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Question 1

Question Type: MultipleChoice

LLL is an international oil and gas exploration company. It is considering investing S300 million in developing new oil fields in Country D. For this it will need to obtain a license from the government of Country D.

These new oil fields will bring much wealth to Country D because a large proportion of the revenue from the production of oil will be paid to the government as part of the licensing agreement.

However, oil production in Country D will have some undesirable social effects, such as the threat of pollution, congestion to the roads and pressure on local amenities such as housing, electricity and clean water.

Which of the following approaches to stakeholder management should LLL NOT undertake in order to enter Country D?

Options:

- A-** Issue free shares in a Joint Venture to develop oil fields to government ministers from Country D.
- B-** Commit to improving the local amenities and roads as a part of the application for a license in Country D.
- C-** Develop and circulate a promotional video showing the benefits enjoyed by other countries in which LLL operates.
- D-** Undertake stakeholder mapping to identify the interests of the most powerful players in the decision to grant a license to LLL.

Answer:

D

Question 2

Question Type: MultipleChoice

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?

Options:

- 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.

Answer:

C

Question 3

Question Type: MultipleChoice

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.)

Options:

- 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.

Answer:

B, D, F

Question 4

Question Type: MultipleChoice

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?

Options:

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

Answer:

B

Question 5

Question Type: MultipleChoice

Which THREE of the following statements apply to Lynch's performance pyramid? (Choose three.)

Options:

- A- The performance pyramid is designed to ensure that all activities support the organization's vision.
- B- The right-hand side of the pyramid contains measures which are predominantly non-financial.
- C- The left-hand side of the pyramid contains measures which have an external focus.
- D- The business operating systems level includes the market-related Critical Success Factors.
- E- The lowest level of the pyramid contains the day-to-day operational measures.
- F- The business unit level includes measures which relate to internal systems needed to meet customers' needs.

Answer:

C, D, F

Question 6

Question Type: MultipleChoice

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.)

Options:

- 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.

Answer:

B, D

Question 7

Question Type: MultipleChoice

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.)

Options:

- 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.

Answer:

C, D, F

Question 8

Question Type: MultipleChoice

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.)

Options:

A- Make-up

B- Markets

C- Manpower

D- Machinery

E- Management

F- Money

Answer:

A, C, E

Question 9

Question Type: MultipleChoice

Which THREE of the following issues relate to the Corporate Strategy of an organization? (Choose three.)

Options:

A- Entering new industries.

B- Avoiding competitive disadvantages.

C- Achieving advantage over competitors.

D- Meeting the needs of key customers.

E- Leaving existing industries.

F- Acquisitions, disposals and diversification.

Answer:

B, D, F

Question 10

Question Type: DragDrop

AB uses Johnson, Scholes and Whittington's criteria of 'Feasibility and Acceptability' to evaluate potential strategies. AB has begun a project to re-engineer its best selling product.

Apply the appropriate criterion to each of the questions below:

Can AB procure an adequate amount of raw material for the project?

Answer:

Can AB finance the project's working capital requirement?

Feasible

Feasible

Can the project generate at least 9% internal rate of return?

Acceptable

Acceptable

Question 11

Question Type: MultipleChoice

Can the project meet the requirements of AB's external stakeholders?

Plush is a medium-sized hotel which recently opened on the outskirts of a city which is popular with tourists. It has a sophisticated website which allows customers to pre-book rooms and additional items, such as meals in its restaurant and tickets for popular tourist attractions in the city.

Plush has listed its website on a popular hotel price comparison website, which allows customers to compare prices and facilities of hotels in the same area and this has resulted in over 60% of Plush's customer bookings so far.

Since listing on the price comparison website, the Sales Manager of Plush has noticed that the prices offered by its nearest competitors have reduced dramatically and their range of special offers have also increased.

Which TWO of Porter's Five Forces have been most affected by the use of the price comparison website by the hotels in the same area as Plush? (Choose two.)

Options:

- A- Competitive rivalry.
- B- Threat of substitutes.
- C- Bargaining power of suppliers.
- D- Threat of new entrants.
- E- Bargaining power of customers.

Answer:

B, E

Question 12

Question Type: MultipleChoice

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.)

Options:

- 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.

Answer:

C, E, F

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