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# Question 1

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## Question Type: MultipleChoice

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A large multinational organisation, with financial processing centres in several countries in which it operates, has chosen to consolidate these activities on one site or, in other words, into a Shared Service Centre (SSC).

Which THREE of the following are drawbacks of an SSC?

### Options:

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- A-** Business relationships are weaker. The SSC may not be able to build strong relationships with the business area, which may result in a deterioration of performance in the business area.
- B-** The accountants can feel isolated within the business and may develop their own ways of working which may not constitute best practice. Without a larger team around them, they may not be able to develop the acquired skills and knowledge.
- C-** It distances the accountants from everyday decision-making in that he/she will be unlikely to have day to day contact with the business area which the SSC supports. The outcome may be that the accountant is unable to provide up-to-date information for decision-making.
- D-** Loss of business knowledge as the finance function within the SSC may not have a detailed knowledge of each part of the business.
- E-** Lack of knowledge may occur because there is less sharing of knowledge which can be achieved within a larger more diverse team. Best practice may not be employed and practices within some business areas may become outdated.

**Answer:**

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A, C, D

## Question 2

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**Question Type: MultipleChoice**

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Projectteam X is not performing as well as the project manager hoped it would given that the members have been working together for the best part of 6 months. Project procedures are being refined and the project manager is on the point of passing control and decision-making authority to team members. The members are also beginning to operate together as a cohesive team.

Which stage in Tuckman's model of team development has team X now reached?

**Options:**

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A- Storming

B- Performing

C- Norming

D- Forming

**Answer:**

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C

## Question 3

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**Question Type:** MultipleChoice

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An auto company A, has formed a joint venture with another auto company B to incorporate engines produced by company B into its own automobiles.

Which of Ansoff's strategic directions would best describe this strategic move?

**Options:**

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**A-** Market penetration

**B-** Market development

**C-** Product development

**D-** Diversification

**Answer:**

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C

## Question 4

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**Question Type:** MultipleChoice

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Objectives generally possess characteristics which set them apart from mission statements. Which THREE of the following apply?

### Options:

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- A- Objectives are targets to be achieved.
- B- Objectives are descriptions of what the company provides.
- C- Objectives involve the time-frames within which targets are to be achieved.
- D- Objectives are concerned with the basic purposes of organisations.
- E- Objectives provide precise formulations of the attributes sought.

### Answer:

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A, C, E

## Question 5

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**Question Type: MultipleChoice**

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Because of the severity of actions of the employer an employee takes the decision to resign. This could be classed as which of the following?

**Options:**

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- A- Calculative dismissal
- B- Wrongful dismissal
- C- Redundancy
- D- Constructive dismissal

**Answer:**

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D

## Question 6

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**Question Type: MultipleChoice**

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The role of the project sponsor involves which THREE of the following?

### Options:

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- A- Provides resources for the project and is responsible for the budget.
- B- Ensures project objectives are achieved.
- C- Provides support and senior management commitment to the project.
- D- Initiates the project and ensures that a business case exists to justify the project.
- E- Makes decisions relating to system resources.

### Answer:

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A, C, D

## Question 7

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**Question Type:** MultipleChoice

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The role of competitor analysis, according to Wilson and Gilligan is threefold.

Which of the following does NOT apply?

**Options:**

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- A-** To generate insights into competitors' past, present and future strategies.
- B-** To provide in-depth understanding about customer preferences which can aid product development and marketing strategies.
- C-** To help management understand their competitive advantages and disadvantages relative to competitors.
- D-** To give an informed basis for developing future strategies to sustain or establish advantages over competitors.

**Answer:**

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B

## Question 8

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**Question Type: MultipleChoice**

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The Phase model of change, otherwise known as 'N step recipes for change', has come in for considerable criticism.

Which THREE of the following are common criticisms of this model of change?

**Options:**

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- A- There can be no 'one best way' or simple recipe for change management.
- B- This approach to change is over complex, overwhelmingly confusing and thus unmanageable.
- C- The model does not capture the complex, untidy and iterative nature of the change process.
- D- The approach does not lend itself readily to the identification of practical recommendations for the effective management of change.
- E- The approach does not encourage a critical perspective with regard to what is being changed, the outcomes and the ways in which change can maintain and reinforce power differences.

**Answer:**

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A, C, E

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