



Sri Lanka Institute of Information Technology
B.Sc. Honours Degree in Information Technology

Final Examination
Year 2, Semester 2 (2024)
Model Paper Marking Guide
IT2090 – Professional Skills

Duration: 2 Hours

Oct/Nov 2024

Instructions to Candidates:

- ◆ This model paper similar to Nov 2024 Computer Based Exam.
- ◆ This paper has 20 MCQs and 4 Essay questions.
- ◆ Questions are from Exam data bank in Random Order.
- ◆ MCQ with 5 choices and 2 correct answers for each question
- ◆ Each Essay Question carry 15 Marks
- ◆ The total marks for the paper is 100.
- ◆ Electronic devices capable of storing and retrieving text, including calculators and mobile phones are not allowed.

MCQs (20 MCQs – Total 40 Marks)

MCQ with 5 choices and 2 correct answers for each question. Each Question Carry 2 marks

1. What are the key stages in the Personal Development Process (PDP)?

- a) Understanding your current skill set
- b) Reflecting on both achievements and failures
- c) Developing new skills without setting specific goals
- d) Periodically assessing progress
- e) Depending exclusively on external feedback

Correct answers: a) and d)

2. Which components of Positive Psychology are critical in building resilience within cognitive processes?

- a) Confidence and creativity
- b) Optimism and resilience
- c) Self-esteem and external motivation
- d) Hope and positive psychological capital
- e) Locus of control and neuroticism

Correct answers: b) and d)

3. Which of the following best describes the role of values in shaping individual behavior?

- a) Values serve as internal motivators guiding actions and decisions
- b) Values are always consciously chosen by individuals
- c) Values are external principles imposed by society
- d) Values once internalized, become subconscious criteria for actions
- e) Values have no impact on an individual's moral development

Correct answers: a) and d)

4. Which two characteristics are typical of a Coordinator in Belbin's Team Role Theory?

- a) Motivates the team through assertiveness
- b) Helps others work toward shared goals through delegation
- c) Is generally introverted and prefers independent work
- d) Identifies individual strengths and assigns tasks accordingly
- e) Prefers unorthodox methods and challenges conventional thinking

Correct answers: b) and d)

5. What strategies can help teams overcome issues with role ambiguity?

- a) Allowing each member to define their role based on personal preference
- b) Conducting solid, unemotional discussions to clarify roles
- c) Avoiding any changes to team structure to maintain stability
- d) Encouraging self-evaluation and personality testing for proper role placement
- e) Delegating ambiguous roles to junior team members

Correct answers: b) and d)

6. How does coercive power impact organizational dynamics?

- a) It motivates employees through fear of punishment
- b) It leads to stronger team cohesion and loyalty
- c) It can cause resistance and decreased morale among employees
- d) It fosters creativity and innovation
- e) It strengthens long-term relationships between managers and subordinates

Correct answers: a) and c)

7. What are two critical aspects of transformational leadership according to Bass and Avolio?

- a) Empowering followers to achieve personal growth
- b) Focusing only on task outcomes
- c) Motivating team members through reward systems
- d) Inspiring individuals to work for the collective good beyond personal interest
- e) Providing clear instructions and expecting obedience

Correct answers: a) and d)

8. In Blake and Mouton's Managerial Grid, what characterizes a leader who is both production-oriented and people-oriented?

- a) The leader ignores team members' needs and focuses only on production
- b) The leader creates a balance between task completion and team well-being
- c) The leader uses coercive tactics to maintain control over team processes
- d) The leader promotes high performance while maintaining positive relationships
- e) The leader disregards deadlines to ensure team harmony

Correct answers: b) and d)

9. Which of the following are important features of a thinking environment for decision-making?

- a) Limited input from team members to avoid confusion
- b) Encouragement of collaboration over competition
- c) Listening with respect and fascination to all team members
- d) Dominating discussions to ensure efficiency
- e) Ensuring everyone participates equally

Correct answers: b) and c)

10. Which of the following methods could lead to lower commitment from team members when making decisions?

- a) Decision made by majority vote
- b) Decision made by authority without group discussion
- c) Decision by consensus
- d) Decision by expert
- e) Decision by averaging individual opinions

Correct answers: b) and d)

11. Which two challenges can arise from age diversity in a team?

- a) Difficulty in adapting to different work-life balance expectations
- b) Increased flexibility in team members' decision-making processes
- c) Tensions over differing work methods and communication styles
- d) Mutual training and skill-sharing across generations
- e) Stronger collaboration due to diverse perspectives

Correct answers: a) and c)

12. Which two factors can contribute to the success of culturally diverse teams?

- a) Developing an inclusive culture that values each member's input
- b) Focusing solely on individual performance rather than team collaboration
- c) Encouraging openness to different communication styles
- d) Ignoring cultural differences to prevent stereotyping
- e) Establishing a uniform approach to decision-making for all members

Correct answers: a) and c)

13. Which of the following are key components of time management preparation?

- a) Maintaining a balanced sleep schedule
- b) Prioritizing unimportant tasks over critical ones
- c) Creating an organized and distraction-free environment
- d) Avoiding mindfulness practices
- e) Planning for self-care activities like balanced food, water, and exercise

Correct answers: a) and c)

14. What are two benefits of using a Time Management Matrix (Eisenhower Matrix)?

- a) It helps prioritize tasks based on urgency and importance
- b) It forces you to complete all tasks immediately
- c) It categorizes tasks into four quadrants, aiding in decision-making
- d) It eliminates the need for prioritizing tasks
- e) It focuses only on long-term projects without immediate deadlines

Correct answers: a) and c)

15. What are two social issues arising from today's computing landscape?

- a) The creation of more high-paying IT jobs worldwide
- b) The digital divide between those with access to technology and those without
- c) Cyberbullying and the misuse of social media
- d) Reduced environmental impact from electronic waste
- e) Reduced unemployment rates through outsourcing

Correct answers: b) and c)

16. Which two challenges arise from the environmental impact of computing technologies?

- a) Increased use of renewable energy sources for manufacturing
- b) The management of electronic waste (e-waste)
- c) The reduction in energy consumption of modern computers
- d) The energy required to power and cool large server farms
- e) The widespread adoption of energy-efficient devices

Correct answers: b) and d)

17. Which two attributes most strongly differentiate a professional from an amateur in the computing field?

- A) Engaging in a field for enjoyment without compensation
- B) Possessing expert knowledge
- C) Demonstrating autonomy and ethical decision-making
- D) Lack of formal education or training in the field
- E) Pursuing the profession as a hobby

Correct answers: B, C

18. Which of the following are key characteristics of a patent in the context of intellectual property protection?

- A) It protects ideas and concepts in a medium, but not the expression of those ideas
- B) It grants the holder exclusive rights to the invention for a limited period
- C) It prevents others from making, using, or selling the invention without permission
- D) It does not require registration, as it is automatically granted upon creation
- E) It is valid for the lifetime of the creator plus 70 years

Correct answers: B, C

19. In the context of software piracy, which of the following are examples of "Internet piracy"?

- A) Installing software on multiple devices beyond the permitted license
- B) Downloading software from a third-party website without the publisher's permission
- C) Sharing a software activation key with friends
- D) Selling counterfeit copies of software
- E) Offering free downloads of software on a personal website without authorization

Correct answers: B, E

20. What are two major reasons why serial entrepreneurs are more likely to succeed in subsequent ventures?

- A) They focus on one industry throughout their career
- B) They leverage experience gained from previous businesses
- C) They consistently repeat the same business model
- D) They apply the corridor principle to identify new opportunities
- E) They rely solely on the same customer base from their first venture

Correct answers: B, D

Essay Questions (4 Questions – 60 Marks)

Question1

Evaluate how combining Personal Development Planning (PDP) with emotional intelligence and reflective practice can contribute to long-term career success. Provide two recommendations for improving your PDP approach in the future. (15 marks)

Model Answer:

Combining PDP with emotional intelligence and reflective practice creates a robust framework for long-term career success. PDP provides a structured approach to setting and achieving goals, while reflective practice ensures that individuals learn from both their successes and failures. Emotional intelligence further strengthens this process by allowing individuals to manage their emotions, handle interpersonal relationships, and respond to challenges in a balanced way.

