



CIMAPRA19-E02-1 Practice Questions

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Question 1

Question Type: MultipleChoice

A company has a number of Strategic Business Units (SBUs), one of which operates in a market that is experiencing high growth. The SBU has only been in operation for a short while and therefore its market share relative to its competitors is small.

Which of the following is the most appropriate term for the SBU according to the Boston Consulting Group model?

Options:

- A- Dog
- B- Star
- C- Cash Cow
- D- Question Mark

Answer:

D

Question 2

Question Type: MultipleChoice

The type of culture typified in an organisation where there is a clear hierarchical structure, formalised rules for decision making and clearly defined jobs is called a

Options:

- A- Task Culture
- B- Person Culture
- C- Power Culture
- D- Role Culture

Answer:

D

Question 3

Question Type: MultipleChoice

The balanced scorecard involves creating a set of measures for which THREE of the following perspectives?

Options:

- A- Financial: How should we appear to our shareholders?
- B- Learning and Growth: To achieve our vision, how will we sustain our ability to change and improve?
- C- Quality: How do we improve our product and service quality to outpace the competition?
- D- Customers: To achieve our vision, how should we appear to our customers?
- E- Productivity: How do we improve our rate of output to satisfy all our stakeholders?

Answer:

A, B, D

Question 4

Question Type: MultipleChoice

A large medical practice has decided to switch from using hand-written medical records to electronic ones. All 32 staff at the practice use hand-written medical records when performing their jobs and have expressed concerns about switching to the new electronic format. The practice manager has decided to firstly spend time unfreezing the employees' belief that the old way of recording patient records is adequate.

The manager will then need to manage the transition by implementing the new electronic recording system. Finally, the manager will need to refreeze the new method of working into the culture of the practice and embed it as the normal way of working.

Which analyst developed this three stage approach to change management?

Options:

- A- Kurt Lewin
- B- John Kotter
- C- Ken Blanchard
- D- Michael Porter

Answer:

A

Question 5

Question Type: MultipleChoice

The advantages of effective delegation include which THREE of the following?

Options:

- A- Workloads of managers are reduced with subsequent reduction in stress.
- B- The aspiration through eventual promotion of subordinates who accept delegated duties must be met.
- C- Managers are left free to carry out non-routine tasks while passing on more routine tasks to subordinates.
- D- Training of subordinates is assisted by the delegation of tasks and is thus a very effective method of training.
- E- Effective delegation can be achieved by assigning agreed tasks, specifying performance levels and ensuring they are understood.

Answer:

A, C, D

Question 6

Question Type: MultipleChoice

In the model of the organisational iceberg, which of the following is NOT one of the hidden elements?

Options:

- A- Communication pattern
- B- Feelings
- C- Style
- D- Structure

Answer:

D

Question 7

Question Type: MultipleChoice

PRINCE2 clearly defines a set of roles for every active participant on a project. What is the role described below?

This is the person ultimately responsible for the business success of the entire project. They must ensure the project gives value for money and balance the demands of business user and supplier.

This person is also the ultimate decision-maker in the project. For this reason they are appointed before the project starts. As the person is directly responsible for the project business case, it is expected that in most instances they are appointed from the customer side of the organisation.

Options:

- A- Team Manager
- B- Executive
- C- Senior User
- D- Project Manager

Answer:

B

Question 8

Question Type: MultipleChoice

In the UK there is a principles based approach to corporate governance. Which THREE of the following statements are part of this approach?

Options:

- A- It consists of principles to be followed unless there is a justifiable reason not to do so.
- B- It includes legislation involving punishment for non-compliance.

- C- The UK code of corporate governance adopts a 'comply or explain' approach.
- D- Some of the provisions of the UK corporate code may not be followed exactly providing departure can be justified.
- E- It provides a set of rules which must be followed in all circumstances.

Answer:

A, C, D

Question 9

Question Type: MultipleChoice

From the following options, choose the appropriate ways of overcoming barriers in the communication process, from the perspective of the sender.

Select ALL that apply.

Options:

- A- Ask questions
- B- Give feedback
- C- Have a definite, clear objective
- D- Consider their contribution
- E- Plan the communication
- F- Seek feedback

Answer:

C, E, F

Question 10

Question Type: CorrectText

A project manager is calculating the budget cost of a single project task called "Server Configuration".

This task is estimated to last 8 weeks and requires the full-time services of two software consultants, both for the entire duration of the task.

One consultant commands an inclusive rate of \$400/day and the other \$40/hour based on an eight hour day. Fixed hardware costs of \$12,000 have also been estimated for the task.

Calculate the total budget cost for the task (ignoring any other resources or costs) - assuming a five day working week.

Give your answer as a whole number.

The total cost is\$.

Answer:



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