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Question 1

Question Type: MultipleChoice

A, the Project Manager of Team Y, is frustrated at the lack of progress in the implementation of the new IT system. The team has the required skills and working conditions are good.

Which THREE of the following factors can A usefully manipulate to motivate the team to greater effort?

Options:

- A- The level and quality of supervision.
- B- The level of responsibility for key team members.
- C- The amount of challenge and extent to which targets are achievable.
- D- Annual salary and status levels of team members.
- E- The amount of praise to team members for extra effort.

Answer:

B, C, E

Question 2

Question Type: MultipleChoice

LTC Company intends to achieve its competitive advantage through strategic stretch. Which of the following indicates what LT Company would need to do?

Options:

- A- Change the company's strategy to fit with its environment.
- B- Differentiate the company's products to achieve supernormal profits.
- C- Create new opportunities by exploiting the company's internal capabilities.
- D- Focus on reducing all costs throughout the company's value chain.

Answer:

C

Question 3

Question Type: MultipleChoice

The scientific management theory of management suffers from a number of problems. Which THREE of the following apply?

Options:

- A-** Because under scientific management employees are trained to do just one part of a job they can become bored, motivation declines and labour turnover increases.
- B-** Managers may find that as the organisation grows in size there are increasing demands on their time and that it is therefore necessary to employ others to undertake supervision of day to day tasks.
- C-** The approach assumes that people are only motivated by money but the evidence is that people are motivated by other things such as job satisfaction and a sense of achievement.
- D-** This approach depends on employees strong identification with management goals but this can sometimes be difficult to achieve.
- E-** The approach leads to quality problems because the use of monetary incentives can lead employees to rush their work and be less careful in the completion of their tasks.

Answer:

A, C, E

Question 4

Question Type: MultipleChoice

Which THREE of the following are advantages of empowerment?

Options:

- A-** It reduces operational costs by eliminating unnecessary layers of management.
- B-** It requires a clear vision and a learning environment for both management and employees.
- C-** It helps generate innovative solutions that benefit both the department and the company.
- D-** It requires feedback on performance from a variety of sources.
- E-** It provides for greater job satisfaction, motivation and commitment.

Answer:

A, C, E

Question 5

Question Type: MultipleChoice

Which of the following statements does NOT help characterise Quinn's notion of logical incrementalism?

Options:

- A-** The alternative to having a long-term strategic plan is not having a plan at all, or having a series of short-term plans as a replacement.
- B-** Generally managers know where they want to go and initially work out a few integrating principles that help guide the company's overall actions.
- C-** Strategy is a step by step learning process which proceeds from early generalities toward later specifics, clarifying the strategy as events permit and dictate.
- D-** Managers consciously keep their decisions small and flexible. In the early stages they avoid precise statements that might impair their flexibility to seize new opportunities.

Answer:

A

Question 6

Question Type: MultipleChoice

Drawbacks of the formal top-down approach to strategy include which THREE of the following?

Options:

- A-** It is too infrequent, typically every three to five years, to allow the business to adapt to changes in the business environment.
- B-** Even when a firm is involved in a range of industries and has a unique core competence, there is no guarantee of competitive advantage against more focused players.
- C-** The approach assumes that the strategist is able to make reliable assumptions about the future but as critics point out, this is not always possible.
- D-** Organisations need to be continuously monitoring their marketplace to ensure that their core competences are still providing a competitive advantage.
- E-** The formality of the approach constrains the development of radical innovative strategies.

Answer:

A, C, E

Question 7

Question Type: MultipleChoice

Which THREE of the following are benefits of having strong discipline and grievance procedures in place?

Options:

- A- Cost savings due to legal costs being avoided.
- B- Staff have higher morale and are more motivated.
- C- Any staff who don't perform as required can be dismissed without risk of legal action.
- D- Company meets its legal requirements.

Answer:

A, B, D

Question 8

Question Type: MultipleChoice

Identify the benefit of using PRINCE2:

Options:

- A- Behavioural change processes are considered
- B- Well controlled project
- C- All projects completed on time and to budget

D- Clearly defined interpersonal skills

Answer:

B

Question 9

Question Type: MultipleChoice

X Company's Board of Directors uses its expertise to develop future strategies. The Board defines objectives that need to be achieved and then, through formal proactive planning and careful analysis, it selects the most appropriate means to achieve them.

Which method of strategy formulation is the Board using?

Options:

A- Emergent

B- Rational

C- Opportunism

D- Resource-based

Answer:

B

Question 10

Question Type: MultipleChoice

Under UK law, the case of constructive dismissal occurs in which of the following situations?

Options:

- A-** Because the role of the employee has become redundant.
- B-** Because of resignation by the employee due to the conduct of the employer.
- C-** Because of a reason related to the employee's capability or qualifications.
- D-** Because a statutory duty or restriction prohibited the employment being continued.

Answer:

B

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