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Question 1

Question Type: MultipleChoice

The purpose of PEST analysis is described by which of the following?

Options:

- A- To examine the competitive forces at work in the industry.
- B- To determine the strengths and weaknesses of the organisation.
- C- To assess the power of the internal stakeholders.
- D- To assess the threats and opportunities posed by the wider environmental forces.

Answer:

D

Question 2

Question Type: MultipleChoice

A mission statement describes the organisation's basic function in society. Which of the following is NOT an element of a mission statement?

Options:

- A-** Purpose: describes why the organisation exists.
- B-** Strategy: specifies the business the organisation is in.
- C-** Values and culture: states the beliefs, ethical stance and principles of the organisation.
- D-** Future: such as to be the most innovative organisation in the industry.

Answer:

D

Question 3

Question Type: MultipleChoice

James argues that performance appraisal has its roots in three substantiated psychological principles, meaning that people work/learn/achieve more when they are given the opportunities.

Which of the following does NOT apply?

Options:

- A- Information for human resource planning.
- B- Involvement in the setting of tasks and goals.
- C- Adequate feedback as to how they are performing, in other words knowledge of results.
- D- Clear attainable goals so they know what to strive for.

Answer:

A

Question 4

Question Type: MultipleChoice

The means by which competitive advantage might be gained differs, depending on whether a resource based approach or a positioning approach is adopted.

Which of the following options characterises the resource based approach?

Select ALL that apply:

Options:

- A-** Superior profitability depends on the firm's possession of unique resources.
- B-** Super normal profits result from either cost leadership, differentiation or focus.
- C-** Competitive advantage derives from a firm's position in relation to its competitors, customers and stakeholders.
- D-** Competitive advantage stems from some valuable asset or competence possessed by the firm.
- E-** Organisations need to ensure they are continually monitoring the market place to make sure that their core competences are still valid.

Answer:

A, D, E

Question 5

Question Type: MultipleChoice

In the UK there is a principles based approach to corporate governance. Which THREE of the following statements are part of this approach?

Options:

- A- It consists of principles to be followed unless there is a justifiable reason not to do so.
- B- It includes legislation involving punishment for non-compliance.
- C- The UK code of corporate governance adopts a 'comply or explain' approach.
- D- Some of the provisions of the UK corporate code may not be followed exactly providing departure can be justified.
- E- It provides a set of rules which must be followed in all circumstances.

Answer:

A, C, D

Question 6

Question Type: MultipleChoice

University Z is about to take on a major project of changing from traditional written examinations to computer-based objective test questions.

Y is the systems manager at the university and has been appointed as the Project Manager. The university is very traditional in its management structure, whereby functional specialists manage each department. However, for this project, Y considers that a matrix structure would be required. The Vice Chancellor is not convinced that a matrix structure would be appropriate.

There are a number of advantages of a matrix structure. Which of the following should Y use in his argument to convince the Vice Chancellor that a matrix structure is appropriate?

Select ALL that apply.

Options:

- A- Responsibilities are clearly identified
- B- Decision making is improved
- C- Lateral communications are improved
- D- Reporting lines are clearly established
- E- Managers are exposed to organisation-wide problems
- F- Specialist are able to appraise other disciplines

Answer:

B, C, E

Question 7

Question Type: MultipleChoice

Which of the following is NOT designed to deal with risk and uncertainty when planning for time?

Options:

- A- Project evaluation and review
- B- Resource histogram
- C- Buffering
- D- Scenario Planning

Answer:

B

Question 8

Question Type: MultipleChoice

The Thomas-Kilmann model suggests five conflict handling strategies. Which THREE of the following are part of the model?

Options:

- A-** Competing: both parties seek to maximise their own interests and goals thus creating winners and losers.
- B-** Conflict reduction: involves building on areas of agreement and changing attitudes and perceptions by use of compromises and concessions.
- C-** Collaborating: involves a 'win-win' strategy which is achieved through joint confrontation of the problem.
- D-** Conflict suppression: involves threatened authority or force or smoothing over the conflict by de-emphasizing the seriousness of the situation.
- E-** Accommodation: involves a strategy in which one party puts the other party's interest first even when it is to its own disadvantage.

Answer:

A, C, E

Question 9

Question Type: MultipleChoice

J has been appointed project manager for a multimillion dollar upgrade to factory computer systems for his international organisation.

The organisation has decided to adopt the PRINCE2 project management methodology, of which J has knowledge from a previous post, but this was some time ago and his knowledge may need updating.

In order to achieve maximum success, J realises he will need to ensure that problems encountered at each phase of the project are used to inform later stages of the project.

Advise J at which stage of the project lessons learned should be recognised and applied to later stages, in order to prevent recurrence during the project:

Options:

- A- Starting the project
- B- Initiation of the project
- C- Managing stage boundaries
- D- Controlling a stage

Answer:

C

Question 10

Question Type: MultipleChoice

The Board of organisation Y has authorised an upgrade to its computerised finance system.

The Finance Director, X, has been tasked with managing this project. X has been requested to consult with stakeholders, in order that a Project Initiation Document (PID) may be produced.

What are the TWO main uses of a PID?

Options:

- A-** To ensure that the project is broken down into work packages and a Work Breakdown Structure be produced.
- B-** To produce a risk assessment of both internal and external risks that are likely to effect the project, and alternative actions to reduce the risks.
- C-** To ensure that the project has a complete sound basis before any major commitment to the project.
- D-** To act as a base document against which the project can be managed for progress, change management issues, and ongoing viability issues.

Answer:

C, D

Question 11

Question Type: MultipleChoice

The functions of mentoring include which THREE of the following?

Options:

- A-** A career function concerned with enhancement through exposure, visibility and sponsorship.
- B-** A Psychological function deriving from aspects of the relationship that advance competence and effectiveness.
- C-** A contact function that expects mentees' contacts to provide them with valuable contacts.
- D-** A 'drawing-out' function to increase an individual's ability and willingness in a specific subject or problem area.
- E-** A training function aimed at continuous improvement of employee skills.

Answer:

A, B, C

Question 12

Question Type: MultipleChoice

In the model of the organisational iceberg, which of the following is NOT one of the hidden elements?

Options:

A- Communication pattern

B- Feelings

C- Style

D- Structure

Answer:

D

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