Together, these tools help individuals continuously adapt and grow, ensuring they stay aligned with their career objectives. This combination leads to improved self-awareness, better decision-making, and enhanced leadership capabilities, which are all critical for long-term success.

Two recommendations for improving the PDP approach in the future are:

1. **Increase the frequency of reflection sessions:** Regularly reflecting on progress, rather than only during setbacks, will ensure that growth is continuous and proactive.
2. **Seek external feedback:** Incorporating feedback from mentors or colleagues can provide a more holistic view of progress, allowing for more balanced personal development and the identification of blind spots.

Question 2

Evaluate strategies teams can use to overcome issues like role overload, role ambiguity, and role conflict. How can teams improve collaboration and communication? (15 marks)

Model Answer:

To address **role overload**, where a team member is overwhelmed with tasks, teams should ensure proper delegation and task distribution based on members' capacities. Using project management tools to track workloads can also help identify when members are taking on too much. **Role ambiguity** can be mitigated by having clear job descriptions and regular check-ins to clarify expectations. Clear communication channels should be established so that team members can ask questions without hesitation.

For **role conflict**, teams should engage in open discussions to reconcile differences and create a shared understanding of each role. Leaders can facilitate **conflict resolution** through mediation and by aligning team members' roles with their strengths and preferences. To improve

collaboration and communication, teams should foster a culture of feedback, actively encourage participation from all members, and utilize team-building activities to strengthen relationships.

These strategies can enhance team dynamics, increase efficiency, and reduce misunderstandings, leading to better overall performance.

Question 3

Analyze the impact of age diversity on communication within teams. What strategies can teams use to bridge generational communication gaps? (15 marks)

Model Answer:

Age diversity in teams can lead to both advantages and challenges in communication. Younger team members may prefer using technology-driven communication tools (such as instant messaging or email), while older members might prefer face-to-face or phone conversations. This difference can sometimes result in misunderstandings or frustration.

Strategies to bridge communication gaps:

1. **Encourage cross-generational mentorship:** Pairing older and younger members together helps them learn from each other's communication preferences and work styles.
2. **Implement flexible communication tools:** Using a variety of communication platforms (e.g., video calls, messaging apps, and in-person meetings) ensures that all members can communicate in their preferred method, fostering better collaboration.

Question 4

How does the "fair use" doctrine allow for the use of copyrighted materials, and what are the four factors that must be considered when determining fair use? (15 marks)

Answer:

The **fair use** doctrine allows limited use of copyrighted materials without the owner's permission for specific purposes, such as criticism, comment, news reporting, teaching, scholarship, or research. The four factors that must be considered when determining fair use are:

1. **The purpose and character of the use:** Whether the use is commercial or for nonprofit educational purposes.
2. **The nature of the copyrighted work:** Whether the work is factual or creative.
3. **The amount and substantiality of the portion used:** The smaller the portion used, the more likely it is to be fair use.

4. **The effect of the use on the potential market for or value of the copyrighted work:** If the use negatively impacts the market value, it is less likely to be fair use.

Fair use aims to balance the rights of copyright holders with the public interest in accessing and using information.

--End-of-Question-Paper--



Sri Lanka Institute of Information Technology

B.Sc. Honours Degree in Information Technology

Final Examination
Year 2, Semester 2 (2024)

Model Answer & Marking Guide
IT2090 – Professional Skills

Duration: 2 Hours

May/June 2024

Instructions to Candidates:

- ◆ This paper is preceded by a 10-minute reading period. The supervisor will indicate when answering may commence.
- ◆ This paper has 4 questions.
- ◆ Answer all questions in the booklet given.
- ◆ The total marks for the paper is 100.
- ◆ This paper contains 12 pages, including the cover page.
- ◆ Electronic devices capable of storing and retrieving text, including calculators and mobile phones are not allowed.

Question 1: Personal Development Plan (25 Marks)

- a) "Knowing yourself is the beginning of all wisdom" by Aristotle.
Why do we need a personal development plan?

(5 Marks)

Model Answers (Anyone below point or Similar idea)

- Industry is rapidly changing, if we don't change/develop we will become obsolete.
- Taking personal responsibility over self-development – It is our responsibility to develop ourselves
- It is prepared in order to recognize my achievements, understand how I gained my existing skills, plan to enhance them further and develop new ones

- b) Critically comment on the following: "Companies today aren't managing their knowledge workers' careers. Rather, we must each be our own chief executive officer."

(5 Marks)

Model Answer

It's up to us to carve out our place in the work world and know when to change course. And it's up to us to keep ourselves engaged and productive during a work life that may span some 50 years.

To do all of these things well, we'll need to cultivate a deep understanding of ourselves. What are our most valuable strengths and most dangerous weaknesses? Equally important, how do I learn and work with others? What are our most deeply held values? And in what type of work environment can we make the greatest contribution?

The implication is clear: Only when you operate from a combination of our strengths and self-knowledge can we achieve true and lasting excellence.

- c) "Self-awareness is the ability to see oneself clearly and objectively through reflection and introspection." Briefly explain what reflection and introspection are.

(5 Marks)

Model Answer

Reflection - In order to maximize the learning potential of the situation before it is lost, we need to reflect on the experience. We need to reflect in order to improve and develop our skills and knowledge; the idea is that I learn from my successes and mistakes.

Introspection –Introspection is the examination of one's own conscious thoughts and feelings. In psychology, the process of introspection relies on the observation of one's mental state, while in a spiritual context it may refer to the examination of one's soul.

d) List down the stages in personal development.

(10 Marks)

Model Answer (any below point in order get 2 marks = 2*5=10)

- Understanding oneself (e.g. Identifying your skills, qualities, attributes and style)
- Deciding where you want to be in the future
- Deciding what you need to learn or change (the gap)
- Identifying and applying methods of learning
- Assessing your progress

Question 2: Cognitive Processes and Values (25 Marks)

a) Developing emotional intelligence (EQ) is a pivotal factor in your professional and personal success. Do you agree or disagree with the following statement: "IQ gets you hired; EQ gets you promoted"? Briefly explain your answer.

(5 Marks)

Model Answers (First point and any other point below)

- Yes, Agreed
- IQ will get you in the door, but it's your EQ – your ability to interact effectively while managing your emotions and others' emotions – that'll determine your success in life.
- Emotional Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and managing emotions well in ourselves and in our relationships.
- Emotional intelligence essentially involves two parts: first, becoming aware of how emotions in ourselves and others drive behaviors and second, developing the skills to manage these emotions intelligently, to leverage our personal strengths.
- Organizations looking to recruit top talent are actively seeking evidence of the emotional intelligence characteristics that are linked to high performers.

- b) By briefly describing what focus values and future values are, explain the steps you would take to internalize a future value to develop your character.

