



# CIMAPRO15-E03-X1-ENG<sup>Q&As</sup>

E3 - Strategic Management Question Tutorial

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### QUESTION 1

HHH is an international distribution company which operates a number of large distribution warehouses. HHH employs over 10,000 staff who operate the warehouses 24 hours per day and process over 500,000 packages and parcels each day. HHH operates in a highly competitive market and the senior management team recognize the importance of focusing upon its Critical Success Factors (CSF's). However, some senior managers are confused as to the difference between CSF's and Key Performance Indicators (KPI's).

Which of the following are Critical Success Factors for HHH? (Choose all that apply.)

- A. Percentage of stock damaged.
- B. Market share percentage.
- C. Customer satisfaction.
- D. Continual maintenance of warehouse facilities.
- E. Time taken to load and unload deliveries.
- F. Efficient staff planning systems.

Correct Answer: BC

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### QUESTION 2

M is a car manufacturer in Country C. Every day, at 09.00, members of M's staff practice meditation and Tai Chi for 30 minutes, before their normal workday commences.

M's staff are paid during this time and M considers the practice to be a benefit both to staff and the company. Staff operate with high levels of efficiency and absenteeism levels are low.

The auditors of M have recommended that M stop these sessions, stating that they consider them to be a waste of time and a drain on resources.

Which of the following aspects of M's culture would the auditors recommendation impact on?

- A. Stories and myths
- B. The organizational paradigm and values
- C. Routines and rituals
- D. Symbols

Correct Answer: B

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### QUESTION 3

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?

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

Correct Answer: C

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#### QUESTION 4

Which of the following statements is NOT a role for Management Accountants involved in the strategy development process?

- A. Consider and raise awareness of the ethical impact of proposed strategic decisions.
- B. Integration of financial and non-financial information.
- C. Writing the Annual Report.
- D. Assist the Board in determining risk appetite.

Correct Answer: D

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#### QUESTION 5

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):

An excellent, online ticket booking system  
Customer satisfaction  
Which of the following would be suitable key performance indicators (KPIs) for HH? (Choose all that apply.)

- 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.

Correct Answer: EF

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