

## CIMA–E1 Area E – Self-Study Guide

Session (duration)	Component Learning Outcomes	Study Guidance/Tips	CIMA Technical Articles
<b>SECTION E: MANAGING HUMAN CAPITAL (20%)- Recommended study time - 33 hours over 3 weeks</b>			
20 - 21 (Wk 13, 11 hours)	<p><b>1(a)</b> explain how HR theories and activities can contribute to the success of the organisation</p> <p><b>2(b)</b> discuss the HR activities associated with the motivation of employees</p> <p><b>2(c)</b> describe the HR activities associated with improving the opportunities for employees to contribute to the firm</p> <p><i>*CIMA Official Study Text – Chapter 11</i></p>	<p>1. Motivation theories:</p> <ul style="list-style-type: none"> <li>- Maslow’s hierarchy of needs</li> <li>- Herzberg’s two factor content theory</li> <li>- McGregor’s X and Y theory</li> </ul>	<p><a href="#">Performance Appraisal</a></p>
<p><b>1(a) Exam questions:</b> <a href="#">May-10-Q3c</a> <a href="#">Nov-11-Q4c</a> <a href="#">May-12-Q1.4</a> <a href="#">Sept-12-Q1.8</a></p> <p><b>2(b) Exam questions:</b> <a href="#">May-10-Q2f</a> <a href="#">May-11-Q4c</a> <a href="#">Sept-11-Q1.3, Q1.6, Q1.8</a> <a href="#">Nov-11-Q1.7</a> <a href="#">Mar-12-Q1.8</a> <a href="#">May-12-Q1.9</a> <a href="#">Sept-12-Q1.2</a></p> <p><b>2(c) Exam questions:</b> <a href="#">May-11-Q3b</a> <a href="#">Sept-11-Q3a</a> <a href="#">Nov-11-Q1.8</a> <a href="#">Mar-12-Q1.7</a> <a href="#">May-12-Q2e</a> <a href="#">Sept-12-Q4c</a></p>			

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22 - 23 (Wk 14, 11 hours)	<p><b>1(b)</b> explain the importance of ethical behaviour in business generally and for the line manager and their activities.</p> <p><b>2(a)</b> explain the HR activities associated with developing the ability of employees;</p> <p><b>2(d)</b> discuss the importance of the line manager in the implementation of HR practices;</p> <p><b>2(e)</b> prepare an HR plan appropriate to a team.</p> <p><i>*CIMA Official Study Text – Chapter 12</i></p>	<ol style="list-style-type: none"> <li>1. Ethical behaviour and CIMA’s ethical guidelines are core to the CIMA qualification and feature in many papers</li> <li>2. Knowledge of good HR practice, especially in regard to disciplinary proceedings will be tested again in E2</li> <li>3. When the exam question ask you to prepare an HR plan, you must relate to the scenario given. Stating something general will only score limited marks</li> </ol>	<p><a href="#">CIMA’s Code of Ethics at a glance</a></p> <p><a href="#">HR Planning</a></p>
<p><b>1(b) Exam questions:</b> <a href="#">May-10-Q4c</a> <a href="#">Nov-11-Q1.6</a> <a href="#">May-12-Q1.8</a> <a href="#">Sept-12-Q1.9</a></p> <p><b>2(a) Exam questions:</b> <a href="#">May-10-Q2e</a> <a href="#">May-11-Q3c</a> <a href="#">Sept-11-Q2e</a> <a href="#">Nov-11-Q1.5, Q1.9, Q2f</a> <a href="#">Mar-12-Q1.3, Q1.6, Q1.10, Q4c</a> <a href="#">May-12-Q4b</a> <a href="#">Sept-12-Q4b</a></p> <p><b>2(d) Exam questions:</b> <a href="#">Nov-10-Q3a</a></p> <p><b>2(e) Exam questions:</b> <a href="#">Nov-10-Q3b</a></p>			

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24 – 25 (Wk 15, 11 hours)	Practice as many past exam questions as possible	<p>When practicing past exam papers you should try and time yourself to exam conditions, as a guide use 1.8 minutes per mark.</p> <p>Review the post exam guides and suggested answers to check if you are answering question requirements correctly.</p>	<a href="#">An exam room approach to answering E1 questions</a>
<b>QUIZ Days</b>			
<p>1. Attempt at least two mock papers to timed conditions before the exam including reading time of 20 minutes (Total 3 hrs and 20 minutes to complete). Review the examiners answers and post exam guides after you have finished the mock exam.</p> <p><a href="#">Nov-12 exam</a>   <a href="#">Examiners answers</a>   <a href="#">Post exam guide</a>  <a href="#">Sept-12 exam</a>   <a href="#">Examiners answers</a>   <a href="#">Post exam guide</a></p> <p>2. From reviewing the post exam guides, it is noticed that students tend to do well in section A, fair on section B and poorly on section C. Section C usually consists of 2 long questions each worth 25 marks, making up 50% of the examination. Attempt section C questions below to test your knowledge and review the examiners answers after. If you practice under timed conditions it is 1.8 minutes per mark (18 minutes for 10 mark, 45 minutes for 25 marks).</p> <p><a href="#">May-10 exam</a>   <a href="#">Examiners answers</a>   <a href="#">Nov-10 exam</a>   <a href="#">Examiners answers</a>  <a href="#">May-11 exam</a>   <a href="#">Examiners answers</a>   <a href="#">Sept-11 exam</a>   <a href="#">Examiners answers</a>  <a href="#">Nov-11 exam</a>   <a href="#">Examiners answers</a>   <a href="#">Mar-12 exam</a>   <a href="#">Examiners answers</a>  <a href="#">May-12 exam</a>   <a href="#">Examiners answers</a></p>			<p><a href="#">Using your 20 minutes reading time</a></p> <p><a href="#">Explanation of CIMA verbs</a></p> <p><a href="#">Resources available on business English</a></p>

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### OTHER STUDY RESOURCES:

[Find all examiners suggested answers here](#)

[Post exam guides](#)

[CIMA Publishing](#)

[Velocity-Student e-magazine](#) [Financial Management magazine](#)

[Chat to other students on CIMAsphere-discussion boards for operational level](#)

Please note that the session duration time given for each area is a rough guide based on % of E1 syllabus weightings. Research has shown that students who study at **minimum of 11 hours** per week are more likely to pass. These timings must be taken into account with other personal commitments such as work, family time, recreation etc.

Obviously the more hours students can dedicate to studying the higher their chance of success.

Please use this as guidance rather than as an exact science of how to study, and please feel free to change it to suit your requirements.