

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

DRAG DROP

YZ is a family-run business which manufactures and sells confectionery, employing almost 100 staff. It operates 10 shops in small towns in the north of country P. Sales of YZ's products have decreased over the last 4 years due to competition from large supermarkets, internet shopping and a general economic downturn, which has hit the north of country P especially hard. YZ's managing director has recently retired and the board decided to fill the vacancy with an external appointment. The new managing director plans to invest in new manufacturing technology, which would cut staffing levels by 15% and

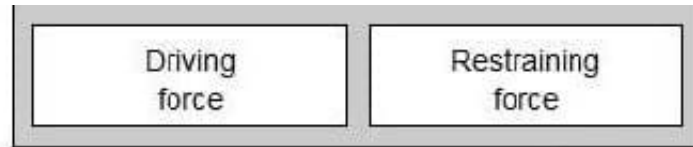
reduce wastage, allowing YZ to lower its prices. YZ's staff are very unhappy about these proposals, feeling that they will destroy YZ's family tradition and reputation that has developed over many years. Select the correct descriptor for each of the forces for change below:

Select and Place:

Driving force	Restraining force
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The prevailing economic environment.	
The appointment of a new managing director.	
Attitudes about the proposed changes held by the staff.	
Developments in manufacturing technology.	
The attitudes and behaviours of customers.	
The family members of the board of directors.	

Correct Answer:



The prevailing economic environment.	Driving force
The appointment of a new managing director.	Driving force
Attitudes about the proposed changes held by the staff.	Restraining force
Developments in manufacturing technology.	Driving force
The attitudes and behaviours of customers.	Driving force
The family members of the board of directors.	Restraining force

QUESTION 2

M has been appointed as an external change agent to lead and implement a large scale re-structuring strategy which is being undertaken by a large bank. M has been appointed due to his extensive experience in a wide range of organizational re-structuring programmes. This re-structuring strategy will involve a large number of redundancies and the implementation of a new organization-wide management reporting system. M will need to work with staff from all departments and levels of the organization. The Board of Directors of the bank believes that an external change agent will bring more benefits to the change process than using an internal change agent.

Which of the following are the most likely benefits that could be achieved by the bank by appointing an external change agent to lead and implement the re-structuring strategy? (Choose all that apply.)

- A. The change process should be less costly if an external change agent is appointed.
- B. The bank can exploit the specialist expertise of the external change agent.
- C. As a dedicated resource, the external change agent can give more time to the change process.
- D. The external change agent will be more objective in decision-making than an internal change agent.
- E. The external change agent will have better relationships with the bank employees than an internal change agent.
- F. The speed of delivery of the change process will be quicker when using an external change agent.

Correct Answer: DF

QUESTION 3

A direct external change trigger is:

- A. A general increase in the use of the Internet by society.
- B. An economic recession in an organization's home country.
- C. A powerful competitor forcing an organization to cut its prices.
- D. The introduction of new environmental protection policies by the government.

Correct Answer: D

Reference: https://books.google.com.pk/books?id=spVXv8BW-ycCandpg=PA496andlpg=PA496anddq=cima+direct+external+change+triggerandsource=blandots=W9s2vgo5wUandsig=ACfU3U0JmMjMgOyVyUudozCuLvKCNJKyandhl=enandsa=Xandved=2ahUKEwidp_ajqODmAhVHx4UKHcWLCK8Q6AEwC3oECAkQAQ#v=onepageanddq=cima%20direct%20external%20change%20triggerandf=false

QUESTION 4

RST is a company specializing in the production of wood-based products. RST has decided to introduce a fully integrated Information System across all divisions in order to improve knowledge sharing throughout the business and enhance customer relationship management.

RST is expecting resistance to the integrated Information System from its staff who are key to the business and would be difficult to replace. Staff have a good understanding of why the new system and knowledge sharing is needed and how the system will work but many staff are not happy about the potential changes to their working conditions.

Which of the following change leadership styles, as outlined by Kotter and Schlesinger, would be most appropriate for RST to adopt?

- A. Education
- B. Coercion
- C. Manipulation
- D. Negotiation

Correct Answer: A

QUESTION 5

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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