

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

DF Company is undertaking a strategic review of its activities and has asked you to explain how a Force Field analysis would assist in the review process.

Which of the following statements would be most appropriate?

- A. As part of DF\\'s strategic review, identify forces facilitating the need for proposed change.
- B. Identify forces facing DF\\'s activities that may create barriers and resistance to change.
- C. Provide a framework for identifying forces for and against the proposed changes within DF.
- D. Identify influential senior managers who will drive through changes in DF\\'s strategic direction.

Correct Answer: C

QUESTION 2

A is a private healthcare organization aiming to provide affordable and accessible high quality patient services. A is introducing Big Data, which has not yet been adopted by the competition. A\\'s database will store a huge amount of information about its patients. Clear access to wide sources of accurate information will enable patients to make more informed choices. Patients will be able to compare not only the prices of drugs, treatments and physicians but also their relative effectiveness.

Which of the following concerns should A have about its use of Big Data?

- A. Lack of competitive advantage
- B. Veracity of information
- C. Variety of information
- D. Privacy issues

Correct Answer: B

QUESTION 3

PQR is a charity which has an excellent reputation within its home country. PQR employs over 300 highly experienced staff and has 200 skilled volunteers. PQR\\'s funding mainly comes from donations from the public but its public profile is low compared to larger, more publicized charities.

Due to a recent recession, public donations to PQR have fallen in the last five years, but demand for its services continues to grow.

The government of the country in which PQR operates is encouraging greater collaboration between charities and there have been several recent successful mergers within the charity sector. PQR has recently been approached by a high profile and well funded charity, DDD, with a merger proposal. DDD offers complementary services to those offered by PQR.



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Which TWO of the following factors would most likely be considered as an \\'opportunity\\' for PQR? (Choose two.)

- A. Highly experienced staff
- B. Donations from the public
- C. Growing demand for its services
- D. The excellent reputation of DDD
- E. Merging with DDD

Correct Answer: AC

QUESTION 4

SDC is a medium sized IT systems development company. SDC employs highly qualified and experienced systems development experts. It invests heavily in staff training and development and as a result, staff are highly motivated and staff turnover is low. SDC has a strong culture of team work and innovation, which the senior managers believe is the basis of SDC\\'s success. The senior managers, who are also the founders of SDC, are highly experienced and have a strong vision for the business.

Which THREE of the following factors would be the main focus of a resource audit for SDC? (Choose three.)

- A. Make-up
- B. Markets
- C. Manpower
- D. Machinery
- E. Management
- F. Money

Correct Answer: ACE

QUESTION 5

DRAG DROP

LMN is a fast food manufacturer that makes \\'Ready-meals\\'.

Place the appropriate stage of the Value Chain against each of the activities below:

Select and Place:



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| Receipt, storage and distribution of 'Ready-meals' ingredients. | | Inbound logistics |
|--|-------------------------------|-------------------------------|
| Cooking, testing and packing 'Ready-meals'. | | Operations |
| Distributing 'Ready- meals' to customers. | | Outbound logistics |
| Recruiting and training staff. | | Marketing & Sales |
| Purchasing 'Ready-meals' ingredients. | | Service |
| Building the 'Ready-meals' brand. | | Support activities |
| | | |
| Receipt, storage and distribution of 'Ready-meals' ingredients. | Inbound logistics | Inbound logistics |
| Receipt, storage and distribution of | Inbound logistics Operations | Inbound logistics Operations |
| Receipt, storage and distribution of 'Ready-meals' ingredients. | | |
| Receipt, storage and distribution of 'Ready-meals' ingredients. Cooking, testing and packing 'Ready-meals'. | Operations | Operations |
| Receipt, storage and distribution of Ready-meals' ingredients. Cooking, testing and packing 'Ready-meals'. Distributing 'Ready- meals' to customers. | Operations Outbound logistics | Operations Outbound logistics |



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