



Free Questions for [CIMAPRA19-E02-1](#) by [vceexamstest](#)

Shared by [Atkins](#) on [09-08-2024](#)

For More Free Questions and Preparation Resources

[Check the Links on Last Page](#)

Question 1

Question Type: MultipleChoice

According to Hofstede (1990) a company that values tradition, education and training is said to have which of the following cultural dimensions?

Options:

- A- Collectivism
- B- Feminine orientation
- C- Long term orientation
- D- Low power distance

Answer:

C

Question 2

Question Type: MultipleChoice

Which TWO of the planning tools listed below show the minimum completion time of a project?

Options:

- A- Gantt Charts
- B- Resource Histograms
- C- Network Diagrams
- D- Milestones

Answer:

A, C

Question 3

Question Type: MultipleChoice

A Company is undertaking a project for the first time and has given the Finance Manager the task of managing the project. He has been advised to use PERT, as it will help him with his Critical Path Analysis (CPA).

What information will the calculation using PERT provide the Finance Manager with to use in his CPA?

Options:

- A- The most optimistic time to complete an activity.
- B- The most realistic / probable time to complete an activity.
- C- The expected time to complete an activity.
- D- The most pessimistic time to complete an activity.

Answer:

C

Question 4

Question Type: MultipleChoice

Many companies use Critical Path Analysis (CPA) to manage projects.

Which TWO of the options below could be identified from a CPA diagram?

Options:

- A- The activities which need to be completed before the next activity can start.
- B- The resource usage variance for each activity.
- C- The activities which can't overrun without delaying the whole project.
- D- The probable time for each activity.

Answer:

A, C

Question 5

Question Type: MultipleChoice

John is a young management accountant who, after completing his examinations recently, was put in charge of a small established accounts department.

At his first progress review with his superior, he was very confident and enthusiastic about numerous initiatives. John expressed disappointment that his staff were so reactionary and uncooperative.

It would seem most of the staff reporting to John are dissatisfied about his leadership. The younger ones are frightened of him and they say he is always in a hurry. The older ones who have worked in the department for years are worried about John's risky decisions. Others resent him and are frustrated that John never listens to their ideas.

Which behaviour should John adopt to improve motivation in the department?

Options:

- A-** John should dismiss the older staff and send the younger staff on training and take on an autocratic style of management.
- B-** John should create time for one to ones with his staff and take on a participative style of management. Improving communication with regular briefings.
- C-** John should not do anything as he will see things settle down over time and take on a more laissez-faire style of management.
- D-** John should hire some external business consultants to overhaul the working practices and find solutions to get the department back on track.

Answer:

B

Question 6

Question Type: MultipleChoice

The ability to negotiate is an important management skill. Which approach to negotiation is less likely to result in future further conflict?

Options:

A- Lose - Win

B- Win - Lose

C- Lose - Lose

D- Win - Win

Answer:

D

Question 7

Question Type: MultipleChoice

DD organisation is a management consultancy company. Currently, although it has some clients in other countries, the activities of DD are mainly domestic. However the directors are keen to develop the business internationally.

The strengths of DD are recognised as it has a well-motivated team of professional consultants, and a very powerful analytical model for developing business solutions.

Which of the following best describes how this company can develop its business strategy to gain a competitive advantage?

Options:

- A- Competitive advantage can be gained by having a resource based view that stem from having unique assets and core competencies.
- B- Competitive advantage can be gained by carrying out a PEST analysis.
- C- Competitive advantage can be gained by using the BCG model.
- D- Competitive advantage can be gained from allowing strategies to emerge.

Answer:

A

Question 8

Question Type: MultipleChoice

Several researchers have identified strong connections between corporate culture and resistance to organisational change.

Which TWO of the following are likely to be most resistant to organisational change:

Options:

- A- H is a partnership of professionals with similar training, background and expertise. Power lies in senior individuals who generally

believe themselves to be more important than the business. Co-operative and consistent behaviour is unusual.

B- E is a small entrepreneurial firm controlled by an owner-manager. There are few rules and little bureaucracy. The firm can react quickly and decision making by the owner will be swift.

C- F is a large bureaucratic organisation, structured by function. Staff working in F tend to be preoccupied with fulfilling their narrow job duties, with an emphasis on consistent, day-to-day routines.

D- G is a project-based organisation where flexible teams are formed to solve particular problems. G is characterised by teamwork, flexibility and a strong commitment to making things happen.

Answer:

A, C

Question 9

Question Type: MultipleChoice

Four orthopaedic surgeons in a busy hospital department have very different work habits. Each has their own team of medical technicians who are used to the surgeons' personal preferences and are very comfortable with their routines; they basically do the same things every day. This way of working has gone on for several years.

When a new administration manager suggested that they train all of the technicians to work with all the surgeons this led to significant resistance from all of the parties involved. The technicians were concerned that they would no longer be able to perform their usual daily tasks.

On the basis of the scenario what would be the main cause of their resistance?

Options:

- A- The technicians' fear that they would be forced out of their regular habits.
- B- The technicians' concern over personal loss such as benefits and privileges.
- C- The technicians' fear that the changes proposed would harm the efficiency of the department.
- D- The technicians' belief that role ambiguity and uncertainty would increase.

Answer:

A

To Get Premium Files for CIMAPRA19-E02-1 Visit

<https://www.p2pexams.com/products/cimapra19-e02-1>

For More Free Questions Visit

<https://www.p2pexams.com/cima/pdf/cimapra19-e02-1>

