



# CIMAPRO15-E03-X1-ENG<sup>Q&As</sup>

E3 - Strategic Management Question Tutorial

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### QUESTION 1

Z is a medium-sized UK based accounting practice. Z operates a graduate training scheme. The trainees are given an induction and then placed on a three-year training programme designed to help develop professional skills and experience.

The training programme has been in existence for many years. However, there is no clear consensus amongst the partners of Z about what the trainees should be able to do on completion of the programme and therefore what the training

programme should emphasize. This lack of clarity is affecting the morale and commitment of the trainees and significant numbers are failing the programme or leaving to join a rival firm.

Z's HR Department recognizes the need for committed and well motivated accountants to meet the increased expectations of clients and the competition from rival firms. The HR Department has identified changes to the training programme that can be implemented gradually through a series of initiatives.

Which TWO of the following statements regarding the change required in Z are correct? (Choose two.)

- A. Understanding which day-to-day behaviors to reinforce within the training programme, is about 'routines and rituals' according to the Cultural Web.
- B. The change would be classified as a 'revolutionary change' according to Balogun and Hope Hailey.
- C. The need to manage the competitive position is an example of an 'external direct trigger' for change.
- D. The plans to combat competition would be considered as a 'structure' factor according to the McKinsey 7 S model.
- E. The skills, abilities and competences of the organization's employee's are a 'hard' factor according to the McKinsey 7 S model.

Correct Answer: CE

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### QUESTION 2

DRAG DROP

QR is a conglomerate with two divisions, A and B. Given the information below, select the most appropriate strategy for each division to implement.

Select and Place:



Division A has a strong brand but the technology used in its products is becoming outdated	
Division B is making financial losses in a mature market where its sales are considerably less than the sales of rival companies.	

- Market penetration
- Diversification
- Divestment
- Product development

Correct Answer:

Division A has a strong brand but the technology used in its products is becoming outdated	Product development
Division B is making financial losses in a mature market where its sales are considerably less than the sales of rival companies.	Market penetration

- 
- Diversification
- Divestment
- 

### QUESTION 3

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:



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

Correct Answer:

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

**QUESTION 4**

STU is a hospital that is wholly funded by its national government. In the last five years it has seen its funding cut by over 30% due to budgetary pressure on the government, caused by a global recession. As a result, the senior management team of STU has had to make some very difficult decisions about prioritizing how it spends the funds it receives from the government. Its main strategies have been to reduce the number of administration staff and nursing staff by 20%, in order to reduce its costs. It has also stopped providing a number of services to patients, including its counselling services and its physiotherapy unit.

Which of the following strategies has STU adopted to manage its reduced funding? (Choose all that apply.)

- A. Liquidation
- B. Divestment
- C. Retrenchment
- D. Facilitation
- E. Turnaround

Correct Answer: B

Reference: [http://www.cbsmohali.org/course\\_material/fourth\\_semester/strategic%20management.pdf](http://www.cbsmohali.org/course_material/fourth_semester/strategic%20management.pdf) (63)

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**QUESTION 5**

QWE is a private company belonging to a famous former sports professional. It operates gyms and fitness clubs across its home country. Each gym or fitness club is treated as a profit center and the manager of each center is paid bonuses based on its financial performance.

QWE introduced multidimensional performance measures into its management control systems 3 years ago. These measure competitiveness, financial performance, capacity utilization, innovation and the flexibility of its centers to cope with changing demands.

The managers of QWE's centers have been leaving at a very high rate over the last 2 years. They have claimed that the measures are too open to interpretation and when they think they are improving their center's performance they are told they are doing the wrong things. They also complain that the managers in the centers near big cities find it much easier to reach their targets than the managers of other centers.

According to Fitzgerald and Moon's Building Block model, where does the problem lie?

- A. Standards and Rewards
- B. Standards, Dimensions and Rewards
- C. Dimensions and Standards
- D. Dimensions and Rewards

Correct Answer: C



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