



CIMAPRO15-E03-X1-ENG^{Q&As}

E3 - Strategic Management Question Tutorial

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**QUESTION 1**

According to Porter's Five Forces model, which of the following would be evidence of high buyer power?

- A. There is a low probability of backward integration.
- B. Products are not standardized and buyers cannot easily switch to another product.
- C. Buyers are fragmented and act independently of each other.
- D. There is a concentration of buyers.

Correct Answer: D

QUESTION 2

RRR is an insurance company which maintains an extensive database of its customer transactions over the last 10 years. RRR is developing a new product and has carried out a SWOT analysis. Within which of the following aspects of the SWOT analysis would RRR include its customer database?

- A. Opportunity
- B. Threat
- C. Weakness
- D. Strength

Correct Answer: D

Reference: https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf
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QUESTION 3

Country W hosts a large music competition every 5 years, which is attended by many international musicians. The success of the competition is dependent upon effective Customer Relationship Marketing being established with many different market groups around the world. These include music colleges who send their students, broadcasting companies who broadcast the event on radio and television, audience members, online ticket sellers and music journalists who write about the competition in specialist journals.

Using Payne's 'Six Markets Model', which of the following is the correct classification for the music journalists writing about the competition?

- A. Customer market
- B. Supplier market
- C. Referral market
- D. Influence market



Correct Answer: D

QUESTION 4

Directors have a duty to shareholders and other stakeholders and are required to promote the success of the company.

Which THREE of the following are valid roles and responsibilities of directors? (Choose three.)

- A. To be responsible for keeping all external stakeholders satisfied.
- B. To have regard for the interests of the company's employees.
- C. To focus only on maximizing company profits.
- D. To consider the likely consequences of any decision in the long term.
- E. To avoid conflicts of interest and of duties.

Correct Answer: BDE

QUESTION 5

Which of the following categorizations would be correct, according to McFarlan's Strategic Grid, for a system which is critical to sustaining existing business but its future strategic importance is considered to be low?

- A. Turnaround
- B. Support
- C. Strategic
- D. Factory

Correct Answer: B

Reference: https://books.google.com.pk/books?id=spVXv8BW-ycCandpg=PA217andlpg=PA217anddq=categorizations+would+be+correct,+according+to+McFarlan%27s+Strategic+Grid,+for+a+system+which+is+critical+to+sustaining+existing+business+but+its+future+strategic+importance+is+considered+to+be+low&source=blandots=W9s2tpnYqUandsig=ACfU3U2nIV0lqM5hdp8Ql1ZmanscOkFJmgandhl=enandsa=Xandved=2ahUKEwik_I2Zh93mAhUB6RoKHchJAdAQ6AEwAHoECAkQAQ#v=onepageandq=categorizations%20would%20be%20correct%2C%20according%20to%20McFarlan%27s%20Strategic%20Grid%2C%20for%20a%20system%20which%20is%20critical%20to%20sustaining%20existing%20business%20but%20its%20future%20strategic%20importance%20is%20considered%20to%20be%20low&df=false

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