

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

E3 - Strategic Management Question Tutorial





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QUESTION 1

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

QUESTION 2

HH is an outdoor theatre which is based in the capital city of country N. Tickets for shows can be booked at the ticket office or online. HH has identified the following critical success factors (CSFs):

An excellent, online ticket booking system Customer satisfaction Which of the following would be suitable key performance indicators (KPIs) for HH? (Choose all that apply.)

- A. Customer show ratings, scored out of ten.
- B. Number of returning customers each year.
- C. Profit from sales of snacks and drinks.
- D. Employee turnover.
- E. Percentage of ticket bookings aborted before completion.
- F. Number of customer complaints.

Correct Answer: EF

QUESTION 3

Which TWO of the following are advantages to an organization of using non-financial performance measures, rather than financial performance measures? (Choose two.)

- A. They are less expensive to measure than financial performance measures.
- B. They present a wider view of organizational performance than financial performance measures.

- C. They are less subjective than financial performance measures.
- D. They are not distorted by inflation.
- E. They are easier to measure than financial performance measures.

Correct Answer: BC

QUESTION 4

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

QUESTION 5

ZYX is a global hotel chain, employing over 10,000 staff worldwide. ZYX operates a Code of Conduct for all of its staff, which states "Our staff are the most important assets of our business operations. We expect the highest standards of ethical and professional conduct from all staff, who must display the principles of trust, respect, equality, integrity and fairness at all times."

Which THREE of the following actions could ZYX take to positively influence its staff to work to the ethical and professional principles in its Code of Conduct? (Choose three.)

- A. Disciplinary actions, such as fines, for staff who do not display high ethical and professional standards.
- B. Publication on its website of ZYX's Code of Conduct and regular examples of staff displaying the highest standards of professional conduct.
- C. Induction and on-going staff training on ZYX's Code of Conduct and ethical and professional principles.
- D. Interview process for staff prior to employment, to assess their understanding of ethical and professional behavior.
- E. Set performance targets in diversity and equality for its hotel senior managers.
- F. Operate a system of reward incentives for staff who display high ethical and professional standards.

Correct Answer: CDF

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