

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

HHH is a manufacturer which has a bonus scheme for its production workers related to the speed of output. HHH's products are very specialized and are made in a dangerous production environment. HHH's production workers usually work alone but sometimes, if there are problems in the production environment (for example, machinery breakdowns), they have to work in teams. When the production workers are working in teams they do not receive any bonus.

HHH's senior management is proposing to amend the current bonus scheme to encourage increased productivity. Under the current bonus scheme, production workers receive extra pay when they achieve 45% of their individual target: The target level is low because of the dangerous production environment and the need to occasionally work in teams.

Under the proposed bonus scheme, production workers will not receive any extra pay until they have achieved 90% of their individual target. Workers who achieve 90% or above of their individual target will be paid a 30% higher bonus.

Which THREE of the following problems is HHH most likely to encounter with the introduction of the proposed bonus scheme? (Choose three.)

- A. The extra production output will lead to an increase in inventory.
- B. The proposed bonus scheme conflicts with health and safety legislation.
- C. Production workers could consider the new target as unachievable.
- D. Production workers will not be motivated by the proposed level of bonus.
- E. There could be a rise in the level of workplace accidents.

Correct Answer: ADE

QUESTION 2

BBB is a manufacturer that has been criticized in the financial press because it does not have a policy for sustainability.

Which THREE of the following elements would be crucial to BBB successfully embedding sustainability into its activities? (Choose three.)

- A. BBB should include sustainability targets in performance appraisal.
- B. BBB's Board should make a commitment to sustainability.
- C. BBB should give all its staff training in sustainability.
- D. BBB should spend at least 0.1% of its Net Profit on sustainability projects.
- E. BBB should employ a new public relations consultancy.
- F. BBB should investigate the costs and benefits of establishing a sustainability department.

Correct Answer: BCE

QUESTION 3

Which of the following would be likely to encourage an organization to use Scenario Planning? (Choose all that apply.)

- A. The organization often experiences \"group-think\", leading to a narrow view of the future.
- B. Competitor's are increasingly using Scenario Planning as part of their strategy formulation process.
- C. The organization has achieved all of its objectives and operates within a stable external environment.
- D. The organization has not previously experienced any major surprises or expensive strategic mistakes.
- E. Uncertainty in the industry is high, relative to management's ability to predict or adjust to change.

Correct Answer: CE

QUESTION 4

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?

- 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.

Correct Answer: A

QUESTION 5

Directors have a duty to shareholders and other stakeholders and are required to promote the success of the company.

Which THREE of the following are valid roles and responsibilities of directors? (Choose three.)

- A. To be responsible for keeping all external stakeholders satisfied.
- B. To have regard for the interests of the company's employees.
- C. To focus only on maximizing company profits.
- D. To consider the likely consequences of any decision in the long term.
- E. To avoid conflicts of interest and of duties.

Correct Answer: BDE

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