



**Free Questions for CIMAPRO19-P02-1 by
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Question 1

Question Type: DragDrop

Which of the following criticisms relate to traditional budgeting methods and which relate to the 'beyond budgeting' approach?

Unresponsive to external changes

Requires a deep structural change which is difficult for organizations to implement

Traditional budgeting
.....an value creation

Traditional budgeting

Beyond budgeting
Has no centralised annual spending plan thus there is a risk of over-spending on less-than-critical items

Beyond budgeting

Resources are pre-allocated rather than being available to managers on demand

Encourages extensive delegation of responsibility thus increasing the risk of sub-optimal decisions

Question 2

Question Type: MultipleChoice

For a pharmaceutical manufacturer, in which perspective of the Balanced Scorecard should the performance measure 'number of patents granted during the year' be included?

Options:

- A) Customer
- B) Internal business processes
- C) Innovation and learning
- D) Financial

Answer:

C

Question 3

Question Type: MultipleChoice

Which THREE of the following are advantages of changing from a 'top-down' to a 'bottom-up' (participative) style of budgeting?

Options:

- A) The budget will be based on information from employees who are familiar with the day to day activities.
- B) Motivation will improve due to a feeling of ownership of the budget.
- C) There will be increased commitment to organizational objectives.
- D) Budget setters will be forced to justify every item on the budget.
- E) There will be reduced likelihood of budgetary slack being built into the budgets for 'selfish' reasons.
- F) It will be less time-consuming for operational managers.

Answer:

A, B, C

Question 4

Question Type: MultipleChoice

For a pharmaceutical manufacturer, in which perspective of the Balanced Scorecard should the performance measure 'number of patents granted during the year' be included?

Options:

- A) Customer
- B) Internal business processes
- C) Innovation and learning
- D) Financial

Answer:

C

Question 5

Question Type: MultipleChoice

Which THREE of the following are advantages of changing from a 'top-down' to a 'bottom-up' (participative) style of budgeting?

Options:

- A) The budget will be based on information from employees who are familiar with the day to day activities.
- B) Motivation will improve due to a feeling of ownership of the budget.
- C) There will be increased commitment to organizational objectives.
- D) Budget setters will be forced to justify every item on the budget.
- E) There will be reduced likelihood of budgetary slack being built into the budgets for 'selfish' reasons.
- F) It will be less time-consuming for operational managers.

Answer:

A, B, C

Question 6

Question Type: DragDrop

Which of the following criticisms relate to traditional budgeting methods and which relate to the 'beyond budgeting' approach?

Unresponsive to external changes

Requires a deep structural change which is difficult for organizations to implement

Traditional budgeting

.....an value creation

Beyond budgeting

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Traditional budgeting

Beyond budgeting

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