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Question 1

Question Type: MultipleChoice

McKinsey's 7-S' model illustrates the complexity of factors that can influence organisational change Which TWO of the following statements are incorrect?

To make progress in one'S' you need to achieve success in the other 'Ss'

Options:

- A- 'Shared Values' are sometimes also described as 'Superordinate Goals'
- B- All 7-S' factors vary in importance.
- C- The model intentionally has no starting point.
- D- The model features 3 'soft' factors, all of which are quantifiable

Answer:

A, C

Question 2

Question Type: MultipleChoice

QQQ has identified a new strategy which is both Suitable and Feasible However, it will not be Acceptable to some groups of QQQ's stakeholders who have publicly objected to it.

Which THREE of the following statements are correct ways of resolving competing stakeholder objectives, as suggested by Cyert and March?

Options:

- A- Negotiate with the key stakeholders to achieve an acceptable compromise.
- B- Conduct research into the causes of the stakeholders' objectives.
- C- Offer to fully address one group of stakeholders' objections now with a promise to meet the other groups' objections in the future
- D- Threaten to close down the business unless the objectors withdraw their opposition
- E- Publish more information about the new strategy including its profit potential.
- F- Exercise the Board of Directors' power and implement the strategy despite the objections.

Answer:

A, C, F

Question 3

Question Type: MultipleChoice

Company W manufactures marshmallows for sale to supermarkets across Europe. W follows a logical and formal approach to strategic planning. Which of the following are valid stages of such a rational strategic planning model? Select ALL that apply.

Options:

- A- 360 degree feedback
- B- Strategic options
- C- Learning curve
- D- Trial and error
- E- Review and control

Answer:

B, E

Question 4

Question Type: MultipleChoice

MMM operates leisure parks in Country S. a mature economy in Europe. These are parks that are popular with people between the ages of 8 and 25 years who visit them to ride on the high speed roller-coasters and to visit other attractions at the parks. Nearly 60% of visitor expenditure is to buy meals and drinks at the park MMM estimates that 20% of its visitors travel to its parks from outside Country S.

Which THREE of the following environmental changes will have the greatest impact on MMM in the next five years?

Options:

- A-** The growing strength of the emerging economies in Africa, Asia and South America.
- B-** The average age of the population in Country S is increasing because of a fall in the birth rate.
- C-** An increase in the statutory minimum wage in Country S.
- D-** Introduction of government restrictions on the number of students and tourists permitted to enter Country S.
- E-** The opening of a rival leisure park in Country S with more modern rides and attractions.

Answer:

A, B, D

Question 5

Question Type: MultipleChoice

PQR is evaluating the use of scenario planning to improve its organisational foresight.

Which THREE of the following are advantages of scenario planning?

Options:

- A- Scenario planning will improve external relations with investors.
- B- Scenario planning will encourage creative thinking
- C- Scenario planning will encourage communication via participation.
- D- Scenario planning will focus PQR's management attention on the future
- E- Scenario planning will reduce strategy formulation costs.
- F- Scenario planning will eliminate unsystematic risk.

Answer:

B, C, D

Question 6

Question Type: MultipleChoice

BBB operates a small chain of coffee shops within Country X, a mature economy in northern Europe. BBB was established 20 years ago and currently employs over 150 staff in 25 shops located in major towns and cities throughout Country X. BBB attracts a wide range of customers, who are attracted by its extensive menu of coffee products and food. Customers can either consume their purchases within the shop or can take their purchases away.

Which THREE of the following external environmental changes would have the greatest impact on BBB in the next three years?

Options:

- A-** A worldwide shortage of coffee beans due to climate changes, affecting availability.
- B-** The opening of an internationally renowned chain of coffee shops in Country X.
- C-** An increase in the national statutory minimum wage in Country X.
- D-** A planned refurbishment of 80% of BBB's shops to update its image and increase shop floor space.
- E-** An increase in the average age of the population in Country X due to falling birth rates.

Answer:

A, C, E

Question 7

Question Type: MultipleChoice

H is a small 18-hole golf club owned by sisters F and R. It offers a bar, a small shop that sells basic equipment and a professional golfer providing golf lessons to members for an additional fee.

Membership numbers have fallen, putting significant pressure on cash flow. Last year the sisters had to each invest \$20,000 to prevent the golf club from going out of business. The key priority for them in the short term is to increase H's membership numbers.

Which TWO of the following strategies would be feasible for H?

Options:

- A-** Investment in a refurbished bar area and the development of a new outdoor driving range facility.
- B-** An offer to new customers of a one month free trial period.
- C-** A national radio campaign to raise awareness of the club and the facilities on offer.
- D-** A 'refer a friend' scheme, offering a free golf lesson to every new member and the friend who referred them.
- E-** Acquisition of a small profitable golf club overseas.

Answer:

B, D

Question 8

Question Type: MultipleChoice

Which TWO of the following benefits could be achieved through the use of Triple Bottom Line (TBL) Reporting?

Options:

- A- It may attract ethically aware customers.
- B- It is a straightforward and easy method for measuring targets.
- C- It is easy to quantify the environmental measures included
- D- It can ensure consistency in maximising stakeholder goals
- E- It can result in cost savings.

Answer:

A, E

Question 9

Question Type: MultipleChoice

PQR is evaluating the use of scenario planning to improve its organisational foresight.

Which THREE of the following are advantages of scenario planning?

Options:

- A-** Scenario planning will improve external relations with investors.
- B-** Scenario planning will encourage creative thinking
- C-** Scenario planning will encourage communication via participation.
- D-** Scenario planning will focus PQR's management attention on the future
- E-** Scenario planning will reduce strategy formulation costs.
- F-** Scenario planning will eliminate unsystematic risk.

Answer:

B, C, D

Question 10

Question Type: MultipleChoice

MMM operates leisure parks in Country S, a mature economy in Europe. These are parks that are popular with people between the ages of 8 and 25 years who visit them to ride on the high speed roller-coasters and to visit other attractions at the parks. Nearly 60% of visitor expenditure is to buy meals and drinks at the park. MMM estimates that 20% of its visitors travel to its parks from outside Country S.

Which THREE of the following environmental changes will have the greatest impact on MMM in the next five years?

Options:

- A-** The growing strength of the emerging economies in Africa, Asia and South America.
- B-** The average age of the population in Country S is increasing because of a fall in the birth rate.
- C-** An increase in the statutory minimum wage in Country S.
- D-** Introduction of government restrictions on the number of students and tourists permitted to enter Country S.
- E-** The opening of a rival leisure park in Country S with more modern rides and attractions.

Answer:

A, B, D

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