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E3 - Strategic Management Question Tutorial

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**QUESTION 1**

Information Systems (IS) strategy is correctly defined as:

- A. The planning, organizing, investment and control of information applications in the organization.
- B. Identifying the information needs of the organization and aligning development to them.
- C. Decisions on the hardware, software and communications solutions used in the organization.
- D. The roles and structure of information specialists in the organization and their relationship with users.

Correct Answer: B

Reference: http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_information_strategy_jul08.pdf (4)

QUESTION 2

TUV had an employee turnover rate of 25% among new recruits and was becoming short of skilled workers. The Board of TUV realized there was something dramatically wrong and called in consultants to assess the problem. The consultants recommended transformational change in that TUV should redesign the entire production system, change the placement of all equipment and the flow of work, redefine every job and give all workers new assignments.

Which type of change did the consultants recommend for TUV?

- A. Evolution
- B. Reconstruction
- C. Revolution
- D. Adaptation

Correct Answer: B

QUESTION 3

You have been given responsibility, as a newly qualified management accountant, for delivering an ambitious project to centralize and computerize the accounts function within a medium-sized, geographically dispersed business. The timetable also requires the project to be delivered within a very short timescale with limited resources. You have built a team to deal with these proposed changes.

With regard to effective teams and change, which THREE of the following statements are correct? (Choose three.)

- A. Teams that cross departmental boundaries can destroy shared values.
- B. Teams play minor roles in institutional change.
- C. Individuals must become more than they were when working alone and must develop new commitments and behaviors.



- D. Teams should continue after their purpose has been served.
- E. Teams that cross departmental boundaries can develop new performance criteria.
- F. Teams enhance learning and address change directly through creating recommendations and new ideas.

Correct Answer: CEF

QUESTION 4

HHH is an international distribution company which operates a number of large distribution warehouses. HHH employs over 10,000 staff who operate the warehouses 24 hours per day and process over 500,000 packages and parcels each day. HHH operates in a highly competitive market and the senior management team recognize the importance of focusing upon its Critical Success Factors (CSF's). However, some senior managers are confused as to the difference between CSF's and Key Performance Indicators (KPI's).

Which of the following are Critical Success Factors for HHH? (Choose all that apply.)

- A. Percentage of stock damaged.
- B. Market share percentage.
- C. Customer satisfaction.
- D. Continual maintenance of warehouse facilities.
- E. Time taken to load and unload deliveries.
- F. Efficient staff planning systems.

Correct Answer: BC

QUESTION 5

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.

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 6

GV is a manufacturer and retailer of high quality suede gloves. GV makes all of its sales in country F, and is extremely profitable. After many successful years trading, GV has accumulated significant cash reserves and would like to grow the business organically.

After some investigation work, GV has discovered an opportunity to sell leather shoes in country P.

Which of the following strategic directions is GV taking if it pursues this opportunity, according to Ansoff's product / market matrix?

A. Product development

B. Market development

C. Related diversification

D. Market penetration

Correct Answer: C

QUESTION 7

Ansoff has provided a product/market growth matrix which denotes possible strategic directions that an organization can follow.

Which of the following statements correctly describe the strategic options generated by the matrix? (Choose all that apply.)

A. Diversification using new products in new markets.

B. Product development using new products in new markets.

C. Market development using existing products in new markets.

D. Market penetration using existing products within existing markets.

E. Market penetration using existing products in new markets.

F. Market penetration using new products within existing markets.

Correct Answer: BDF

**QUESTION 8**

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 9

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 10**

A Service Level Agreement (SLA) defines exactly what services a service provider will provide and the required level or standard for those services.

Which of the following statements regarding Service Level Agreements is NOT correct?

- A. Service Level Agreements should include the expected response time to technical queries.
- B. Service Level Agreements should include the targets and benchmarks to be used and the consequences for failing to meet them.
- C. Service Level Agreements should include the procedures for cancelling the contract.
- D. Service Level Agreements should include a guarantee to provide 100% availability for complaint resolution.

Correct Answer: A

QUESTION 11

Which of the following would be correct considerations when evaluating the Feasibility of a strategy? (Choose all that apply.)

- A. Will there be sufficient time to implement the strategy?
- B. Will the strategy exploit the core competencies of the business?
- C. Will the strategy maintain competitive advantage?
- D. Will customers object to the strategy?
- E. Will the business be able to deal with the responses of its competitors to the strategy?

Correct Answer: AB

QUESTION 12

Which of the following would be likely to encourage an organization to use Scenario Planning? (Choose all that apply.)

- A. The organization often experiences 'group-think', leading to a narrow view of the future.
- B. Competitors are increasingly using Scenario Planning as part of their strategy formulation process.
- C. The organization has achieved all of its objectives and operates within a stable external environment.
- D. The organization has not previously experienced any major surprises or expensive strategic mistakes.
- E. Uncertainty in the industry is high, relative to management's ability to predict or adjust to change.

Correct Answer: CE

**QUESTION 13**

TTT recently appointed a new Chief Executive, R, to lead it through a period of major change. R immediately set up a change management team which consisted of several senior managers and directors from across the organization. Together, they formulated an overall goal for change and then spent several weeks presenting the need for change to all of the staff through a series of staff meetings. At these meetings R involved staff and built their ideas into the final change strategy.

R also set a series of interim goals to encourage ongoing performance throughout the change process. When the organization reached these goals, R widely publicized these achievements to help motivate staff.

However, after six months, TTT had failed to reach most of the interim goals that had been set. Most of the members of the change management team had not maintained a significant interest in the change process and many of the staff felt that there had been a lack of communication and reward following the initial few weeks of the change process.

Kotter suggested that there were eight steps required to successfully lead change.

Which TWO of the following did R fail to achieve? (Choose two.)

- A. Never letting up
- B. Incorporate change into the culture
- C. Develop a change vision
- D. Generate short term wins
- E. Empower broad based action

Correct Answer: CD

QUESTION 14

Which of the following would be a suitable performance measure of Internal Business Processes within Kaplan and Norton's 'Balanced Scorecard' model?

- A. Reduction in manufacturing cycle times.
- B. New products developed.
- C. Increase in market share.
- D. Higher P/E ratio.

Correct Answer: A

QUESTION 15

Company CCC is an automotive component manufacturer. It manufactures three main products within its portfolio:

Product 1: Relative market share of 0.1; Market growth rate of -2%

Product 2: Relative market share of 4.0; Market growth rate of +3%



Product 3: Relative market share of 0.3; Market growth rate of +15%

Which TWO of the following statements are CORRECT? (Choose two.)

- A. Product 2 is likely to be at the mature stage of its life cycle, is likely to benefit from significant economies of scale.
- B. Product 3 is likely to be at the growth stage of its life cycle, at high risk of failure and further investment should be considered.
- C. Product 1 is likely to be at the mature stage of its life cycle, operating in a contracting market and is fairly cash neutral.
- D. Product 2 is likely to be at the growth stage of its life cycle, have weak profitability, poor cash generation and high capital requirements.
- E. Product 1 is likely to be at the mature stage of its life cycle, have strong profitability and further investment should be considered.

Correct Answer: BD

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