



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

E3 - Strategic Management Question Tutorial

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**QUESTION 1**

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 2

ZYX is a global hotel chain, employing over 10,000 staff worldwide. ZYX operates a Code of Conduct for all of its staff, which states "Our staff are the most important assets of our business operations. We expect the highest standards of ethical and professional conduct from all staff, who must display the principles of trust, respect, equality, integrity and fairness at all times."

Which THREE of the following actions could ZYX take to positively influence its staff to work to the ethical and professional principles in its Code of Conduct? (Choose three.)

- A. Disciplinary actions, such as fines, for staff who do not display high ethical and professional standards.
- B. Publication on its website of ZYX's Code of Conduct and regular examples of staff displaying the highest standards of professional conduct.
- C. Induction and on-going staff training on ZYX's Code of Conduct and ethical and professional principles.
- D. Interview process for staff prior to employment, to assess their understanding of ethical and professional behavior.
- E. Set performance targets in diversity and equality for its hotel senior managers.
- F. Operate a system of reward incentives for staff who display high ethical and professional standards.

Correct Answer: CDF

QUESTION 3

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
(5)

QUESTION 4

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 5

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

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