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# Question 1

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**Question Type:** MultipleChoice

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A is a private healthcare organization aiming to provide affordable and accessible high quality patient services. A is introducing Big Data, which has not yet been adopted by the competition. A's database will store a huge amount of information about its patients. Clear access to wide sources of accurate information will enable patients to make more informed choices. Patients will be able to compare not only the prices of drugs, treatments and physicians but also their relative effectiveness.

Which of the following concerns should A have about its use of Big Data?

## Options:

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- A- Lack of competitive advantage
- B- Veracity of information
- C- Variety of information
- D- Privacy issues

## Answer:

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B

## Question 2

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### Question Type: MultipleChoice

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You work as a Management Accountant for GHJ, a company that includes commitments to 'sustainability' in its mission statement.

Which THREE of the following are contributions that you, as Management Accountant, could make towards the achievement of this part of the company's mission statement? (Choose three.)

#### Options:

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- A- Project evaluations that include the externalities as well as the cash costs.
- B- Providing financial information with all non-recurring expenditures and incomes removed.
- C- Ensuring the organization adopts the lowest cost technologies and suppliers.
- D- Integrated reporting of the triple bottom line of Profits, People and Planet.
- E- Measures of organization's use of non-renewable resources and environmental emissions.

#### Answer:

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A, D, E

## Question 3

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**Question Type:** MultipleChoice

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TTT recently appointed a new Chief Executive, R, to lead it through a period of major change. R immediately set up a change management team which consisted of several senior managers and directors from across the organization. Together, they formulated an overall goal for change and then spent several weeks presenting the need for change to all of the staff through a series of staff meetings. At these meetings R involved staff and built their ideas into the final change strategy.

R also set a series of interim goals to encourage ongoing performance throughout the change process. When the organization reached these goals, R widely publicized these achievements to help motivate staff.

However, after six months, TTT had failed to reach most of the interim goals that had been set. Most of the members of the change management team had not maintained a significant interest in the change process and many of the staff felt that there had been a lack of communication and reward following the initial few weeks of the change process.

Kotter suggested that there were eight steps required to successfully lead change.

Which TWO of the following did R fail to achieve? (Choose two.)

### Options:

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**A-** Never letting up

**B-** Incorporate change into the culture

- C- Develop a change vision
- D- Generate short term wins
- E- Empower broad based action

**Answer:**

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C, D

## Question 4

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**Question Type: MultipleChoice**

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Which of the following would be a suitable performance measure of Internal Business Processes within Kaplan and Norton's 'Balanced Scorecard' model?

**Options:**

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- A- Reduction in manufacturing cycle times.
- B- New products developed.
- C- Increase in market share.

**D-** Higher P/E ratio.

**Answer:**

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A

## Question 5

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**Question Type: MultipleChoice**

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GV is a manufacturer and retailer of high quality suede gloves. GV makes all of its sales in country F, and is extremely profitable. After many successful years trading, GV has accumulated significant cash reserves and would like to grow the business organically.

After some investigation work, GV has discovered an opportunity to sell leather shoes in country P.

Which of the following strategic directions is GV taking if it pursues this opportunity, according to Ansoff's product / market matrix?

**Options:**

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**A-** Product development

**B-** Market development

C- Related diversification

D- Market penetration

**Answer:**

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C

## Question 6

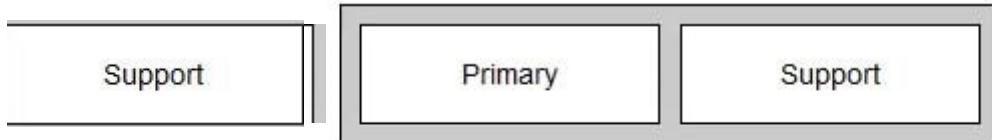
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**Question Type: DragDrop**

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PQ is an international airline.

In accordance with Porter's Value Chain, select "Primary" or "Support" for each of the activities listed below:



**Answer:**

Organising the recruitment of all personnel.	
Flying 30,000 passengers each day.	
Updating all IT and communications equipment.	
Promoting the airline's brand.	
Receiving and storing spare engine parts..	



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