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E3 - Strategic Management Question Tutorial

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QUESTION 1

According to CIMA's Code of Ethics, CIMA members should not allow bias, conflict of interest or the influence of other people to override their professional judgement. This is an example of:

- A. objectivity.
- B. professional behaviour.
- C. integrity.
- D. professional competence and due care.

Correct Answer: A

Reference http://www.cimaglobal.com/Documents/Professional%20ethics%20docs/2015%20code%20of%20ethics/CIMA_Code_of_Ethics.pdf (4)

QUESTION 2

A new product requires an investment of \$200,000 in machinery and working capital. The total sales volume over the product's life will be 5,000 units. The forecast costs per unit throughout the product's life are as follows:

	\$
Direct material	15
Direct labour	12
Absorbed production overhead	6

The product is required to earn a return on investment of 35%. What unit selling price needs to be achieved?

- A. \$54.00
- B. \$50.77
- C. \$47.00
- D. \$44.55

Correct Answer: D

QUESTION 3

Which of the following statements relating to risk and uncertainty is correct?

- A. Risk exists when we do not know all of the possible outcomes.
- B. Risk exists when we know all of the possible outcomes but not their probabilities.



- C. Uncertainty exists when we know all of the possible outcomes but not their probabilities.
- D. Uncertainty exists when we know all of the possible outcomes and their probabilities.

Correct Answer: C

QUESTION 4

A confectionery manufacturer is considering adding a new product to the current range. Forecast data for the product are as follows.

	\$ per unit
Selling price	500
Variable cost	330
Contribution	170

Incremental fixed costs attributable to the new product are forecast to be \$24,000 each period.

The forecast sales volume of 180 units is insufficient to achieve the target profit of \$10,000 each period.

Which of the following statements is correct?

- A. The margin of safety is negative because the target profit will not be achieved from the forecast sales volume.
- B. If the fixed cost is changed to \$20,000 the sales volume required to break even will decrease.
- C. If the forecast sales volume is changed to 190 units the sales volume required to achieve the target profit will decrease.
- D. If the selling price is changed to \$510 the sales volume required to achieve the target profit will increase.

Correct Answer: C

QUESTION 5

A sales manager has analysed a sample of 350 sales transactions from the latest period. The manager wishes to investigate:

how many customers made their purchase online using the internet and how many purchased by telephone. how many were new customers and how many were placing repeat orders.

The following table shows the results of the analysis.

	Online	Telephone	Total
New customer	210	25	235
Repeat order	40	75	115
Total customers	250	100	350

If the pattern of sales occurs next period, the probability of a particular sale being a repeat order placed online is closest to:



A. 0.11

B. 0.40

C. 0.16

D. 0.35

Correct Answer: B

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