



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

E3 - Strategic Management Question Tutorial





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QUESTION 1

DRAG DROP

LMN is a fast food manufacturer that makes 'Ready-meals'.

Place the appropriate stage of the Value Chain against each of the activities below:

Select and Place:

Receipt, storage and distribution of 'Ready-meals' ingredients.		Inbound logistics
Cooking, testing and packing 'Ready-meals'.		Operations
Distributing 'Ready-meals' to customers.		Outbound logistics
Recruiting and training staff.		Marketing & Sales
Purchasing 'Ready-meals' ingredients.		Service
Building the 'Ready-meals' brand.		Support activities

Correct Answer:



QUESTION 2

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

QUESTION 3

Plush is a medium-sized hotel which recently opened on the outskirts of a city which is popular with tourists. It has a sophisticated website which allows customers to pre-book rooms and additional items, such as meals in its restaurant and tickets for popular tourist attractions in the city.

Plush has listed its website on a popular hotel price comparison website, which allows customers to compare prices and facilities of hotels in the same area and this has resulted in over 60% of Plush's customer bookings so far.

Since listing on the price comparison website, the Sales Manager of Plush has noticed that the prices offered by its nearest competitors have reduced dramatically and their range of special offers have also increased.

Which TWO of Porter's Five Forces have been most affected by the use of the price comparison website by the hotels in the same area as Plush? (Choose two.)

- A. Competitive rivalry.
- B. Threat of substitutes.
- C. Bargaining power of suppliers.
- D. Threat of new entrants.
- E. Bargaining power of customers.

Correct Answer: BE

QUESTION 4

RRR is a medium sized company, which has built family homes in Country for twenty years. The Board of RRR wishes to expand company operations and start building homes in the neighboring country. The Board of RRR wishes to undertake a position audit to help in this decision.

Which of the following strategic analysis tools would be used in a position audit for RRR?

- A. Gap Analysis
- B. PEST
- C. SWOT
- D. Five Forces

Correct Answer: C

Reference:

https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf



QUESTION 5

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

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