(5 Marks)

Model Answer (Focus values 2 marks, Future Values 2 marks, internalize a future value 1 mark)

Focus values:

These are those value priorities in our lives that describe,

- our present world view,
- our criteria for decision making,
- our attitude toward relationships, and
- the focus of most of our energy.

We therefore tend to be more aware of our focus values than we are of our foundation or future values.

Focus values can evolve over time based on our life circumstances, experiences, and personal growth.

Future values:

- These represent what is important to us about the future we are moving into.
- Because they are not yet fully developed, but at the same time are important to us, they motivate us to grow and develop – pulling us into the future every moment of our lives.
- Our future values evolve as we learn, grow, and adapt. They serve as a compass, guiding us toward the life we envision for ourselves.

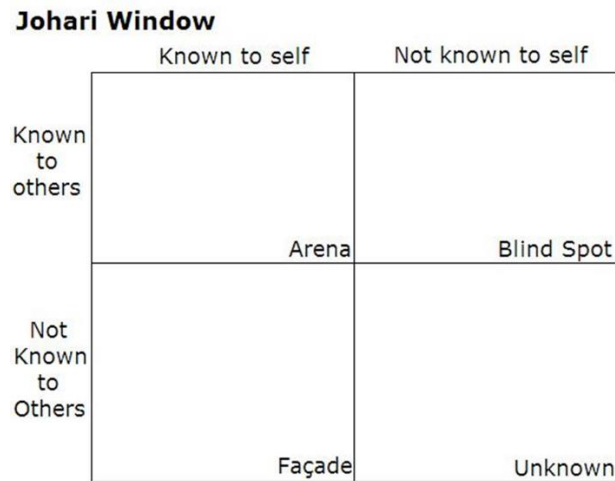
Here are some examples of future values:

- Purpose and Meaning: Seeking a life that feels purposeful and meaningful, whether through career, relationships, or personal pursuits.
- Legacy: Considering the impact we want to leave behind—how we'll be remembered by future generations.
- Adventure and Exploration: Desiring new experiences, travel, and pushing boundaries.
- Financial Independence: Striving for financial stability and freedom.
- Learning and Innovation: Embracing lifelong learning, curiosity, and adaptability.
- Healthspan: Focusing on quality of life as we age, rather than just lifespan.
- Social Impact: Contributing positively to society, whether through activism, volunteering, or philanthropy.

- c) Name the four quadrants of the "Johari Window". Explain the purpose of the "Johari Window".

(5 Marks)

Model Answer



Arena, Blind Spot, Façade (mystery) and Unknown

Purpose of Johari Window:

A graphic model of awareness in interpersonal relations

OR

A model for self-awareness, personal development, group development and understanding.
relationship

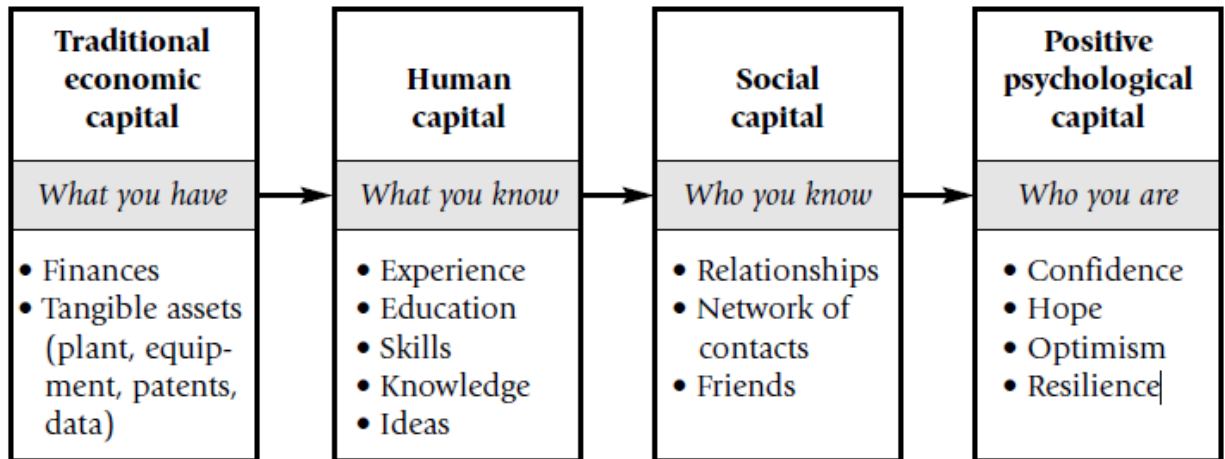
OR

A simple and useful tool for understanding and training self-awareness, personal development, improving communications, interpersonal relationships, group dynamics, team development and intergroup relationships.

- d) Briefly explain traditional economic capital, human capital, social capital, and positive psychological capital. How does one expand the above forms of capital for a competitive advantage?

(10 Marks)

Model Answer (Need not to draw the following diagram explanation of each capital 2*4=8 marks. 2marks for explaining competitive advantages)



We all have those four capitals, and we can develop each capital for competitive advantage. For example, traditional economic capital can be used to develop Human Capital by spending for education. Same way Human Capital helps to generate Economic Capital. Developing social capital helps us to build a network. Politicians use social capital to get elected to Parliament. The four positive psychological capacities of confidence, hope, optimism, and resilience are measurable, open to development, and can be managed for more effective work performance.

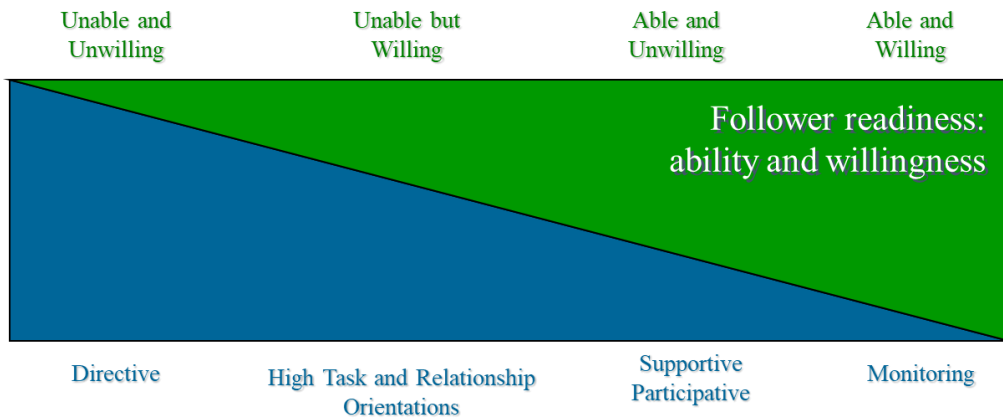
Question 3: Team Leadership, Team Diversity & Team Decision (25 Marks)

- a) "A leadership style changes according to the situation and in response to the individuals being managed, their competency, and their motivation." Briefly explain the leadership style described by the above statement.

(5 Marks)

Model Answers

Hersey and Blanchard's Situational Leadership Theory



Follower Competency	Low competence	Some competence	High competence	High competence
Motivation	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
Leadership style	DIRECTIVE (Telling)	COACHING (Relationship oriented)	SUPPORTIVE (Participating)	DELEGATORY (Observing/Monitoring)

- b) Compare and contrast "transactional" and "transformational" leadership styles. Of these two styles, which one would you recommend for Sri Lanka's future political leadership style?. Elaborate your answer

(5 Marks)

Model Answer

Transactional Leadership Theory (Max Weber, 1947)

Transactional leadership is a leadership style that utilizes rewards and punishments to motivate and direct followers. This approach to leadership, also sometimes referred to as managerial leadership, emphasizes the importance of structure, organization, supervision, performance, and outcomes.

