



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

E3 - Strategic Management Question Tutorial

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QUESTION 1

ABC is an independent training provider in Country F. It provides training in business related subjects to a wide range of corporate customers. All of its tutors must possess a nationally accredited training qualification before being allowed to teach and all of its courses follow nationally accredited programmes which are externally monitored. This is considered to be a critical aspect of its business reputation.

ABC has one major competitor, XYZ, within Country F. XYZ offers similar courses to ABC but its tutors do not have to have an accredited training qualification and its courses do not follow the national accredited programmes. The style and content of courses varies significantly between XYZ's centers.

There are a number of universities which offer nationally accredited courses within Country F. ABC does not consider these as competitors because typically they attract students wishing to undertake degree courses. The average university pass rate for nationally accredited programmes is currently higher than ABC's.

Which of the following types of benchmarking would be most useful for ABC?

- A. Process
- B. Internal
- C. Competitor
- D. Strategic

Correct Answer: D

QUESTION 2

Which THREE of the following frameworks are used solely to evaluate the external environment of an organization? (Choose three.)

- A. Porter's Value Chain
- B. Kaplan and Norton's Balanced Scorecard
- C. PEST Analysis
- D. Porter's Diamond
- E. SWOT analysis
- F. Porter's Five Forces Model

Correct Answer: ACF

Reference: http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_position_mar08.pdf

QUESTION 3

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

QUESTION 4

You work as a Management Accountant for GHJ, a company that includes commitments to 'sustainability' in its mission statement.

Which THREE of the following are contributions that you, as Management Accountant, could make towards the achievement of this part of the company's mission statement? (Choose three.)

- A. Project evaluations that include the externalities as well as the cash costs.
- B. Providing financial information with all non-recurring expenditures and incomes removed.
- C. Ensuring the organization adopts the lowest cost technologies and suppliers.
- D. Integrated reporting of the triple bottom line of Profits, People and Planet.
- E. Measures of organization's use of non-renewable resources and environmental emissions.

Correct Answer: ADE

QUESTION 5

According to Porter's Five Forces model, which of the following would be evidence of high buyer power?

- A. There is a low probability of backward integration.
- B. Products are not standardized and buyers cannot easily switch to another product.
- C. Buyers are fragmented and act independently of each other.
- D. There is a concentration of buyers.

Correct Answer: D



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