

# CIMAPRO15-E03-X1-ENG<sup>Q&As</sup>

E3 - Strategic Management Question Tutorial

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### QUESTION 1

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 Balogun 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

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### QUESTION 2

A is a private healthcare organization aiming to provide affordable and accessible high quality patient services. A is introducing Big Data, which has not yet been adopted by the competition. A's database will store a huge amount of information about its patients. Clear access to wide sources of accurate information will enable patients to make more informed choices. Patients will be able to compare not only the prices of drugs, treatments and physicians but also their relative effectiveness.

Which of the following concerns should A have about its use of Big Data?

- A. Lack of competitive advantage
- B. Veracity of information
- C. Variety of information
- D. Privacy issues

Correct Answer: B

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### QUESTION 3

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

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### QUESTION 4

'Big data' refers to datasets whose size is outside the ability of typical database software tools to capture, store, manage and analyze.

Which of the following statements is NOT a valid statement with regard to 'big data'?

- A. 'Big data' will require the right infrastructure, incentives and safeguards to address public concerns.
- B. As technology advances overtime, the size of datasets that qualify as 'big data' will also increase.
- C. The definition of 'big data' can vary by sector, depending on the software tools and dataset sizes common to a particular industry.
- D. Sufficient analytical and managerial talent is available to exploit the opportunities associated with 'big data'.

Correct Answer: A

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### QUESTION 5

Country W hosts a large music competition every 5 years, which is attended by many international musicians. The success of the competition is dependent upon effective Customer Relationship Marketing being established with many different market groups around the world. These include music colleges who send their students, broadcasting companies who broadcast the event on radio and television, audience members, online ticket sellers and music

journalists who write about the competition in specialist journals.

Using Payne's 'Six Markets Model', which of the following is the correct classification for the music journalists writing about the competition?

- A. Customer market
- B. Supplier market
- C. Referral market
- D. Influence market

Correct Answer: D

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#### QUESTION 6

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

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#### QUESTION 7

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. Competitors 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

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#### QUESTION 8

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

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#### QUESTION 9

Which TWO of the following are advantages to an organization of using non-financial performance measures, rather than financial performance measures? (Choose two.)

- A. They are less expensive to measure than financial performance measures.
- B. They present a wider view of organizational performance than financial performance measures.
- C. They are less subjective than financial performance measures.
- D. They are not distorted by inflation.
- E. They are easier to measure than financial performance measures.

Correct Answer: BC

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#### QUESTION 10

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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