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QUESTION 1

Which of the following is not characteristic of a mature industry environment?

- A. Consolidation.
- B. Competitive interdependence.
- C. Palling demand.
- D. Strategic focus on deterring entry of new competitors into the marketplace.

Correct Answer: C

Falling demand is characteristic of declining industries; These industries have sustained a Permanent decrease in unit sales over the long run.

QUESTION 2

The likelihood that customer loyalty is not based on any appraisal of the brand's value is

- A. Relationship equity.
- B. Value equity
- C. Customer equity.
- D. Brand equity.

Correct Answer: A

Relationship equity is one of the drivers of customer equity. It is the likelihood that customer loyalty is not based on any appraisal of the brand's value. Sub drivers are programs to build customer loyalty, recognition, community, and knowledge. Relationship equity is most significant when the supplier-customer relationship is vital or when a customer may simply be habit-bound.

QUESTION 3

The following steps make up the stages of a theory of constraints (TOC) analysis.

- I. Determine the most profitable product mix given the constraint.
- II. Increase capacity at the constraint. III. Dentin the constraint.
- IV.
- Redesign the manufacturing process.
- V.
- Maximize the flow through the constraint.

If executed in the correct order, the sequence is

- A. III,III,V,IV.
- B. III, II, I, V, IV.
- C. III, II, I, IV, V.
- D. III, I, V, II, IV.

Correct Answer: D

The steps in a TOO analysis are (1) identify the constraint, (2) determine the most profitable product mix given the constraint, (3) maximize the flow through the constraint, (4) increase capacity at the constraint, (5) redesign the manufacturing process for greater flexibility and speed.

QUESTION 4

Several surveys point out that most managers use full product costs, including unit fixed costs and unit variable costs, in developing cost-based pricing. Which one of the following is least associated with cost-based pricing?

- A. Price stability
- B. Price justification.
- C. Target pricing.
- D. Fixed-cost recovery.

Correct Answer: C

A target price is the expected market price of a product, given the company's knowledge of its customers and competitors. Hence, under target pricing, the sales price is known before the product is developed. Subtracting the unit target profit margin determines the long-term unit target cost. If cost-cutting measures do not permit the product to be made at or below the target cost, it will be abandoned.

QUESTION 5

The cost of funds from retained earnings for Williams, Inc. is

- A. 7.0%
- B. 7.6%
- C. 7.4%
- D. 8.1%

Correct Answer: A

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