

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

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 2

JJJ is a publically quoted advertising agency. JJJ's competitive advantage is based on the expertise of its staff and its reputation in digital media advertising. JJJ has robust systems to protect its intellectual property. These include patents and copyrights. JJJ has also restricted access for most of its staff to its most sensitive data, such as studies of its customers' profitability.

JJJ's new Managing Director, Z, is concerned that when staff leave JJJ, the company loses whatever tacit knowledge they possess. These losses also impact on JJJ's reported profits. In order to remedy the losses of knowledge and the reduced profits Z wants to introduce a knowledge management strategy.

Which of the following steps support the introduction of a knowledge management strategy? (Choose all that apply.)

- A. Z should set a target for reported profit.
- B. JJJ needs to acquire and install appropriate hardware and software.
- C. JJJ should unfreeze current habits and standard operating procedures.
- D. JJJ should convince staff of the benefits of sharing their tacit knowledge.
- E. Z should gain the support of the Board of Directors.
- F. JJJ should integrate knowledge management and management accounting.

Correct Answer: DEF

QUESTION 3

STU is a hospital that is wholly funded by its national government. In the last five years it has seen its funding cut by over 30% due to budgetary pressure on the government, caused by a global recession. As a result, the senior management team of STU has had to make some very difficult decisions about prioritizing how it spends the funds it receives from the government. Its main strategies have been to reduce the number of administration staff and nursing

staff by 20%, in order to reduce its costs. It has also stopped providing a number of services to patients, including its counselling services and its physiotherapy unit.

Which of the following strategies has STU adopted to manage its reduced funding? (Choose all that apply.)

- A. Liquidation
- B. Divestment
- C. Retrenchment
- D. Facilitation
- E. Turnaround

Correct Answer: B

Reference: http://www.cbsmohali.org/course_material/fourth_semester/strategic%20management.pdf (63)

QUESTION 4

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

- 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.

Correct Answer: BDF

QUESTION 5

Which of the following categorizations would be correct, according to McFarlan's Strategic Grid, for a system which is critical to sustaining existing business but its future strategic importance is considered to be low?

- A. Turnaround
- B. Support
- C. Strategic
- D. Factory

Correct Answer: B

Reference: <https://books.google.com.pk/books?id=spVXv8BW-ycCandpg=PA217andlpg=PA217anddq=categorizations>

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