The goals and tasks for the group are highly structured, and members are rewarded when they achieve these goals and reprimanded if they miss deadlines.

Transformational Theory (Bass and Avolio, 1994)

Leaders inspire individuals, develop trust, and encourage creativity and personal growth

Individuals develop a sense of purpose to benefit the group, organization or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

My recommendation for Sri Lanka's future political leadership style to be Transformational Leadership Style. Transactional leadership style has led to downfall of economy.

- c) List down at least three benefits and three challenges of diversity in the workplace.

(5 Marks)

Model Answer

Here are a few of the top benefits of diversity in the workplace.

- 1) Talents, skills and experiences.
- 2) It creates innovation.
- 3) Language skills can open doors for a business.
- 4) It grows your talent pool.
- 5) Improves employee performance.

Challenges of Diversity in the Workplace

- 1) Discrimination
- 2) Stereotyping and preconception
- 3) High turnover rate
- 4) Absenteeism
- 5) Conflicts in team members
- 6) Increase tension.
- 7) Productivity Decrease

- d) You are supposed to decide on selecting a cloud vendor from the following four cloud vendors: Dialog Enterprise Cloud, SLT Akaza, Microsoft Azure, and Amazon Web Services (AWS) to deploy a Core Banking software application based on the following criteria matrix:

Weighted Decision Matrix									
Criteria	Weighting	Options							
		Dialog Enterprise Cloud		SLT Akaza		Microsoft Azure		AWS	
		Score	Total	Score	Total	Score	Total	Score	Total
Architecture	1	4		5		4		4	
Support	2	4		4		3		5	
Ease of Use	3	5		3		4		5	
Compliance	4	4		4		4		4	
Cost	5	3		4		4		5	
Security	6	4		3		5		4	
	Total								

- (i) Calculate the total scores of above four options. Who is your preferred cloud vendor?

(5 Marks)

Model Answer

Weighted Decision Matrix									
Criteria	Weighting	Options							
		Dialog Enterprise Cloud		SLT Akaza		Microsoft Azure		AWS	
		Score	Total	Score	Total	Score	Total	Score	Total
Architecture	1	4	4	5	5	4	4	4	4
Support	2	4	8	4	8	3	6	5	10
Ease of Use	3	5	15	3	9	4	12	5	15
Compliance	4	4	16	4	16	4	16	4	16
Cost	5	3	15	4	20	4	20	5	25
Security	6	4	24	3	18	5	30	4	24
	Total		82		76		88		94

According to the table AWS, which has a score of 94, is the preferable choice.

- (ii) How would you ensure compliance with the Central Bank of Sri Lanka's regulations on storing customer data within the country when deploying a Core Banking Application in the cloud? Then what is your preferred choice?

(5 Marks)

Model Answer

In this case you have to select local cloud service provider Dialog or SLT. Since next highest score is Dialog. The Choice is Dialog Enterprise Cloud

Question 4: Time Management, Entrepreneurship, and Intellectual Property (25 Marks)

- a) “If it’s your job to eat a frog, it’s best to do it first thing in the morning, and if it’s your job to eat two frogs, it’s best to eat the biggest one first.” By Mark Twain

How can you relate above quote to avoid the habit of procrastination?

(5 Marks)

Model Answer

procrastination is a habit of unnecessarily delaying an important task, usually by focusing on less urgent, more enjoyable, and easier activities instead. Above quote says first attend the important task even it is not enjoyable like eating a frog.

- b) Compare and contrast an "Entrepreneur" and "Entrepreneurship".

(5 Marks)

Model Answer

Entrepreneur is one who creates his own business i.e., a person who organizes, operates and assumes the risk of a business venture

Entrepreneurship refers to a process of action an entrepreneur undertakes to establish his enterprise

The entrepreneur is essentially a business leader and the functions performed by him are entrepreneurship

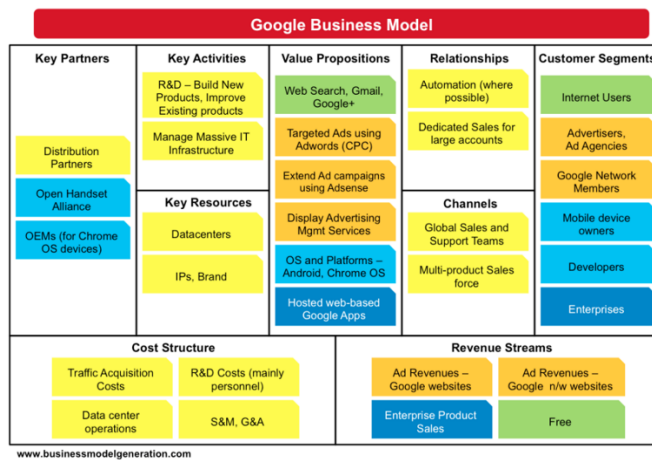
- c) Name parts of the Value Proposition Canvas (VPC). Develop VPC for the product (or application) that you developed in one of your projects. (If you have not done any product development work, use any product this is available in the market as your product).

(5 Marks)

Model Answer

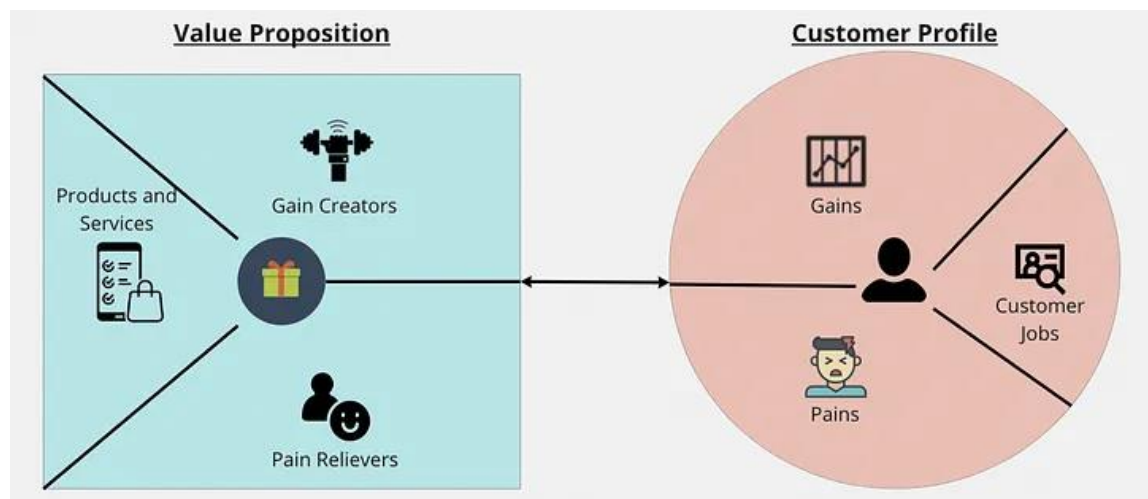
Consider any of the following answers as true answer.

