

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

E3 - Strategic Management Question Tutorial

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**QUESTION 1**

JJJ is a publically quoted advertising agency. JJJ's competitive advantage is based on the expertise of its staff and its reputation in digital media advertising. JJJ has robust systems to protect its intellectual property. These include patents and copyrights. JJJ has also restricted access for most of its staff to its most sensitive data, such as studies of its customers' profitability.

JJJ's new Managing Director, Z, is concerned that when staff leave JJJ, the company loses whatever tacit knowledge they possess. These losses also impact on JJJ's reported profits. In order to remedy the losses of knowledge and the reduced profits Z wants to introduce a knowledge management strategy.

Which of the following steps support the introduction of a knowledge management strategy? (Choose all that apply.)

- A. Z should set a target for reported profit.
- B. JJJ needs to acquire and install appropriate hardware and software.
- C. JJJ should unfreeze current habits and standard operating procedures.
- D. JJJ should convince staff of the benefits of sharing their tacit knowledge.
- E. Z should gain the support of the Board of Directors.
- F. JJJ should integrate knowledge management and management accounting.

Correct Answer: DEF

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**QUESTION 2**

You have been given responsibility, as a newly qualified management accountant, for delivering an ambitious project to centralize and computerize the accounts function within a medium-sized, geographically dispersed business. The timetable also requires the project to be delivered within a very short timescale with limited resources. You have built a team to deal with these proposed changes.

With regard to effective teams and change, which THREE of the following statements are correct? (Choose three.)

- A. Teams that cross departmental boundaries can destroy shared values.
- B. Teams play minor roles in institutional change.
- C. Individuals must become more than they were when working alone and must develop new commitments and behaviors.
- D. Teams should continue after their purpose has been served.
- E. Teams that cross departmental boundaries can develop new performance criteria.
- F. Teams enhance learning and address change directly through creating recommendations and new ideas.

Correct Answer: CEF

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**QUESTION 3**

An organization must acquire suitable hardware and software in order to implement a knowledge management strategy so that knowledge can be stored and communicated.

Which of the following would be appropriate systems to use in a knowledge management strategy? (Choose all that apply.)

- A. Intranet
- B. Local area network
- C. Social media
- D. Ledgers and journals
- E. Internet
- F. Groupware

Correct Answer: AB

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**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

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**QUESTION 5**

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](https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf)

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