

Accountant CIMA-E2

Project and Relationship Management

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Question: 1

Based on the Tuckman model of team development, identify the stage when team relationships should start to harmonise and the team agrees on normal work patterns and the best way to tackle the work ahead of them. Job roles and relationships within the team are also agreed.

- A. Norming
- B. Storming
- C. Forming
- D. Performing

Answer: A

Question: 2

Which of the following is the concept whereby a manager has a right to exercise power on behalf the organisation?

- A. Accountability
- B. Empowerment
- C. Authority
- D. Delegation

Answer: C

Question: 3

Which THREE of the following are determinants of national competitive advantage outlined in Porter's Diamond?

- A. Demand Conditions
- B. Factor Conditions
- C. Related and Competitive Industries
- D. Firm, Strategy, Structure and Rivalry
- E. Firm Infrastructure

Answer: A B D

Question: 4

Which type of culture, according to Charles Handy, is identified by an individual's tasks being clearly defined and their power coming from their position in the hierarchy?

- A. Power Culture
- B. Task Culture
- C. Role Culture
- D. Person Culture

Answer: C

Question: 5

A small project has been planned based on the following set of activities:

Apply critical path analysis and identify the correct statement:

The critical path runs through A,B,D,E and C has 2 days of float (free slack)

- A. The critical path runs through A,B,D,E and C has 6 days of float (free slack)
- B. The critical path runs through A,C,E and B has 5 days of float (free slack)
- C. The critical path runs through A,C,E and D has 4 days of float (free slack)

Answer: A

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Question: 6

With reference to Herzberg's motivation-hygiene concept (two-factor theory) relating to employee motivation, which of the following is a correct interpretation of his findings?

- A. The presence of hygiene factors are necessary in the workplace to prevent dissatisfaction.
- B. The absence of hygiene factors will inspire employees and improve motivation.
- C. The absence of hygiene factors will provide a better work environment and motivate employees.
- D. The presence of hygiene factors will increase employee morale and motivation.

Answer: A

Question: 7

Which of the following are examples of problems associated with group working?

- (i) The Abilene paradox
- (ii) Synergy
- (iii) Risky Shift
- (iv) Groupthink
- (v) Conformity

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

Answer: B

Question: 8

According to Kurt Lewin which of the following leadership styles was thought to result in the highest level of productivity and satisfaction?

- A. Laissez-faire
- B. Authoritarian
- C. Democratic
- D. Benevolent Authoritative

Answer: C

Question: 9

According to the Thomas-Kilmann Conflict Mode Instrument framework, conflict can be managed using which conflict-management dimensions?

- A. Compromising and Accommodating
- B. Collaborating and Avoiding
- C. Assertiveness and Cooperativeness

D. Assertiveness and Competing

Answer: C

Question: 10

Identify THREE advantages of a matrix organisation structure for the execution of significant business projects:

- A. Combines functional knowledge with project accountability
- B. Provides flexibility in terms of meeting concurrent priorities
- C. Enables staff to focus on a single professional commitment
- D. Involves staff answering to more than one supervisor or line manager
- E. Fosters interdisciplinary co-operation in pursuit of project goals

Answer: A B E

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