

CIMAPRO15-E03-X1-ENG^{Q&As}

E3 - Strategic Management Question Tutorial

Pass CIMA CIMAPRO15-E03-X1-ENG Exam with 100% Guarantee

Free Download Real Questions & Answers **PDF** and **VCE** file from:

<https://www.pass2lead.com/cimapro15-e03-x1-eng.html>

100% Passing Guarantee
100% Money Back Assurance

Following Questions and Answers are all new published by CIMA
Official Exam Center

-  **Instant Download** After Purchase
-  **100% Money Back** Guarantee
-  **365 Days** Free Update
-  **800,000+** Satisfied Customers



QUESTION 1

Which of the following statements is NOT a role for Management Accountants involved in the strategy development process?

- A. Consider and raise awareness of the ethical impact of proposed strategic decisions.
- B. Integration of financial and non-financial information.
- C. Writing the Annual Report.
- D. Assist the Board in determining risk appetite.

Correct Answer: D

QUESTION 2

Company TTT produces a range of products, including products T1 and T5.

Product T1: Profitability has declined in recent years, although small profits continue to be made as the market contracts due to changing customer preferences. Overall market share is low and continues to reduce. However, in addition to external sales T1 is also used as a component of product T5.

Product T5: A market leader within a low growth market, sources components both externally and from TTT's other subsidiaries. T5 benefits from significant economies of scale and TTT has recently considered modernizing its T5 production line but following a cost benefit analysis, decided not to proceed.

Which of the following is an appropriate strategy for TTT to adopt?

- A. Divest both product T1 and product T5.
- B. Harvest product T1 and Divest product T5.
- C. Harvest both product T1 and product T5.
- D. Divest product T1 and Harvest product T5.

Correct Answer: B

QUESTION 3

BCA is a long established international airline. Which of the following represent Threats to BCA's business? (Choose all that apply.)

- A. A sudden increase in international terrorism.
- B. A substantial rise in the price of oil.
- C. A higher level of private car ownership.
- D. Greater popularity of long-haul holidays.

E. A shortage of trained pilots in BCA.

Correct Answer: BE

QUESTION 4

SSS University wishes to introduce a new Car Park Management Strategy (CPMS). The aim of this strategy is to reduce the use of private cars and to encourage sustainable transport, such as cycling and public transport, by staff and students. SSS has decided to reduce the number of car parking spaces and introduce parking charges.

The Management Accountant has decided to use the Balanced Scorecard to help prepare a performance management system to assess the performance of the new CPMS.

Which of the following is an example of the Innovation and Learning perspective of a Balanced Scorecard for SSS?

- A. Easy access to car parking spaces.
- B. Number of days of training for car park attendants.
- C. Reduction in complaints from customers.
- D. Speed of processing the payment for parking charges.

Correct Answer: A

QUESTION 5

Z is a medium-sized UK based accounting practice. Z operates a graduate training scheme. The trainees are given an induction and then placed on a three-year training programme designed to help develop professional skills and experience.

The training programme has been in existence for many years. However, there is no clear consensus amongst the partners of Z about what the trainees should be able to do on completion of the programme and therefore what the training

programme should emphasize. This lack of clarity is affecting the morale and commitment of the trainees and significant numbers are failing the programme or leaving to join a rival firm.

Z's HR Department recognizes the need for committed and well motivated accountants to meet the increased expectations of clients and the competition from rival firms. The HR Department has identified changes to the training programme that can be implemented gradually through a series of initiatives.

Which TWO of the following statements regarding the change required in Z are correct? (Choose two.)

- A. Understanding which day-to-day behaviors to reinforce within the training programme, is about 'routines and rituals' according to the Cultural Web.
- B. The change would be classified as a 'revolutionary change' according to Balogum and Hope Hailey.
- C. The need to manage the competitive position is an example of an 'external direct trigger' for change.
- D. The plans to combat competition would be considered as a 'structure' factor according to the McKinsey 7 S model.

E. The skills, abilities and competences of the organization's employee's are a 'hard' factor according to the McKinsey 7 S model.

Correct Answer: CE

[CIMAPRO15-E03-X1-ENG
PDF Dumps](#)

[CIMAPRO15-E03-X1-ENG
Practice Test](#)

[CIMAPRO15-E03-X1-ENG
Study Guide](#)