

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

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 2

RRR is an insurance company which maintains an extensive database of its customer transactions over the last 10 years. RRR is developing a new product and has carried out a SWOT analysis. Within which of the following aspects of the SWOT analysis would RRR include its customer database?

- A. Opportunity
- B. Threat
- C. Weakness
- D. Strength

Correct Answer: D

Reference: https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf
(5)

QUESTION 3

HH is an outdoor theatre which is based in the capital city of country N. Tickets for shows can be booked at the ticket office or online. HH has identified the following critical success factors (CSFs):

An excellent, online ticket booking system Customer satisfaction Which of the following would be suitable key performance indicators (KPIs) for HH? (Choose all that apply.)

- A. Customer show ratings, scored out of ten.
- B. Number of returning customers each year.
- C. Profit from sales of snacks and drinks.
- D. Employee turnover.
- E. Percentage of ticket bookings aborted before completion.
- F. Number of customer complaints.

Correct Answer: EF

QUESTION 4

DRAG DROP

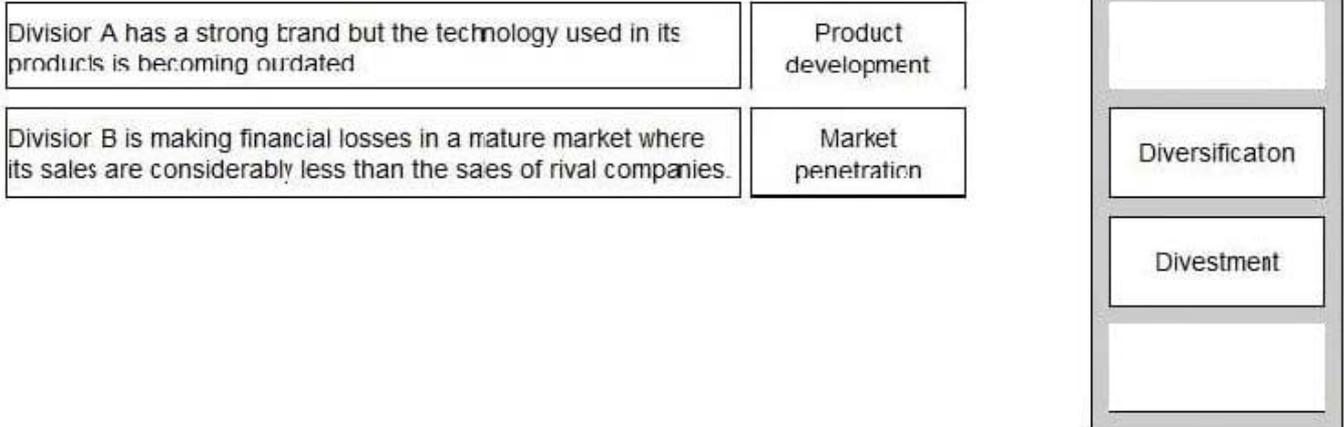
QR is a conglomerate with two divisions, A and B. Given the information below, select the most appropriate strategy for each division to implement.

Select and Place:

Division A has a strong brand but the technology used in its products is becoming outdated	
Division B is making financial losses in a mature market where its sales are considerably less than the sales of rival companies.	

- Market penetration
- Diversification
- Divestment
- Product development

Correct Answer:



QUESTION 5

Ansoff has provided a product/market growth matrix which denotes possible strategic directions that an organization can follow.

Which of the following statements correctly describe the strategic options generated by the matrix? (Choose all that apply.)

- A. Diversification using new products in new markets.
- B. Product development using new products in new markets.
- C. Market development using existing products in new markets.
- D. Market penetration using existing products within existing markets.
- E. Market penetration using existing products in new markets.
- F. Market penetration using new products within existing markets.

Correct Answer: BDF

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