

# CIMA E3

## Strategic Management

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## Question: 1

T is a management consultant. He was recently contracted by company XYZ to act as an external Change Agent in a program of change being undertaken. T's first task was to assist XYZ in clearly defining the outcomes of the change program and ensure that these were achievable. T also set up a number of change teams and led several workshops and team building exercises. Many of XYZ's staff were resistant to the change program. Therefore, T had to ensure that he created an appropriate vision for the change and was able to resolve any conflict which occurred during the change program.

Which THREE of the following are the key skills of a Change Agent demonstrated by T?

- A. Goal Setting
- B. Negotiation skills
- C. Independence
- D. Role Setting
- E. Managing up

**Answer: A, B, D**

## Question: 2

PQR is a software design company. The Board of PQR has always openly encouraged partnerships with a wide range of designers and other Organizations in its industry, to continually develop and enhance the services it offers and to utilise the expertise and knowledge of a range of individuals and Organizations. PQR's staff have also been highly creative and innovative in the design services they provide. PQR regularly analyses and keeps up to date with changes in the environment in which it operates. PQR 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 PQR demonstrated?

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

**Answer: B, D**

## Question: 3

Which of the following statements are consistent with an effective strategic approach to supply chain management within a manufacturing Organization?

Select ALL that apply.

- A. Identifying new opportunities for close liaison with an Organization's key suppliers and key customers, supported through the effective use of IT.
- B. Anticipating and responding to the increasing legal, consumer and ethical demands being made on an Organization's supply chain.
- C. Effective supply chain management plays an important role in contributing to the Organization's overall success.
- D. A senior member of the management team has oversight and responsibility for supply chain activities within the business.
- E. Recognising product liability is easily transferred from the manufacturer to the retailer.
- F. Industry consolidation has no impact on an Organization's position within its supply chain.

**Answer: A, B, C, D**

#### Question: 4

A fresh-food packaging manufacturer has recently changed the design of its packaging in order to reduce the amount of non-recyclable material. Its immediate customer, a large fresh-food wholesaler, does not see the need for this re-design as it believes that it will adversely affect the storage of the fresh food. However, the final customer, a large supermarket chain, has expressed strong interest in the new packaging design, as the supermarket chain has strict Corporate Social Responsibility targets to achieve. Which of the following statements most appropriately describes the situation outlined above, from the perspective of the fresh-food packaging manufacturer?

- A. Value Chain management
- B. Upstream supply chain management
- C. Downstream supply chain management
- D. Pull supply chain management

**Answer: C**

#### Question: 5

A grocery store has analysed its recent sales and identified that customers who purchased fresh strawberries also purchased ice cream at the same time in 65% of transactions.

Which of the following best describes the results identified in the analysis carried out by the grocery store?

- A. Sequencing
- B. Association
- C. Clustering

D. Classification

**Answer: B**

**Question: 6**

As a CIMA qualified Management Accountant working within a manufacturing company, you are subject to both CIMA's Code of Ethics and your company's Code of Business Conduct.

Which of the following statements are TRUE?

Select ALL that apply.

- A. Where there is a difference between CIMA's Code of Ethics and the company's Code of Business Conduct, CIMA's Code of Ethics takes priority.
- B. Both CIMA's Code of Ethics and the company's Code of Business Conduct include references to Confidentiality. Disclosure on public interest grounds is therefore prohibited.
- C. Both CIMA's Code of Ethics and the company's Code of Business Conduct must be based on a set of basic principles.
- D. Where there is a difference between CIMA's Code of Ethics and the company's Code of Business Conduct, the company's Code of Business Conduct takes priority.
- E. As a CIMA qualified Management Accountant you must follow CIMA's Code of Ethics.
- F. A company's Code of Business Conduct can be rules based.

**Answer: E, F**

**Question: 7**

As a Group Management Accountant you have been asked to explain the different types of change currently taking place within a number of the Group's subsidiaries.

Select the appropriate type of change for each of the descriptions below:

Proactive, incremental transformation, undertaken in anticipation of the need for future change. This will require a change in culture.

Reactive, discontinuous transformation, often due to changing competitive conditions. Likely to occur across many different parts of the business simultaneously.

Many business-wide initiatives occurring at the same time, leading to the reactive realignment of the business.

Continuous incremental realignment, involving a series of steps. This will not require a fundamental reappraisal of assumptions and beliefs.

Revolution
Evolution
Adaptation
Reconstruction

## Answer:

Proactive, incremental transformation, undertaken in anticipation of the need for future change. This will require a change in culture.

Reconstruction

Reactive, discontinuous transformation, often due to changing competitive conditions. Likely to occur across many different parts of the business simultaneously.

Revolution

Many business-wide initiatives occurring at the same time, leading to the reactive realignment of the business.

Evolution

Continuous incremental realignment, involving a series of steps. This will not require a fundamental reappraisal of assumptions and beliefs.

Adaptation

## Question: 8

The sales manager of an organisation has requested that you accept sales figures for the month, which contain misleading statements of sales, for the purpose of calculating sales team bonuses. Which of the following fundamental ethical principles would this request breach?

- A. Objectivity
- B. Confidentiality
- C. Integrity
- D. Professional behaviour

**Answer: C**

## Question: 9

Which of the following techniques is concerned with evaluating the interrelationships between the competitive moves of a set of competing organisations?

- A. Opportunity mapping
- B. Gamtheory
- C. Visioning
- D. Role playing

**Answer: B**

## Question: 10

Select the quality associated with effective coaching and mentoring for each of the descriptions below:

A confidential non-judgmental listener.		Strategic
Able to state wants and needs without being aggressive.		Networker
Able to take a long-term view.		Sounding Board
Skilled at identifying and knowing how to develop connections.		Assertive
Treats people equally. Lacks bias and is not prejudiced.		Fair
Good at bouncing around ideas.		Supportive

### Answer:

A confidential non-judgmental listener.	Assertive
Able to state wants and needs without being aggressive.	Supportive
Able to take a long-term view.	Strategic
Skilled at identifying and knowing how to develop connections.	Networker
Treats people equally. Lacks bias and is not prejudiced.	Fair
Good at bouncing around ideas.	Sounding Board

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