

Free Questions for CMAPRA19-E03-1

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Question 1

Question Type: DragDrop

DDD is a company which publishes paper-based books. In the last 10 years DDD has seen a steady decline in its sales. Last month, one of its major customers, a large chain of high street bookshops announced that it would be closing as a result in declining sales in the paper-based book market. The Board of DDD has therefore announced that in order to survive, it must re-focus the business upon the developement of electronic books, which will require a significant investment in new technology and staff training. However, some staff will be made redundant as part of this process. The Board of DDD has stated that it will reward staff who actively embrace the change process.

Which of the activities below would occur within the 'Unfreeze', 'Change' or 'Refreeze' stage of Lewin's three-stage model?

Regular communication regarding the redundancy process.

Answer:

Unfreeze

on to staff regarding the closure of a major customer.

Unfreeze

Question 2

ccess stories such as new customer orders for electronic books.

Change

Question Type: DragDrop

Change

Re-training in the use of new electronic book technologies.

QQQ is a family run business which manufactures and sells chocolate. QQQ employs 80 staff in its factory and shops. It operates 10

Refreeze

shops within a number of small towns in the northern region of Country P. In the last four years, demand for QQQ's products has

decreased, as customers in its local region are increasingly shopping in large supermarkets and out of town facilities, which are more

Bonuses offered to staff who embrace change.

convenient and tend to offer cheaper priced goods. The recent economic recession has hit the region hard and many local people have

moved away to find work in other regions of the country. The internet has also impacted upon its business, as many customers are now

Consulting for those staff made redundant.

making purchases of chocolate via the internet.

Refreeze

The Managing Director (MD) of QQQ has recently retired and the Board took the decision to make an external appointment to replace him. The new MD believes that QQQ needs to invest in new technology within its factory. This would reduce staffing levels by 15% and would reduce wastage and costs, allowing QQQ to offer more competitively priced products. He also believes that QQQ must invest in its own website. However QQQ's staff are very unhappy with these proposals. Some of the family members of the Board are concerned that this change will destroy the family tradition and reputation of QQQ that has been built up over many years.

Select the correct descriptor for each of the forces for change below.

Current economic environment

Answer:

Customer attitudes and behaviour

Driving Force

Driving Force

Question 3

~~The family members of the Board of Directors~~

Question Type: DragDrop

Restraining Force

ew Managing Director

Restraining Force

A Porter states that competitive advantage can be gained by following one of three generic strategies.

Place the appropriate generic strategy against each of the statements below.

Staff attitude to proposed change

Changing technology

There is a lower level of competition.

Answer:

Focus

etration entry strategy into new markets.

Focus

Question 4

Cost leadership a premium price.

Cost leadership

Question Type: DragDrop

Differentiation

less price elastic.

Differentiation

MNO has decided to widen the scope of its performance measurement by constructing and using a Balanced Scorecard. MNO has established a range of Key Performance Indicators (KPI's) for use within its Balanced Scorecard

Market entry is cheaper and easier.

Place each of the Balanced Scorecard perspectives against the most relevant KPI.

Learning and growth	Internal business process	Learning and growth
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Answer:

The % of sales which MNO generates from new products

The % increase in its labour productivity.

Question 5

The % of raw materials wastage.

The % of new qualifications gained by its employees

The % of sales which result in a complaint.

HHH is a mobile telecommunications provider in Country D. HHH presently offers telephone and text services at a price per unit (a unit is defined as 1 minute or 160 text characters). It provides Internet connection from handsets at a fixed fee per month. Select the appropriate strategic response to each of the industry developments listed below.

Reduce unit prices	Change basis of Internet charging	Reduce unit prices
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Answer:

Increased preference for internet-based instant messaging services and voice calls

Replacement of newspapers and books by network enabled mobile tablets and e-book

Fixed line telecommunications firms offering free telephone calls for customers who buy internet

Question 6

Question Type: DragDrop

Porter's Generic Strategies are often applied within an Organization's value chain, in order to organise the value-adding activities to support the chosen strategy.

Place the Generic Strategy which best defines the strategic approach being taken against each of the activities listed below.

Activity within the value chain	Generic Strategy
Advertising	
Product/ service	
Production in low	
Management: customer service	
Marketing and Sales: Exclusive	
Brand development and promotion	
Procurement: Bulk purchasing of raw materials	
Infrastructure: Business based in one location close to its customers	

Cost Leadership
Differentiation
Focus

Question 7

Question 7

Collaborative leadership is particularly useful in situations where "no one is in charge", where the issues or problems are so complex that no one person or entity has either the information or the power to change.

Which of the following would facilitate the role of a collaborative leader effectively?

Place 'Yes' or 'No' next to each Role.

Roles	Yes / No
Yes	
No	
Nurture new leadership within the collaboration	
Ensure everyone gets heard.	
Champion the progress in the face of strong opposition	
Avoid conflicts and disputes	

Yes
No

Question 8

Question Type: Drag Drop

Select the MOST appropriate leadership style to manage each change situation outlined below.

Education and Communication A company has announced large scale redundancies as a result of a merger. The staff are strongly unionised.

Education and Communication

Participation and Involvement A company has installed new technology in order to keep up with the market. The staff require staff re-training and a change in job roles for some. Without this investment, the company is likely to go out of business.

Participation and Involvement

Facilitation and Support A company is introducing a new computerised system to manage its archiving of books. The library staff have extensive knowledge of the inventory of books.

Facilitation and Support

Negotiation and Agreement

A small travel agency business has been taken over by a large national travel agent company. All of the staff will have to re-locate to other shops.

Negotiation and Agreement

Answer:

Question 9

Question Type: DragDrop

Select the label which best defines the periods of decline outlined in the situations presented below.

Retrenchment	as decided to sell its food		Retrenchment
Turnaround	stically cut its costs as a result of local government but must continue to n its pupils		Turnaround
Divestment	business has been given notice that it to its bank. It cannot compete with the ors. The bank has demanded the		Divestment
Liquidation	sitioned itself in the market place to tudents by investing in e-learning		Liquidation

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