Find below a Business Model Canvas for Google

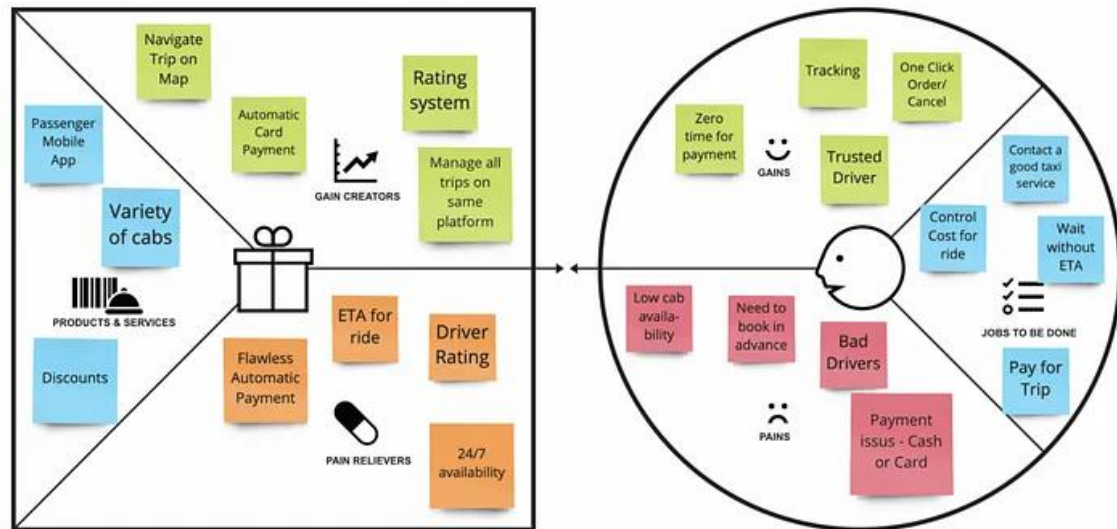


OR

The Value Proposition Canvas (VPC) is a tool that helps ensure a product or service is positioned around what the customer values and needs. The VPC is divided into two main sections: the Customer Profile and the Value Map.



Value Proposition Canvas for Uber



d) A university lecturer puts a few journal articles on reserve in the library and makes them assigned reading for the class. Some students complain that those articles cannot be accessed because other students always seem to have them checked out. The university lecturer scans the articles and posts them on his website. The lecturer gives the students in the class the password they need to access the articles.

- (i) List four factors that would consider when a person used a copyrighted material under "Fair Use"

(5 Marks)

Model Answer

The four factors are:

- the purpose and character of your use
- the nature of the copyrighted work
- the amount and substantiality of the portion taken, and
- the effect of the use upon the potential market.

- (ii) Argue whether the university lecturer's use is "fair use" or not.

(5 Marks)

Model Answer

According to above four factors since the lecture put the article to his web site with password protection. Lecturer's use is "Fair Use"

--End-of-Question-Paper--

Final Exam – Professional Skills IT2090 (Nov 2024)

Sample MCQ Questions with Answers

Each multiple-choice question (MCQ) includes 5 answer choices, with 2 correct answers per question.

- Each MCQ is worth 2 marks if both correct answers are selected.
- For each incorrect answer, 0.6666 marks will be deducted.
- There is no negative marking for unanswered questions.

Lecture 1 (Personal Development Planning – PDP)

1. How does reflective practice support personal development?

- a) It enables learning from both successes and mistakes
- b) It eliminates the need for structured goal setting
- c) It ensures consistent personal and professional growth
- d) It focuses solely on addressing weaknesses
- e) It encourages the development of new learning strategies

Correct answers: a) and c)

2. Which aspects of cognitive style are most relevant to leadership and management?

- a) Creative information processing
- b) Sole reliance on numerical data for decision-making
- c) Problem-solving and decision-making capabilities
- d) Emotional intelligence and adaptability
- e) Adapting learning methods based on experiences

Correct answers: a) and c)

3. What are the key stages in the Personal Development Process (PDP)?

- a) Understanding your current skill set
- b) Reflecting on both achievements and failures
- c) Developing new skills without setting specific goals
- d) Periodically assessing progress
- e) Depending exclusively on external feedback

Correct answers: a) and d)

4. How does the SWOT analysis framework contribute to personal development?

- a) By helping individuals focus on their strengths
- b) By identifying opportunities for external support
- c) By providing methods to mitigate external threats
- d) By recognizing where weaknesses might hinder opportunities
- e) By ensuring long-term growth without reflection

Correct answers: a) and d)

5. Which elements of reflective practice are essential for continuous personal development?

- a) Reflecting on failures to enhance performance
- b) Focusing solely on successes to build confidence
- c) Critically analyzing past experiences to shape future actions
- d) Planning only for short-term goals
- e) Implementing lessons learned into future strategies

Correct answers: c) and e)

Lecture 2 – Cognitive Styles

1. Which characteristics are commonly seen in individuals with a 'Planning' cognitive style?

- a) They prefer creativity and experimentation over logic
- b) They focus on careful preparation and systematic organization
- c) They prefer routine and logical thinking
- d) They are resistant to ambiguity and change
- e) They are highly flexible in handling unexpected situations

Correct answers: b) and c)

2. How does the 'Creating' cognitive style differ from the 'Knowing' style?

- a) The 'Creating' style emphasizes innovation and risk-taking, while the 'Knowing' style focuses on facts and precision
- b) The 'Creating' style is more focused on logical planning, whereas the 'Knowing' style is more spontaneous
- c) The 'Creating' style prefers experimentation and brainstorming, while the 'Knowing' style prefers detailed analysis
- d) The 'Creating' style is intolerant of multiple views, whereas the 'Knowing' style encourages diverse perspectives
- e) The 'Knowing' style is more flexible with rules than the 'Creating' style

Correct answers: a) and c)

3. In what way can Cognitive Style impact leadership and management?

- a) Leaders with a 'Knowing' style can delay decision-making due to over-reliance on data
- b) A 'Creating' style leader may be more resistant to structure, leading to mistakes
- c) 'Planning' style leaders excel in highly dynamic environments where rules are not well defined
- d) A 'Knowing' style leader is highly adaptable and can easily handle ambiguity
- e) 'Planning' style leaders often resist rules and are more comfortable with uncertainty

Correct answers: a) and b)

4. Which of the following are limitations of the 'Planning' cognitive style in problem-solving?

- a) Difficulty handling illogical issues
- b) Slow to make decisions in uncertain environments
- c) Strong tendency to break rules in structured tasks
- d) Resists ambiguity and unexpected changes
- e) Struggles to gather enough information before decision-making

Correct answers: a) and d)

5. What are the possible downsides of the 'Creating' cognitive style in decision-making?

- a) Resistance to rules and structure, leading to potential errors
- b) Over-reliance on detailed data before making decisions
- c) Making decisions too quickly without adequate information
- d) Ignoring logical approaches and focusing solely on creativity
- e) Tendency to overlook the impact of emotions in group settings

Correct answers: a) and d)

6. How can 'Attribution Biases' affect decision-making in leadership?

- a) The self-serving bias may lead leaders to attribute successes to external factors
- b) The fundamental attribution error causes leaders to misinterpret employee behavior by focusing on external factors
- c) Leaders might blame their own failures on internal factors while dismissing external reasons
- d) The self-serving bias might cause leaders to take excessive credit for successes
- e) Leaders may tend to blame others' mistakes on their personality rather than the situation

Correct answers: d) and e)

7. Which components of Positive Psychology are critical in building resilience within cognitive processes?

- a) Confidence and creativity
- b) Optimism and resilience
- c) Self-esteem and external motivation
- d) Hope and positive psychological capital
- e) Locus of control and neuroticism

