



Free Questions for CMAPRA19-E02-1 by dumpshq

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Question 1

Question Type: MultipleChoice

Which of the following statements relate to the 'hard Ss' in Mckinsy's model?

Select ALL that apply.

Options:

- A- The long-term direction of an organisation
- B- The everyday procedures that an organisation has in place to govern its activity.
- C- The operating approach of an organisation's management.
- D- An organisation's employees and how they are developed, trained and motivated.
- E- An organisation's particular capabilities and competencies.
- F- The values and beliefs of an organisation, including those expressed in the mission statement.

Answer:

A, B

Question 2

Question Type: MultipleChoice

Kumari is about to start her new role in the secretarial function of a law firm.

Which of the following is likely to be key part of her job?

Options:

- A- Ensuring legal duties are undertaken correctly at board level
- B- Controlling the provision of internal information
- C- Controlling the processing of transactions
- D- Ensuring internal processes are well controlled, efficient and effective

Answer:

A

Question 3

Question Type: MultipleChoice

An organisation undertakes a planned strategy and it is currently at the stage of completing a strategic analysis.

It has defined what it is seeking to achieve, identified the strengths and weaknesses of the company and has undertaken a corporate appraisal.

What stage of its strategic analysis has the organisation failed to carry out?

Options:

- A- An external analysis of the business's environment
- B- Identification of strategic options
- C- Identification of functional policies
- D- Making strategic choices

Answer:

A

Question 4

Question Type: MultipleChoice

When comparing a resource based approach with a positioning based approach, which of the following are statements are true about the positioning based approach?

Select ALL that apply.

Options:

- A-** A positioning based approach is flexible and easy to adapt.
- B-** A positioning based approach requires innovation to succeed.
- C-** A positioning based approach leads to change, which can be difficult to manage.
- D-** A positioning based approach offers consistency and stability based on resources and competencies.
- E-** A positioning based approach can provide a product or service better than competitors.
- F-** A positioning based approach is dangerous where the environment significantly changes.

Answer:

A, B, C

Question 5

Question Type: MultipleChoice

According to Kotter's process of change, what is the purpose of building a guiding coalition?

Options:

- A-** To give the change direction and focus.
- B-** To ensure all key stakeholders are brought into the process.
- C-** To communicate the long-term vision and strategy.
- D-** To enable actions by removing barriers.
- E-** To cement the change in the culture of the organisation.
- F-** To generate short-term wins.

Answer:

A

Question 6

Question Type: MultipleChoice

Which of the following statements relating to disciplinary sanctions should not be true?

Select ALL that apply.

Options:

- A- Disciplinary action follows breaking of clearly laid out known rules
- B- Sanctions stop behaviour quickly
- C- Every disciplinary case is treated differently depending on the situation
- D- The 'act' is the focus not the person
- E- Sanctions always begin with a format written warning
- F- The disciplinary process is often endorsed by trade unions

Answer:

C, E

Question 7

Question Type: MultipleChoice

A manager was in conflict with employees about annual leave arrangements. He wanted to have two weeks in the summer when the factory was closed and all employees had to take two of their four week annual allowance.

Employees were resistant to this change as they wanted flexibility in when they took their holidays.

This conflict went on for sometime as the manager avoided resolving the issue. They have recently however, collaborated and agreed that only one week would be required to be taken as holiday in the summer when the

factory closed and the employees would get two days extra holiday throughout the rest of the year * a win-win situation!

Using Thomas-Kilmann's conflict mode instrument, what changed in the way this conflict was handled?

Options:

- A-** Both assertiveness and co-operativeness increased.
- B-** Assertiveness increased but co-operativeness remained low.
- C-** Co-operativeness increased but assertiveness remained low.
- D-** Assertiveness fell and co-operativeness increased.
- E-** Co-operativeness fell and assertiveness increased.
- F-** Both co-operativeness and assertiveness fell.

Answer:

A

Question 8

Question Type: MultipleChoice

A number of managers in an organisation approach change using a variety of techniques. Manager A focuses on staff training. Manager B provides large bonuses for effective project management. Manager C

restructures his team to reduce headcount. Manager D lays out the financial problems in the business and why change is unavoidable. Manager E calls his team together to openly discuss the issues. Manager F calls

for ideas from his team to make the change happen.

Based on Beer and Nohria's change theory, which of these managers can be described as Theory 0 managers?

Select ALL that apply.

Options:

A- Manager A

B- Manager E

C- Manager F

D- Manager B

E- Manager C

F- Manager D

Answer:

A, B, C

Question 9

Question Type: MultipleChoice

Bob is the Finance Director of a manufacturing business selling luggage such as suitcases. He decides to undertake a business process re-engineering of the credit control function in order to achieve dramatic improvements.

What wouldn't be classed as the main improvements bob expects to deliver?

Select ALL that apply.

Options:

- A- To change the culture of the team
- B- To improve security of information
- C- To automate the credit control process to reduce costs
- D- To improve the speed of the process to improve efficiency
- E- To reduce errors in credit control and produce more accurate information
- F- To do this in line with new sophisticated information systems
- G- To improve the motivation of the team
- H- To focus resources on other strategic areas of the business

Answer:

A, B, G, H

Question 10

Question Type: MultipleChoice

What event occurs between the second and third stages of Gido and Clement's Project Life Cycle?

Options:

- A- An agreement to proceed with the project is made
- B- A request for a proposal is made
- C- Several solutions are proposed
- D- The identification that there is a need a project
- E- A feasibility study is undertaken
- F- Project objectives are identified

Answer:

A

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