



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

Directors have a duty to shareholders and other stakeholders and are required to promote the success of the company.

Which THREE of the following are valid roles and responsibilities of directors? (Choose three.)

- A. To be responsible for keeping all external stakeholders satisfied.
- B. To have regard for the interests of the company's employees.
- C. To focus only on maximizing company profits.
- D. To consider the likely consequences of any decision in the long term.
- E. To avoid conflicts of interest and of duties.

Correct Answer: BDE

QUESTION 3

TTT recently appointed a new Chief Executive, R, to lead it through a period of major change. R immediately set up a change management team which consisted of several senior managers and directors from across the organization. Together, they formulated an overall goal for change and then spent several weeks presenting the need for change to all of the staff through a series of staff meetings. At these meetings R involved staff and built their ideas into the final



change strategy.

R also set a series of interim goals to encourage ongoing performance throughout the change process. When the organization reached these goals, R widely publicized these achievements to help motivate staff.

However, after six months, TTT had failed to reach most of the interim goals that had been set. Most of the members of the change management team had not maintained a significant interest in the change process and many of the staff felt that there had been a lack of communication and reward following the initial few weeks of the change process.

Kotter suggested that there were eight steps required to successfully lead change.

Which TWO of the following did R fail to achieve? (Choose two.)

- A. Never letting up
- B. Incorporate change into the culture
- C. Develop a change vision
- D. Generate short term wins
- E. Empower broad based action

Correct Answer: CD

QUESTION 4

PQR is a charity which has an excellent reputation within its home country. PQR employs over 300 highly experienced staff and has 200 skilled volunteers. PQR's funding mainly comes from donations from the public but its public profile is low compared to larger, more publicized charities.

Due to a recent recession, public donations to PQR have fallen in the last five years, but demand for its services continues to grow.

The government of the country in which PQR operates is encouraging greater collaboration between charities and there have been several recent successful mergers within the charity sector. PQR has recently been approached by a high profile and well funded charity, DDD, with a merger proposal. DDD offers complementary services to those offered by PQR.

Which TWO of the following factors would most likely be considered as an 'opportunity' for PQR? (Choose two.)

- A. Highly experienced staff
- B. Donations from the public
- C. Growing demand for its services
- D. The excellent reputation of DDD
- E. Merging with DDD

Correct Answer: AC



QUESTION 5

Information Systems (IS) strategy is correctly defined as:

- A. The planning, organizing, investment and control of information applications in the organization.
- B. Identifying the information needs of the organization and aligning development to them.
- C. Decisions on the hardware, software and communications solutions used in the organization.
- D. The roles and structure of information specialists in the organization and their relationship with users.

Correct Answer: B

Reference: http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_information_strategy_jul08.pdf (4)

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