Correct answers: b) and d)

Lecture 3 - Values, Beliefs, Attitudes, and Character, with 5 choices and 2 correct answers for each question:

1. Which of the following best describes the role of values in shaping individual behavior?

- a) Values serve as internal motivators guiding actions and decisions
- b) Values are always consciously chosen by individuals
- c) Values are external principles imposed by society
- d) Values once internalized, become subconscious criteria for actions
- e) Values have no impact on an individual's moral development

Correct answers: a) and d)

2. What are two core components of attitudes, according to the lecture?

- a) Emotions and cognition
- b) Beliefs and experiences
- c) Thoughts and personality
- d) Affect (feeling) and behavior
- e) Habits and skills

Correct answers: a) and d)

3. Which values are considered foundational according to the lecture?

- a) Integrity and compassion
- b) Ambition and adventure
- c) Financial security and creativity
- d) Respect and honesty
- e) Wisdom and gratitude

Correct answers: a) and d)

4. How can attitudes be shaped according to social psychology?

- a) Attitudes are shaped only by genetics
- b) Attitudes are influenced by socialization and learning experiences
- c) Attitudes are resistant to change once formed
- d) Attitudes can be shaped by observing others and social reinforcement
- e) Attitudes are static and do not influence future behavior

Correct answers: b) and d)

5. What is the relationship between character and values?

- a) Character is developed by repeated actions based on values
- b) Values do not play a role in shaping one's character
- c) Character is solely determined by genetics, not values
- d) Values are part of a person's habits, which eventually form character
- e) Character does not change regardless of changes in values

Correct answers: a) and d)

6. In what way can values influence a person's beliefs?

- a) Values help individuals make sense of their beliefs about the world
- b) Values have no impact on the beliefs a person holds
- c) Values serve as guiding principles, shaping how beliefs are formed
- d) Values and beliefs are completely independent of each other
- e) Beliefs shape values, but values do not shape beliefs

Correct answers: a) and c)

7. Which of the following are considered focus values according to the lecture?

- a) Health and well-being
- b) Legacy and ambition
- c) Financial responsibility and personal growth
- d) Family and adventure
- e) Work ethic and creativity

Correct answers: a) and c)

Lecture 4 - Teams for Teamwork, with 5 choices for each question and 2 correct answers:

1. In Belbin's Team Role Theory, what roles are considered "action-focused"?

- a) Plant
- b) Implementer
- c) Completer-Finisher
- d) Coordinator
- e) Resource Investigator

Correct answers: b) and c)

2. How does a Monitor Evaluator contribute to a team's performance?

- a) By generating new and creative ideas
- b) By critically analyzing and evaluating ideas from others
- c) By motivating others to take action
- d) By supporting the team with accurate decision-making
- e) By creating harmonious team relationships

Correct answers: b) and d)

3. Which two characteristics are typical of a Coordinator in Belbin's Team Role Theory?

- a) Motivates the team through assertiveness
- b) Helps others work toward shared goals through delegation
- c) Is generally introverted and prefers independent work
- d) Identifies individual strengths and assigns tasks accordingly
- e) Prefers unorthodox methods and challenges conventional thinking

Correct answers: b) and d)

4. What is a potential drawback of having too many "Shapers" on a team?

- a) The team may lack creativity and innovative thinking
- b) The team may have too many conflicting ideas due to strong leadership styles
- c) Shapers are poor at managing time, which could delay projects
- d) Shapers tend to dominate conversations, which can suppress other members' contributions
- e) The team may struggle to achieve goals efficiently

Correct answers: b) and d)

5. What strategies can help teams overcome issues with role ambiguity?

- a) Allowing each member to define their role based on personal preference
- b) Conducting solid, unemotional discussions to clarify roles
- c) Avoiding any changes to team structure to maintain stability
- d) Encouraging self-evaluation and personality testing for proper role placement
- e) Delegating ambiguous roles to junior team members

Correct answers: b) and d)

6. What are key attributes of successful teams according to the lecture?

- a) Focus on individual accomplishments rather than collective goals
- b) Mutual respect among members and diversity in skills
- c) Strong leadership that makes all decisions for the team
- d) Members communicate well and perceive the relevance of tasks
- e) Each member works independently without needing input from others

Correct answers: b) and d)

Lecture 4A - Power and Politics in Organizational Context, with 2 correct answers for each question:

1. How does coercive power impact organizational dynamics?

- a) It motivates employees through fear of punishment
- b) It leads to stronger team cohesion and loyalty
- c) It can cause resistance and decreased morale among employees
- d) It fosters creativity and innovation
- e) It strengthens long-term relationships between managers and subordinates

Correct answers: a) and c)

Lecture 5 - Team Leadership, with 2 correct answers for each question:

1. How does John Adair's Action-Centred Leadership model emphasize the role of a team leader?

- a) Focusing solely on achieving organizational goals
- b) Balancing the needs of the task, the team, and the individuals
- c) Encouraging a competitive environment among team members
- d) Assigning all leadership responsibilities to subordinates
- e) Developing individual team members alongside task completion

Correct answers: b) and e)

2. What are two critical aspects of transformational leadership according to Bass and Avolio?

- a) Empowering followers to achieve personal growth
- b) Focusing only on task outcomes
- c) Motivating team members through reward systems
- d) Inspiring individuals to work for the collective good beyond personal interest
- e) Providing clear instructions and expecting obedience

Correct answers: a) and d)

3. In Blake and Mouton's Managerial Grid, what characterizes a leader who is both production-oriented and people-oriented?

- a) The leader ignores team members' needs and focuses only on production
- b) The leader creates a balance between task completion and team well-being
- c) The leader uses coercive tactics to maintain control over team processes
- d) The leader promotes high performance while maintaining positive relationships
- e) The leader disregards deadlines to ensure team harmony

Correct answers: b) and d)

4. What are the advantages of using participative leadership in team settings, according to leadership theories?

- a) Encouraging team members to contribute to decision-making
- b) Ensuring that all decisions are made solely by the leader
- c) Increasing team commitment to decisions by involving members
- d) Speeding up decision-making processes
- e) Fostering innovation and creativity within the team

Correct answers: a) and c)

5. What two factors define follower readiness in Hersey and Blanchard's Situational Leadership Model?

- a) Ability and willingness
- b) Task-oriented and relationship-oriented behavior
- c) Self-confidence and need for supervision
- d) Autonomy and accountability
- e) Motivation and commitment

Correct answers: a) and e)

6. What are the key responsibilities of a team leader according to John Adair's model of Action-Centred Leadership?

- a) Achieving the task and developing individuals
- b) Focusing solely on task completion
- c) Building team morale and maintaining communication
- d) Ignoring team dynamics in favor of individual goals
- e) Delegating all responsibility for outcomes to the team members

Correct answers: a) and c)

Lecture 6 - Team Decision,

1. Which of the following are important features of a thinking environment for decision-making?

- a) Limited input from team members to avoid confusion
- b) Encouragement of collaboration over competition
- c) Listening with respect and fascination to all team members
- d) Dominating discussions to ensure efficiency
- e) Ensuring everyone participates equally

Correct answers: b) and c)

2. How can the use of affinity grouping help in team decision-making?

- a) It reduces the number of ideas by grouping similar ones
- b) It eliminates weaker ideas quickly without discussion
- c) It allows team members to group unstructured ideas based on their natural relationships
- d) It speeds up decision-making by voting on ideas immediately
- e) It provides a way to combine individual preferences into one idea

