the current managers hence succession planning is easier.

QUESTION 31

The correct answer is C

The correct option is C, Executive summary. The executive summary should be a short overview setting out the main findings of the report along with a summary of the key conclusions and recommendations. Although presented at the start, it is often written last as this is the best time to assess what the most important headlines points are.

The option A, B and D are not the right option as they are not the one that allow the readers to quickly become acquainted with the substance of the report without having to read it all.

QUESTION 32

The correct answer is D

CPD stands for Continuing Professional Development as a systematic process of planning for the future and of gaining experience and training relevant to the directions in which employees/Members want to develop – both within the current job role and in future career progression that are organized and provided by ICPAR.

QUESTION 33

The correct answer is C

The correct option is C, Calling Managing director is not correct option in this situation.

Option A and B are not the correct answers as they correctly stated that Frank should call and inform the finance director and human resources director and these two will inform the Managing Director and the option D which is all above is not the right option as it includes action that frank would not take.

QUESTION 34

The correct answer is C

The correct answer is C, because an employee's grievance which is against the supervisor or line manager, cannot be sorted out at that level. The best solution is to report the grievance to a more senior manager with authority to resolve the matters or enforce the rules.

The options A and B are not correct options because the grievance can only be escalated to a legal authority in case all levels failed to come up with an agreement for both parties involved and the HR department may also become involved or be consulted but it cannot be the one to sort out the issue and the option D which is None of the above, is not a right option as the correct answer is available.

QUESTION 35

The correct answer is B

The correct answer is B, the level of inventory, by ensuring that no more is held than is necessary is not among the information that are provided by an accounting function in ensuring the solvency of the organisation.

The options A and C are not the right options as they are examples of the information that are provided by an accounting function in ensuring the solvency of the organisation and the option D, which is None of the above, is not the right option as the correct answer is available.

QUESTION 36

The correct answer is B

The correct answer is B because his supervisor will lose confidence in him and hence his professional image in front of his supervisor will start declining as he did not communicate to him the challenges that he had encountered, such that alternative courses of action can be timely taken by his line Manager.

The option A is not the correct option because it is unlikely that an organisation can take James to court and the option C is not correct because it is unlikely that the delay in payroll preparation will attract termination of his employment contract unless it is a consistent culture, and the option D which is all of the above, is not correct since not all the statements are correct.

QUESTION 37

The correct answer is C

The correct option is C, Liliane should escalate and report the issue to her immediate supervisor for taking an action. A designated supervisor or line manager is the direct superior in this chain.

The rest of the other options: A, B and D are not the right options as resigning from her position as Senior Accountant due to the fact that she failed to perform requested tasks on time is not a right course of action, seeking advice from her colleague, the IT officer whom they are on the same level horizontally would not solve the issue, while doing nothing and wait until they replace her desktop would also not solve the issue, rather, it would show her as someone who is reckless and who does not value her work, an example of unprofessionalism in performing her tasks and hence her supervisor will lose confidence in her.

QUESTION 38

The correct answer is A

The correct answer is A, since an immediate feedback or personal sensitivity is required; but face to face communication is not feasible in this case. The Options: B, and C are not the right options as they could not give immediate feedback. For instance, the sending of SMS may take too long if the receiver is not notified in advance and the use of emails also needs to make sure that the receiver has an internet connection, while option D, which is none of the above, is not the right option as the correct answer is available.

QUESTION 39

The correct answer is D

The correct option is D. Vertical conflict takes place between those at different levels of the hierarchy e.g., between managers and workers overpay and other working conditions. The vertical conflict is a result of a power imbalance and therefore, it occurs between different levels of the organisation. Trade unions tend to get involved in this type of conflict most often.

The rest of the other options: A, B and C are not the correct answers as horizontal conflict takes place between departments at the same level in the hierarchy e.g., conflicts between departments over resource allocations. Diagonal conflict is a combination of vertical and horizontal while Intergroup is similar to horizontal in that it occurs between people at the same level of the organisation, but conflicting parties can be in the same department.

QUESTION 40

The correct answer is D

The correct option is D, which is all of the above, since all the following: (i) Differences in personality, (ii) Differences in status, (iii) Unfair treatment and (iv) The interdependency of work is among the causes and types of conflict in working relationships within an organisation. The rest of the other options: A, B and C list only a few statements which are example causes and types of conflict in working relationships within an organisation.

