CIMAPRO15-E03-X1-ENG Q&As

E3 - Strategic Management Question Tutorial

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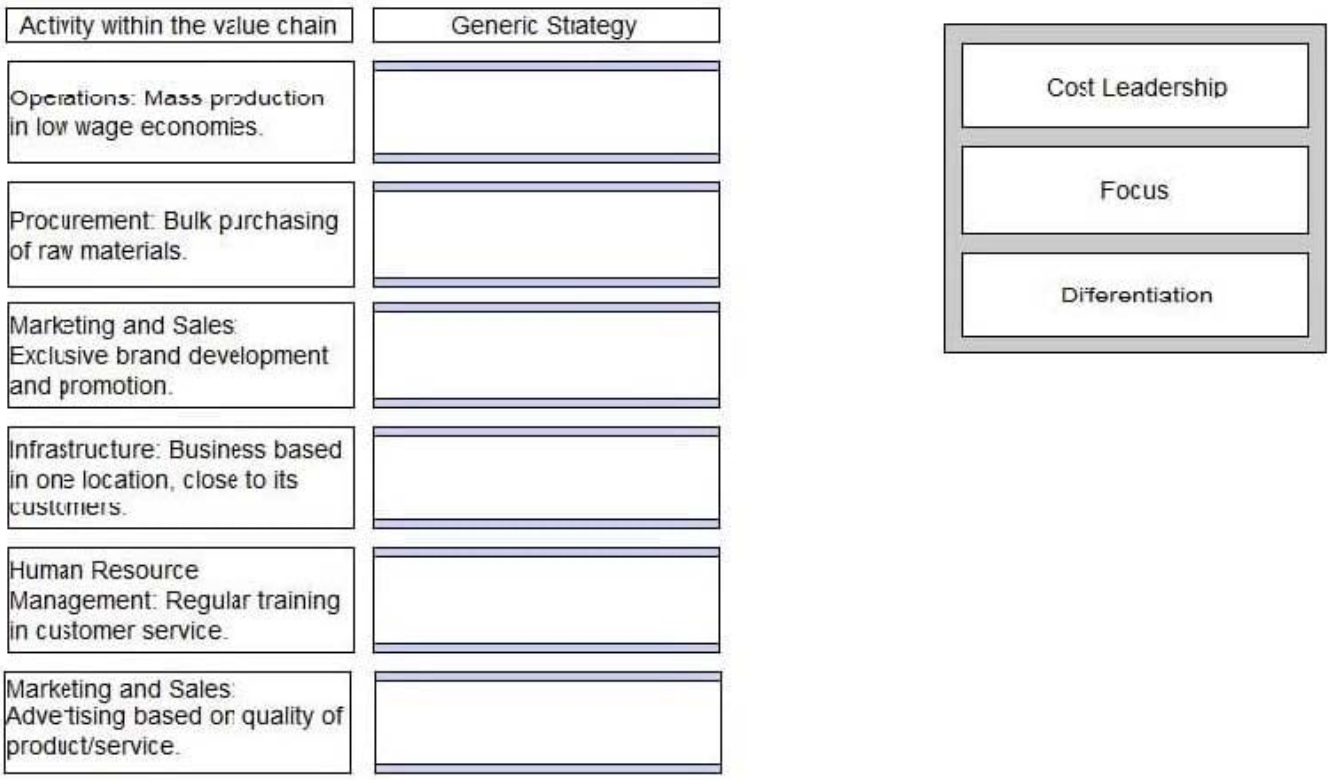
QUESTION 1

DRAG DROP

In order to organize the value-adding activities to support a chosen strategy, Porter\\'s Generic Strategies are often applied within an organization\\'s value chain.

Against each of the activities listed below, select the Generic Strategy which best defines the strategic approach being taken.

Select and Place:



Correct Answer:

Activity within the value chain	Generic Strategy
Operations: Mass production in low wage economies.	Cost Leadership
Procurement: Bulk purchasing of raw materials.	Cost Leadership
Marketing and Sales: Exclusive brand development and promotion.	Differentiation
Infrastructure: Business based in one location, close to its customers.	Focus
Human Resource Management: Regular training in customer service.	Differentiation
Marketing and Sales: Advertising based on quality of product/service.	Differentiation

QUESTION 2

An organization must acquire suitable hardware and software in order to implement a knowledge management strategy so that knowledge can be stored and communicated.

Which of the following would be appropriate systems to use in a knowledge management strategy? (Choose all that apply.)

A. Intranet

B. Local area network

C. Social media

D. Ledgers and journals

E. Internet

F. Groupware

Correct Answer: AB

QUESTION 3

Company TTT produces a range of products, including products T1 and T5.

Product T1: Profitability has declined in recent years, although small profits continue to be made as the market contracts due to changing customer preferences. Overall market share is low and continues to reduce. However, in addition to external sales T1 is also used as a component of product T5.

Product T5: A market leader within a low growth market, sources components both externally and from TTT\\'s other subsidiaries. T5 benefits from significant economies of scale and TTT has recently considered modernizing its T5 production line but following a cost benefit analysis, decided not to proceed.

Which of the following is an appropriate strategy for TTT to adopt?

A. Divest both product T1 and product T5.

B. Harvest product T1 and Divest product T5.

C. Harvest both product T1 and product T5.

D. Divest product T1 and Harvest product T5.

Correct Answer: B

QUESTION 4

You work as a Management Accountant for GHJ, a company that includes commitments to \\'sustainability\\' in its mission statement.

Which THREE of the following are contributions that you, as Management Accountant, could make towards the achievement of this part of the company\\'s mission statement? (Choose three.)

A. Project evaluations that include the externalities as well as the cash costs.

B. Providing financial information with all non-recurring expenditures and incomes removed.

C. Ensuring the organization adopts the lowest cost technologies and suppliers.

D. Integrated reporting of the triple bottom line of Profits, People and Planet.

E. Measures of organization\\'s use of non-renewable resources and environmental emissions.

Correct Answer: ADE

QUESTION 5

\\'Big data\\' refers to datasets whose size is outside the ability of typical database software tools to capture, store, manage and analyze.

Which of the following statements is NOT a valid statement with regard to \\'big data\\'?

A. \\'Big data\\' will require the right infrastructure, incentives and safeguards to address public concerns.

B. As technology advances overtime, the size of datasets that qualify as \\'big data\\' will also increase.

C. The definition of \\'big data\\' can vary by sector, depending on the software tools and dataset sizes common to a particular industry.

D. Sufficient analytical and managerial talent is available to exploit the opportunities associated with \\'big data\\'.

Correct Answer: A

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