Correct answers: a) and c)

3. Which of the following methods could lead to lower commitment from team members when making decisions?

- a) Decision made by majority vote
- b) Decision made by authority without group discussion
- c) Decision by consensus
- d) Decision by expert
- e) Decision by averaging individual opinions

Correct answers: b) and d)

4. What are the key benefits of using a Criteria Matrix in decision-making?

- a) It allows the team to visually compare options against important criteria
- b) It simplifies decision-making by eliminating subjective opinions
- c) It ensures that emotional biases are removed from the process
- d) It provides a systematic approach to evaluate multiple alternatives
- e) It allows for an objective decision without any team discussion

Correct answers: a) and d)

5. Which decision-making methods are best suited for time-constrained environments?

- a) Decision made by authority without group discussion
- b) Decision by averaging individual opinions
- c) Decision by consensus
- d) Decision made by expert
- e) Decision by majority vote

Correct answers: a) and d)

6. What is a primary weakness of using the consensus method in team decision-making?

- a) It is time-consuming and may delay decisions
- b) It leads to a lack of participation from some team members
- c) It limits the number of alternatives considered
- d) It may result in groupthink, where dissenting opinions are suppressed
- e) It requires less commitment from team members once a decision is made

Correct answers: a) and d)

Lecture 7 - Team Diversity, (MCQs) with 5 choices, and 2 correct answers for each question:

1. What are two key benefits of religious diversity in teams?

- a) Encourages homogeneous viewpoints
- b) Brings diverse perspectives into decision-making
- c) Requires less management training
- d) Challenges the team to manage different beliefs effectively
- e) Simplifies team communication

Correct answers: b) and d)

2. Which two challenges can arise from age diversity in a team?

- a) Difficulty in adapting to different work-life balance expectations
- b) Increased flexibility in team members' decision-making processes
- c) Tensions over differing work methods and communication styles
- d) Mutual training and skill-sharing across generations
- e) Stronger collaboration due to diverse perspectives

Correct answers: a) and c)

3. Which two factors can contribute to the success of culturally diverse teams?

- a) Developing an inclusive culture that values each member's input
- b) Focusing solely on individual performance rather than team collaboration
- c) Encouraging openness to different communication styles
- d) Ignoring cultural differences to prevent stereotyping
- e) Establishing a uniform approach to decision-making for all members

Correct answers: a) and c)

4. Which two challenges are commonly associated with race and disabilities in team settings?

- a) Difficulties in communication due to language barriers
- b) Enhanced problem-solving abilities through diverse viewpoints
- c) Emotional interactions and stereotyping within teams
- d) Limited perspectives on cultural issues
- e) More effective collaboration through shared experiences

Correct answers: a) and c)

5. What are two primary challenges of managing diversity in teams?

- a) Increased absenteeism and turnover due to unresolved conflicts
- b) Consistent productivity improvement across all team members
- c) Discrimination and stereotyping based on personal characteristics
- d) The need for fewer communication skills among team members
- e) A decrease in team tensions and better decision-making processes

Correct answers: a) and c)

6. How can diversity create value in the workplace?

- a) It promotes innovation by integrating diverse talents and skills
- b) It simplifies conflict resolution by eliminating differences in opinion
- c) It opens new business opportunities by understanding a wider client base
- d) It limits the talent pool to a specific demographic
- e) It ensures uniform thinking among team members for faster decisions

Correct answers: a) and c)

Lecture 8 - Time Management, (MCQs) with 5 choices, and 2 correct answers for each question:

1. Which of the following are key components of time management preparation?

- a) Maintaining a balanced sleep schedule
- b) Prioritizing unimportant tasks over critical ones
- c) Creating an organized and distraction-free environment
- d) Avoiding mindfulness practices
- e) Planning for self-care activities like balanced food, water, and exercise

Correct answers: a) and c)

2. What are two benefits of using a Time Management Matrix (Eisenhower Matrix)?

- a) It helps prioritize tasks based on urgency and importance
- b) It forces you to complete all tasks immediately
- c) It categorizes tasks into four quadrants, aiding in decision-making
- d) It eliminates the need for prioritizing tasks
- e) It focuses only on long-term projects without immediate deadlines

Correct answers: a) and c)

3. Which practices can help you effectively prepare for time management?

- a) Tracking all personal and work-related activities for better organization
- b) Avoiding setting a clear schedule for tasks
- c) Practicing mindfulness to reduce stress and stay focused
- d) Ignoring personal well-being in favor of completing more work
- e) Relying solely on memory to remember tasks

Correct answers: a) and c)

4. Which two challenges are often associated with poor time management?

- a) Increased productivity and effectiveness
- b) High levels of stress and anxiety
- c) Difficulty meeting deadlines and staying organized
- d) Enhanced focus and concentration on important tasks
- e) Frequent distractions and procrastination

Correct answers: b) and c)

5. What are the primary benefits of using time management tools like to-do lists and calendars?

- a) They provide a structured way to organize tasks and deadlines
- b) They increase the amount of time spent on unimportant tasks
- c) They help visualize task completion and reduce overwhelm
- d) They ensure all tasks are completed without a set schedule
- e) They eliminate the need for time management altogether

Correct answers: a) and c)

6. Which two strategies can help maximize productivity through better time management?

- a) Prioritizing high-impact tasks first (task prioritization)
- b) Completing tasks without taking any breaks
- c) Using the Pomodoro Technique to maintain focus
- d) Avoiding task delegation to retain full control over work
- e) Letting distractions interrupt your workflow frequently

Correct answers: a) and c)

Lecture 9 – Computing Landscape

1. Which of the following innovations contributed significantly to the evolution of computing technologies?

- a) Mechanical calculators
- b) Vacuum tubes in the first generation of computers
- c) Integrated circuits in the fourth generation
- d) Microprocessors introduced in the third generation
- e) Artificial intelligence (AI) in the fifth generation

Correct answers: b) and e)

2. What are two social issues arising from today's computing landscape?

- a) The creation of more high-paying IT jobs worldwide
- b) The digital divide between those with access to technology and those without
- c) Cyberbullying and the misuse of social media
- d) Reduced environmental impact from electronic waste
- e) Reduced unemployment rates through outsourcing

Correct answers: b) and c)

3. Which two challenges arise from the environmental impact of computing technologies?

- a) Increased use of renewable energy sources for manufacturing
- b) The management of electronic waste (e-waste)
- c) The reduction in energy consumption of modern computers
- d) The energy required to power and cool large server farms
- e) The widespread adoption of energy-efficient devices

Correct answers: b) and d)

4. Which of the following aspects best describe the modern connectivity landscape?

- a) Increased reliance on mobile phones and internet-based communication
- b) Decline in global social networks
- c) Growth in e-commerce platforms and digital transactions
- d) The slow development of online education tools
- e) Limited collaboration tools for virtual workspaces

Correct answers: a) and c)

5. What are two significant legal concerns related to intellectual property in computing?

- a) Licensing of proprietary software
- b) Copyright enforcement and software piracy
- c) The decline in cyber regulations across industries
- d) The limitation of legal frameworks for data protection
- e) Unrestricted sharing of software licenses

Correct answers: a) and b)

6. Which of the following best describes the ethical dilemmas surrounding information collection in today's computing landscape?

- a) Unauthorized data collection by businesses for profit
- b) Transparent data-sharing practices in all industries
- c) Increased privacy protections through online platforms
- d) Data collection for commercial and governmental surveillance
- e) Ethical practices by companies regarding user data usage

Correct answers: a) and d)

Lecture 10 - Professional Responsibilities and Codes of Ethics

1. Which of the following principles from the ACM Code of Ethics best exemplifies the responsibility of protecting intellectual property in the software industry?

