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Question 1

Question Type: MultipleChoice

According to Porter's Five Forces model, which of the following would be evidence of high buyer power?

Options:

- A- There is a low probability of backward integration.
- B- Products are not standardized and buyers cannot easily switch to another product.
- C- Buyers are fragmented and act independently of each other.
- D- There is a concentration of buyers.

Answer:

C

Question 2

Question Type: MultipleChoice

QWE is a private company belonging to a famous former sports professional. It operates gyms and fitness clubs across its home country. Each gym or fitness club is treated as a profit center and the manager of each center is paid bonuses based on its financial performance.

QWE introduced multidimensional performance measures into its management control systems 3 years ago. These measure competitiveness, financial performance, capacity utilization, innovation and the flexibility of its centers to cope with changing demands.

The managers of QWE's centers have been leaving at a very high rate over the last 2 years. They have claimed that the measures are too open to interpretation and when they think they are improving their center's performance they are told they are doing the wrong things. They also complain that the managers in the centers near big cities find it much easier to reach their targets than the managers of other centers.

According to Fitzgerald and Moon's Building Block model, where does the problem lie?

Options:

- A- Standards and Rewards
- B- Standards, Dimensions and Rewards
- C- Dimensions and Standards
- D- Dimensions and Rewards

Answer:

C

Question 3

Question Type: DragDrop

LMN is a fast food manufacturer that makes 'Ready-meals'.

Place the appropriate stage of the Value Chain against each of the activities below:

Inbound logistics	and distribution of redients.		Inbound logistics
Answer: Operations	and packing 'Ready meals'.		Operations
Outbound logistics	y-meals' to customers.		Outbound logistics
Marketing & Sales	Multiple Choice		Marketing & Sales
Support activities	dy-meals' brand. An excellent, online ticket booking system		Support activities

Question 4

Question Type: Multiple Choice

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):

Customer satisfaction

Which of the following would be suitable key performance indicators (KPIs) for HH? (Choose all that apply.)

Options:

- 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.

Answer:

E, F

Question 5

Question Type: MultipleChoice

CCC is a software design company. The Board of CCC has always openly encouraged partnerships with a wide range of designers and other organizations in its industry in order to continually develop and enhance the services it offers and to utilize the expertise and knowledge of a range of individuals and organizations. CCC's staff have also been highly creative and innovative in the design services they provide. CCC regularly analyses and keeps up to date with changes in the environment in which it operates. CCC operates a sophisticated website to promote its services and keep in touch with its service users.

Which TWO of the following attributes of a change adept organization, as defined by Kanter, has CCC demonstrated? (Choose two.)

Options:

- A- Imagination to innovate
- B- Continual service development
- C- Openness to collaborate
- D- Environmental awareness
- E- Sophisticated systems

Answer:

A, C

Question 6

Question Type: DragDrop

QR is a conglomerate with two divisions, A and B. Given the information below, select the most appropriate strategy for each division to implement.

Market penetration	ong brand but the technology used in its g outdated.		Market penetration
Answer:			Diversification
Division B is making financial losses in a mature market where its sales are considerably less than the sales of rival companies.			Divestment
			Product development

Question 7

Question Type: MultipleChoice

Product development

DDD is a business which sells entertainment products and now wants to move to a position where it uses e-business as a fundamental part of its business strategy.

Which of the following benefits would result from DDD's use of e-business? (Choose all that apply.)

Options:

A- Cost reductions because of lower overheads and cheaper procurement.

- B-** Better control of information through monitoring website activity.
- C-** Easier access to loan finance.
- D-** An increased use of tacit knowledge.
- E-** A reduction in labour turnover and higher morale.
- F-** Increased online revenues.

Answer:

A, F

Question 8

Question Type: MultipleChoice

SSS University wishes to introduce a new Car Park Management Strategy (CPMS). The aim of this strategy is to reduce the use of private cars and to encourage sustainable transport, such as cycling and public transport, by staff and students. SSS has decided to reduce the number of car parking spaces and introduce parking charges.

The Management Accountant has decided to use the Balanced Scorecard to help prepare a performance management system to assess the performance of the new CPMS.

Which of the following is an example of the Innovation and Learning perspective of a Balanced Scorecard for SSS?

Options:

- A- Easy access to car parking spaces.
- B- Number of days of training for car park attendants.
- C- Reduction in complaints from customers.
- D- Speed of processing the payment for parking charges.

Answer:

A

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