



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

E3 - Strategic Management Question Tutorial

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### QUESTION 1

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

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### QUESTION 2

GV is a manufacturer and retailer of high quality suede gloves. GV makes all of its sales in country F, and is extremely profitable. After many successful years trading, GV has accumulated significant cash reserves and would like to grow the business organically.

After some investigation work, GV has discovered an opportunity to sell leather shoes in country P.

Which of the following strategic directions is GV taking if it pursues this opportunity, according to Ansoff's product / market matrix?

- A. Product development
- B. Market development
- C. Related diversification
- D. Market penetration

Correct Answer: C

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### QUESTION 3

HHH is an international distribution company which operates a number of large distribution warehouses. HHH employs over 10,000 staff who operate the warehouses 24 hours per day and process over 500,000 packages and parcels each day. HHH operates in a highly competitive market and the senior management team recognize the importance of



focusing upon its Critical Success Factors (CSF's). However, some senior managers are confused as to the difference between CSF's and Key Performance Indicators (KPI's).

Which of the following are Critical Success Factors for HHH? (Choose all that apply.)

- A. Percentage of stock damaged.
- B. Market share percentage.
- C. Customer satisfaction.
- D. Continual maintenance of warehouse facilities.
- E. Time taken to load and unload deliveries.
- F. Efficient staff planning systems.

Correct Answer: BC

#### QUESTION 4

YZ operates a national mobile phone (cell phone) network in one country. It is considering upgrading its network to 4th Generation (4G) by providing an improved bandwidth that will enable its customers faster access to the Internet.

This investment will cost \$29 million which YZ's institutional investors have agreed to provide by subscribing to a rights issue. This is due to management having informed institutional investors that a rival is already offering 4G and that this is

taking customers away from YZ because its network is now regarded as too slow. YZ's remaining customers have shown a willingness to pay extra for 4G and overall the investment will have a positive net present value.

Which of the following statements are correct? (Choose all that apply.)

- A. It provides a market development opportunity for YZ.
- B. YZ will gain a first mover advantage.
- C. There is stakeholder approval for the investment.
- D. It is essential given the strategic threats to YZ.
- E. There are sufficient investment funds available

Correct Answer: CDE

#### QUESTION 5

As a CIMA qualified management accountant working within a manufacturing company, you are subject to both CIMA's Code of Ethics and your company's Code of Business Conduct. Which TWO of the following statements are TRUE? (Choose two.)

- A. As a CIMA qualified Management Accountant you must follow CIMA's Code of Ethics.



B. Where there is a difference between CIMA's Code of Ethics and the company's Code of Business Conduct, the company's Code of Business Conduct takes priority.

C. Both CIMA's Code of Ethics and the company's Code of Business Conduct must be based on a set of basic principles.

D. Both CIMA's Code of Ethics and the company's Code of Business Conduct include references to Confidentiality. Disclosure on public interest grounds is therefore prohibited.

E. A company's Code of Business Conduct can be rules based.

Correct Answer: DE

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