Select two answers.

- A) Contribute to society and human well-being
- B) Be honest and trustworthy
- C) Honour property rights, including copyrights and patents
- D) Avoid harm to others
- E) Respect the privacy of others

Correct answers: C, E

2. According to the IEEE Code of Ethics, which actions should a computing professional take when faced with a conflict of interest?

Select two answers.

- A) Avoid conflicts of interest wherever possible
- B) Disclose conflicts of interest to relevant parties
- C) Ignore the conflict if it does not directly affect performance
- D) Act solely in the interest of the employer
- E) Accept gifts from clients or stakeholders if they are of minimal value

Correct answers: A, B

3. In a professional code of ethics, which of the following functions serve to guide IT professionals in making ethical decisions?

Select two answers.

- A) Educating members about ethical dilemmas
- B) Encouraging members to prioritize profitability
- C) Inspiring members to maintain high standards of integrity
- D) Disciplining members who fail to meet technical specifications
- E) Avoiding all forms of external regulation

Correct answers: A, C

4. Which two attributes most strongly differentiate a professional from an amateur in the computing field?

Select two answers.

- A) Engaging in a field for enjoyment without compensation
- B) Possessing expert knowledge
- C) Demonstrating autonomy and ethical decision-making
- D) Lack of formal education or training in the field
- E) Pursuing the profession as a hobby

Correct answers: B, C

5. How does a professional association like the Computer Society of Sri Lanka (CSSL) contribute to the public interest?

Select two answers.

- A) By ensuring all members follow personal ethics
- B) By establishing guidelines that protect the public from unethical practices
- C) By providing financial support to all its members
- D) By promoting ethical standards within the industry
- E) By limiting the career opportunities of non-members

Correct answers: B, D

6. When a computing professional discovers a flaw in software used by a client, what ethical responsibilities must they prioritize?

Select two answers.

- A) Inform the employer and take responsibility for addressing the issue
- B) Keep the flaw confidential to avoid legal consequences
- C) Correct the flaw only if instructed by the employer
- D) Maintain honesty and transparency with the client and stakeholders
- E) Dismiss the flaw if it does not cause immediate harm

Correct answers: A, D

7. Why is it critical for software engineers to adhere to the ACM Software Engineering Code in product design and modification?

Select two answers.

- A) To meet the highest professional standards and avoid harm
- B) To prioritize financial performance over public interest
- C) To maintain the integrity and independence of their professional judgment
- D) To disregard public interest if clients disagree with ethical principles
- E) To support industry deregulation

Correct answers: A, C

Lecture 11-Intellectual Property

1. Which of the following conditions must be met for a trademark to be protected?

- A) The trademark must be registered with the appropriate government agency
- B) The trademark must be used in commerce or have intent to be used
- C) The trademark must be applied to all products, regardless of industry
- D) The trademark must be renewed every 10 years to maintain protection
- E) The trademark must only be used in the country of registration

Correct answers: B, D

2. Which actions are considered software piracy under Sri Lanka's Intellectual Property Act No. 36 of 2003?

- A) Purchasing a single copy of software and installing it on multiple computers
- B) Downloading software from an unauthorized website
- C) Creating a backup copy of software for personal use
- D) Using free and open-source software for commercial purposes
- E) Lending a legally purchased software disc to a friend

Correct answers: A, B

3. Which of the following are key characteristics of a patent in the context of intellectual property protection?

- A) It protects ideas and concepts in a medium, but not the expression of those ideas
- B) It grants the holder exclusive rights to the invention for a limited period
- C) It prevents others from making, using, or selling the invention without permission
- D) It does not require registration, as it is automatically granted upon creation
- E) It is valid for the lifetime of the creator plus 70 years

Correct answers: B, C

4. In the context of software piracy, which of the following are examples of "Internet piracy"?
Select two answers.

- A) Installing software on multiple devices beyond the permitted license
- B) Downloading software from a third-party website without the publisher's permission
- C) Sharing a software activation key with friends
- D) Selling counterfeit copies of software
- E) Offering free downloads of software on a personal website without authorization

Correct answers: B, E

5. Why is reverse engineering typically considered a violation of copyright law, unless explicitly allowed?

Select two answers.

- A) It involves modifying the source code of copyrighted software
- B) It requires decompilation, which is often done without permission from the copyright holder
- C) It allows developers to create similar software without the need to license the original
- D) It is illegal in all cases, even if needed for interoperability
- E) It bypasses security mechanisms in the original software

Correct answers: B, E

6. What are the legal and economic benefits of protecting trade secrets in an organization?

Select two answers.

- A) Trade secrets can be protected indefinitely without registration
- B) Trade secrets prevent competitors from developing similar products through independent research
- C) Organizations derive economic value by maintaining the secrecy of sensitive information
- D) Trade secrets are required to be filed and registered with the government for protection
- E) Trade secrets must be renewed every 10 years to maintain legal standing

Correct answers: A, C

Lecture 12-Entrepreneurship

1. Which risks should an entrepreneur prioritize when launching a new product that requires a scientific breakthrough?

Select two answers.

- A) Demand risk
- B) Technology risk
- C) Execution risk
- D) Social risk
- E) Financing risk

Correct answers: B, E

2. Which of the following characteristics are common in entrepreneurs who effectively manage external factors?

- A) They ignore social and economic trends to focus on product development
- B) They adapt quickly to changes in political and economic environments
- C) They maintain strong relationships with key influencers and stakeholders
- D) They avoid incorporating technological innovations
- E) They rely solely on their internal resources to manage challenges

Correct answers: B, C

3. In the context of entrepreneurship, what are two primary functions of conducting a SWOT analysis?

- A) It helps identify potential threats in the business environment
- B) It guarantees business success by eliminating weaknesses
- C) It enables entrepreneurs to assess their strengths relative to competitors
- D) It focuses primarily on financial forecasting
- E) It eliminates the need for PEST analysis

Correct answers: A, C

4. What are two major reasons why serial entrepreneurs are more likely to succeed in subsequent ventures?

- A) They focus on one industry throughout their career
- B) They leverage experience gained from previous businesses
- C) They consistently repeat the same business model
- D) They apply the corridor principle to identify new opportunities
- E) They rely solely on the same customer base from their first venture

Correct answers: B, D

5. What external factors are important for entrepreneurs to consider when performing a PEST analysis?

Select two answers.

- A) Internal team structure and expertise
- B) Government policies and regulations
- C) Interest and exchange rates
- D) Business model and value proposition
- E) Customer complaints and reviews

Correct answers: B, C

6. In the initial stages of a startup, why is bootstrapping an important strategy for entrepreneurs?

Select two answers.

- A) It reduces dependence on external financing
- B) It guarantees profitability within the first year
- C) It enables entrepreneurs to maintain ownership and control
- D) It eliminates the need for a formal business plan
- E) It allows entrepreneurs to take larger financial risks early on

Correct answers: A, C

7. Which key success factors are critical for an entrepreneur when developing a business strategy?

Select two answers.

- A) Strong personal attributes, such as resilience and adaptability
- B) A detailed 10-year financial forecast to secure early-stage funding
- C) Strong management skills, including time and employee management
- D) Sole focus on technological innovation over market trends
- E) Dependence on short-term market fluctuations for decision-making

Correct answers: A, C