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Question 1

Question Type: MultipleChoice

What are the disadvantages of a divisional organisational structure? Select ALL that apply.

Options:

- A- Knowledge may not be shared between different divisions
- B- Divisions may end up competing with each other
- C- Potential duplication of activities may occur
- D- There may be a lack of specialisation on a particular product
- E- It can be difficult to undertake expansion in the form of new divisions
- F- It is difficult to develop managers due to a lack of responsibility in their roles

Answer:

A, B, C

Question 2

Question Type: MultipleChoice

Which of the following statements relate to Handy's role culture?

Select ALL that apply.

Options:

- A- People act in accordance with rules and requires of their position.
- B- There is a formal structure with clear responsibilities for each individual.
- C- Individuals operate independently.
- D- Organisations exist to satisfy the requirements of the individual.
- E- There are few procedures or rules.

Answer:

A, B

Question 3

Question Type: MultipleChoice

There are many implications for an organisation when using PRINCE 2 for managing projects. Which of the following statements are correct?

Options:

- A-** The Project Manager can make decisions independently without the approval of the board
- B-** The Project Manager must follow a restricted step by step procedure
- C-** All six processes and the many sub processes must be followed
- D-** Project staff must operate under a strictly managed and controlled regime
- E-** All actions must be within the bounds of agreed project objectives and scope

Answer:

B, D, E

Question 4

Question Type: MultipleChoice

Which of the following statements are not true based on Stalk, Evans and Schulman's principles of capability-based competition?

Select ALL that apply.

Options:

- A- Generating new ideas are core to business success.
- B- It is the process that is important and not the product or market.
- C- The business processes create value.
- D- It is important to invest in skills and processes, not business functions.
- E- The CEO leads the development of capabilities.
- F- Capability is developed from internal and external factors.

Answer:

A, F

Question 5

Question Type: MultipleChoice

The Managing Director of a large golf complex is using Drucker's five questions to help develop a new strategy.

Which of the following statements does not answer one of Drucker's questions?

Options:

- A- We will analyse the local market to ensure we are the best.
- B- We will offer state of the art facilities at affordable prices.
- C- We will target the fifty years plus demographic.
- D- We will utilise our knowledge in an attempt to improve our members golf skills and enjoyment of the sport.
- E- We will grow our revenues by 50% over the next three years.
- F- We will aim to constantly improve and update our course and the accompanying facilities.

Answer:

A

Question 6

Question Type: MultipleChoice

A business manufacturing running trainers is considering exporting to a fast growing Asian market. Using Porter's Five Forces, which of the following statements is most likely to be incorrect?

Options:

- A- Supplier power is likely to be high
- B- Competitive rivalry is likely to be high
- C- New entrants are likely to be low
- D- Substitutes are likely to be high

Answer:

A

Question 7

Question Type: MultipleChoice

Which of the following are classed as part of the move stage of Lewin's model of change?

Select ALL that apply.

Options:

- A- Make sure the process is well managed and co-ordinated
- B- Ensure details of the changes occurring are communicated effectively
- C- Make sure everyone is given the necessary skills
- D- Ask people what their problems are and how they feel the change should proceed
- E- Focus on the reasons for change so people understand and accept it
- F- Deal with the issues of individuals to overcome personal concerns and objections
- G- Develop rewards for individuals following the new approaches after the changes

Answer:

A, B, C

Question 8

Question Type: MultipleChoice

Which of the following statements are not true about Gantt Charts, Resource Histograms and Work Breakdown Structures?

Select ALL that apply.

Options:

- A- Critical activities can be identified using Gantt Charts
- B- A Work Breakdown Structure will help to produce a clear list of individual tasks involved to complete each project element
- C- Statement of Work (SOW) outlines the objectives against which Work Packages must be measured
- D- Work Breakdown Structures cannot be used to determine resource requirements
- E- Gantt Charts clearly identify key activities that must be completed before others begin
- F- Resource Histograms are particularly useful where there are complicated resources to manage
- G- Resource Histograms graphically show the resources required over the term of the project
- H- Gantt Charts are a good way to compare the original plan versus the actual position

Answer:

A, D, E, F

Question 9

Question Type: MultipleChoice

According to the Project Management Body of Knowledge as outlined by the Project Management Institute, there are nine key areas of project management. Which of the following are areas identified by the PMI?

Select ALL that apply.

Options:

- A- Integration
- B- Resource Management
- C- Procurement
- D- Risk
- E- Quality
- F- Initiation
- G- Monitoring
- H- Option generation
- I- Review

Answer:

A, B, C, D, E

Question 10

Question Type: MultipleChoice

Which of the following statements relating to negotiation are incorrect?

Select ALL that apply.

Options:

- A-** There are always at least two parties present in any negotiation process.
- B-** Negotiation occurs when parties prefer to search for an agreement rather than openly fight.
- C-** Negotiation takes place when there are no established set rules for resolving the conflict, or the parties prefer to work outside of an established set of rules to reach a solution.
- D-** The negotiation process isn't always voluntary and a contract of agreement should be signed.
- E-** The bargaining phase is the last stage of the negotiation process.
- F-** The preparation phase is the first stage of the negotiation process.

Answer:

D, E

Question 11

Question Type: MultipleChoice

A leader of a new project at a marketing agency believes that good leadership requires focus on both the task needs and individual needs.

Based on Adair's action-centered leadership theory, which of the following skills is the leader less likely to have due to this?

Select ALL that apply.

Options:

- A- Setting performance standards
- B- Checking performance against plan
- C- Controlling quality of work
- D- Training and mentoring
- E- Building team spirit
- F- Ensuring communication within group

Answer:

A, B, C, D, E, F

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