



CIMAPRA19-E03-1 Practice Questions

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Question 1

Question Type: MultipleChoice

EF manufactures and sells cars in Country X. Which of the following would improve its profitability?

Options:

- A- Withdrawal of one of EF's major competitors from selling cars to motorists in Country X.
- B- Introduction of legislation in Country X requiring improvements to the pay and conditions of the workers in car factories.
- C- Adoption of free trade principles by the government of Country X, resulting in the removal of tariffs on imported cars.
- D- An increase in the sales tax levied by the government of Country X on the sale of new cars.

Answer:

A

Question 2

Question Type: MultipleChoice

Which of the following is a 'hard' factor according to McKinsey's '7-S' model?

Options:

- A- Staff
- B- Skills
- C- Strategy
- D- Success

Answer:

C

Question 3

Question Type: MultipleChoice

VWX manufactures and sells a wide range of products. All these products utilise lenses and digital imaging technologies. VWX is considering how to manage its product portfolio.

Management is concerned about two product ranges in particular: cameras and home projectors.

VWX's cameras are Single Lens Reflex (SLR) cameras featuring interchangeable lenses and provide detailed, high quality images of objects both at very close range and at considerable distances. VWX has the largest share of the camera market but the market sales are falling as people increasingly use their mobile phone handsets to take and share photographs.

VWX has a small share of the home projector market. As a consequence the range is loss making. The home projectors are used to show photographs or film on large wall-sized formats. There is a growing trend for customers to buy home projectors to connect to mobile phones, tablets and games consoles to project the content into a larger image and in order to share it.

Which THREE of the following product management strategies should VWX adopt?

Options:

- A- Cancel or postpone further investment spending on developing new SLR cameras.
- B- Use marketing expenditure to try to make the camera brand to appeal to professional photographers.
- C- Invest in promotional campaigns to encourage people to view and share content using a VWX home projector.
- D- Invest in promotional campaigns intended to convince the general public of the superiority of SLR camera pictures over the images from mobile phone handsets.
- E- Cut promotional expenditure on home projectors to seek to restore the profitability of the range.

Answer:

A, B, C

Question 4

Question Type: MultipleChoice

DF Company is undertaking a strategic review of its activities and has asked you to explain how a Force Field analysis would assist in the review process.

Which option best statements would be best?

Options:

- A- As part of DF's strategic review, identify forces facilitating the need for proposed change.
- B- Identify forces facing DF's activities that may create barriers and resistance to change.
- C- Provide a framework for identifying forces for and against the proposed changes within DF.
- D- Identify influential senior managers who will drive through changes in DF's strategic direction.

Answer:

C

Question 5

Question Type: MultipleChoice

Which THREE of the following issues relate to the Corporate Strategy of an organization? (Select three.)

Options:

- A- Entering new industries.
- B- Avoiding competitive disadvantages.
- C- Achieving advantage over competitors.
- D- Meeting the needs of key customers.
- E- Leaving existing industries.
- F- Acquisitions, disposals and diversification.

Answer:

B, D, F

Question 6

Question Type: MultipleChoice

A Service Level Agreement (SLA) defines exactly what services a service provider will provide and the required level or standard for those services.

Which of the following statements regarding Service Level Agreements is NOT correct?

Options:

- A- Service Level Agreements should include the expected response time to technical queries.
- B- Service Level Agreements should include the targets and benchmarks to be used and the consequences for failing to meet them.
- C- Service Level Agreements should include the procedures for cancelling the contract.
- D- Service Level Agreements should include a guarantee to provide 100% availability for complaint resolution.

Answer:

A

Question 7**Question Type:** MultipleChoice

GGG is a manufacturer of four different components produced in four separate facilities. The Production Director has sufficient funds to modernise one of the facilities. GGG's decision rule in these circumstances is that investment is permissible in either a 'Cash Cow' or a 'Star' but not a 'Dog' or a 'Problem Child?'. Which facility should be modernised?

Options:

- A- Facility A produces a component with a relative market share of 1:5. Its current market growth rate is 4.5%.
- B- Facility B produces a component with a relative market share of 1:4. Its current market growth rate is 9%.
- C- Facility C produces a component with a relative market share of 3:1. Its current market growth rate is 11%.
- D- Facility D produces a component with a relative market share of 1:6. Its current market growth rate is 10%.

Answer:

C

Question 8**Question Type:** MultipleChoice

EFG is a private hospital. It specialises in state-of-the-art laser surgery, an area which has developed rapidly in the last 10 years. Most of the staff of EFG are used to change, as

developments in technology, new surgical techniques and customer demands have changed rapidly during this time. However, in the last three years the economic recession has had a significant impact upon EFG, with the numbers of private customers reducing and its profits falling sharply.

The Board of Directors has recently announced that it is to restructure the Organization and rationalise some of the services it offers. A small number of staff will be made redundant and those remaining will have to take on extra responsibilities with no extra pay. Also, the current generous overtime payments are to be drastically cut. Many staff have expressed concern at the impact that these changes will have on them.

The Board of Directors has clearly communicated the economic reasons for change to the staff through several meetings and are operating an open door policy, whereby staff can discuss the changes with their line managers at any time.

Which of the following, Based on Kotter and Schlesinger, is the MOST likely reason for resistance among EFG's staff?

Options:

- A- Parochial self interest
- B- Misunderstanding
- C- Low tolerance to change
- D- Different assessments of the situation

Answer:

A

Question 9

Question Type: MultipleChoice

'Change-adept' Organizations are those that manage change successfully. Moss-Kanter identified skills required by Organizational leaders which are necessary to lead 'change-adept' Organizations.

Your Organization is undergoing significant change and the appointment of a new CEO is imminent. You have been asked to recommend the key skills for assessing the shortlist of CEO candidates against.

Which of the following statements are suitable for use as the selection criteria for the new CEO, consistent with the ideas expressed by Moss-Kanter?

Select ALL that apply.

Options:

- A- Able to communicate a compelling aspiration.
- B- Able to take heroic action.
- C- Able to challenge the prevailing Organizational wisdom.
- D- Able to break up coalitions.
- E- Able to tune into the environment.

Answer:

A, C, E



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