QUESTION 41

The correct answer is D

The correct option is D, which is all of the above, since all the following: ((i) Inspiration (ii) Synergy (iii) Communication (iv) Additional resources are advantages to working as part of a team rather than on an individual basis.

The rest of the other options: A, B and C list only a few examples of the advantages to working as part of a team rather than on an individual basis.

QUESTION 42

The correct answer is C

The correct answer is C, since co-ordination, collaboration, inspiration, and communication are not among the key parts of an element of effective teamwork. The rest of the other Options: A, B and D are not correct options as they are among the key parts of an element of effective teamwork which are: Co-ordination, collaboration, and communication; A mix and balance of people in the team; and Clear shared objectives and performance feedback.

QUESTION 43

The correct answer is C

The correct option is C, since the adjusted gross salary is FRW 4,950,000 which is obtained by getting FRW 5,500,000 minus $FRW 5,500,000 \times \frac{10}{100} = FRW 550,000$ and thereby getting FRW 4,950,000.

The option A is not a right option as it shows the gross salary which has been increased by 10% obtained by getting FRW 5,500,000 plus $FRW\ 5,500,000 \times \frac{10}{100} = FRW\ 550,000$ and thereby getting FRW 6,050,000, option B is not a right answer as it shows only 10% reduction on the gross salary of Peter, while option D is not a right answer as it is transposed.

QUESTION 44

The correct answer is D

The correct answer is D, since all of the above expressions which are: Colloquialisms, Jargon, Double meanings should be voided as colloquialisms implies use of words or phrases that are not formal or literary and are used in ordinary or familiar conversation, e.g., slang words, double meanings – words that have alternative meanings and Jargon means using technical terms or buzz words that only fellow technicians will know.

The options: A and C are not the correct options as they list few expressions that should be voided and the option D, which is None of the above, is not the right option as the correct answer is available.

QUESTION 45

The correct answer is D

The correct option is D, which is all the above, since all the following: (i) Seeking and receiving feedback on your work performance; (ii) Reporting by exception; and (iii) Seeking learning and development opportunities in your work are ways of adhering to instructions and departmental practices for maintaining communication with your line manager.

The rest of the other options: A, B and C only list a few ways of adhering to instructions and departmental practices for maintaining communication with your line manager.

QUESTION 46

The correct answer is B

The correct answer is B because his supervisor will lose confidence in him and hence his professional image in front of his supervisor will start declining as he did not communicate to him the challenges that he had encountered, such that alternative courses of action can be timely taken by his line Manager.

The option A is not the correct option because it is unlikely that an organisation can take James to court and the option C is not correct because it is unlikely that the delay in payroll preparation will attract termination of his employment contract unless it is a consistent culture, and the option D which is all of the above, is not correct since not all the statements are correct.

QUESTION 47

The correct answer is A

The correct answer is A, since an immediate feedback or personal sensitivity is required; but face to face communication is not feasible in this case.

The Options: B, and C are not the right options as they could not give immediate feedback. For instance, the sending of SMS may take too long if the receiver is not notified in advance and the use of emails also needs to make sure that the receiver has an internet connection, while option D, which is none of the above, is not the right option as the correct answer is available.

QUESTION 48

The correct answer is D

The correct option is D, which is all of the above, since all the following: (i) Differences in personality, (ii) Differences in status, (iii) Unfair treatment and (iv) The interdependency of work is among the causes and types of conflict in working relationships within an organisation. The rest of the other options: A, B and C list only a few statements which are example causes and types of conflict in working relationships within an organisation.

QUESTION 49

The correct answer is C

The correct answer is C because a job specification is a detailed description of the role, including all responsibilities, objectives, and requirements. This is a concise statement of the tasks and responsibilities of a particular job.

The option A and B are not correct options as person specification for someone's role sets out what sort of personal qualities the organization is looking for in that role, whereas personal development plan includes setting specific criteria for measurement of someone's progress and attainment. Option D which is None of the above, is not the correct answer as the right answer is available.

QUESTION 50

The correct answer is C

The correct answer is C because it is combination of A and B which outlines all three qualities of a professional image in a business letter.

The options A and B are not correct answers as they list few qualities of a professional image in business, while option D which is None of the above, is not a right option as the correct answer is available.

End of Model Answer and Making Guide