

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

E3 - Strategic Management Question Tutorial

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QUESTION 1

\\'Big data\\' refers to datasets whose size is outside the ability of typical database software tools to capture, store, manage and analyze.

Which of the following statements is NOT a valid statement with regard to \\'big data\\'?

- A. \\'Big data\\' will require the right infrastructure, incentives and safeguards to address public concerns.
- B. As technology advances overtime, the size of datasets that qualify as \\'big data\\' will also increase.
- C. The definition of \\'big data\\' can vary by sector, depending on the software tools and dataset sizes common to a particular industry.
- D. Sufficient analytical and managerial talent is available to exploit the opportunities associated with \\'big data\\'.

Correct Answer: A

QUESTION 2

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 3

LLL is an international oil and gas exploration company. It is considering investing \$300 million in developing new oil fields in Country D. For this it will need to obtain a license from the government of Country D.

These new oil fields will bring much wealth to Country D because a large proportion of the revenue from the production of oil will be paid to the government as part of the licensing agreement.

However, oil production in Country D will have some undesirable social effects, such as the threat of pollution, congestion to the roads and pressure on local amenities such as housing, electricity and clean water.

Which of the following approaches to stakeholder management should LLL NOT undertake in order to enter Country D?

- A. Issue free shares in a Joint Venture to develop oil fields to government ministers from Country D.
- B. Commit to improving the local amenities and roads as a part of the application for a license in Country D.
- C. Develop and circulate a promotional video showing the benefits enjoyed by other countries in which LLL operates.
- D. Undertake stakeholder mapping to identify the interests of the most powerful players in the decision to grant a license to LLL.

Correct Answer: D

QUESTION 4

Which of the following would be likely to encourage an organization to use Scenario Planning? (Choose all that apply.)

- A. The organization often experiences \"group-think\", leading to a narrow view of the future.
- B. Competitor's are increasingly using Scenario Planning as part of their strategy formulation process.
- C. The organization has achieved all of its objectives and operates within a stable external environment.
- D. The organization has not previously experienced any major surprises or expensive strategic mistakes.
- E. Uncertainty in the industry is high, relative to management's ability to predict or adjust to change.

Correct Answer: CE

QUESTION 5

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

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