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E3 - Strategic Management Question Tutorial

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### QUESTION 1

STU is a hospital that is wholly funded by its national government. In the last five years it has seen its funding cut by over 30% due to budgetary pressure on the government, caused by a global recession. As a result, the senior management team of STU has had to make some very difficult decisions about prioritizing how it spends the funds it receives from the government. Its main strategies have been to reduce the number of administration staff and nursing staff by 20%, in order to reduce its costs. It has also stopped providing a number of services to patients, including its counselling services and its physiotherapy unit.

Which of the following strategies has STU adopted to manage its reduced funding? (Choose all that apply.)

- A. Liquidation
- B. Divestment
- C. Retrenchment
- D. Facilitation
- E. Turnaround

Correct Answer: B

Reference: [http://www.cbsmohali.org/course\\_material/fourth\\_semester/strategic%20management.pdf](http://www.cbsmohali.org/course_material/fourth_semester/strategic%20management.pdf) (63)

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### QUESTION 2

Which THREE of the following issues relate to the Corporate Strategy of an organization? (Choose three.)

- A. Entering new industries.
- B. Avoiding competitive disadvantages.
- C. Achieving advantage over competitors.
- D. Meeting the needs of key customers.
- E. Leaving existing industries.
- F. Acquisitions, disposals and diversification.

Correct Answer: BDF

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### QUESTION 3

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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#### QUESTION 4

RRR is a medium sized company, which has built family homes in Country for twenty years. The Board of RRR wishes to expand company operations and start building homes in the neighboring country. The Board of RRR wishes to undertake a position audit to help in this decision.

Which of the following strategic analysis tools would be used in a position audit for RRR?

- A. Gap Analysis
- B. PEST
- C. SWOT
- D. Five Forces

Correct Answer: C

Reference:

[https://www.cimaglobal.com/Documents/ImportedDocuments/cid\\_tg\\_strategic\\_analysis\\_tools\\_nov07.pdf.pdf](https://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf)

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#### QUESTION 5

Information Systems (IS) strategy is correctly defined as:

- A. The planning, organizing, investment and control of information applications in the organization.
- B. Identifying the information needs of the organization and aligning development to them.
- C. Decisions on the hardware, software and communications solutions used in the organization.
- D. The roles and structure of information specialists in the organization and their relationship with users.

Correct Answer: B

Reference: [http://www.cimaglobal.com/Documents/ImportedDocuments/cid\\_tg\\_information\\_strategy\\_jul08.pdf](http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_information_strategy_jul08.pdf) (4)

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**QUESTION 6**

DRAG DROP

YZ is a family-run business which manufactures and sells confectionery, employing almost 100 staff. It operates 10 shops in small towns in the north of country P. Sales of YZ's products have decreased over the last 4 years due to competition from large supermarkets, internet shopping and a general economic downturn, which has hit the north of country P especially hard. YZ's managing director has recently retired and the board decided to fill the vacancy with an external appointment. The new managing director plans to invest in new manufacturing technology, which would cut staffing levels by 15% and

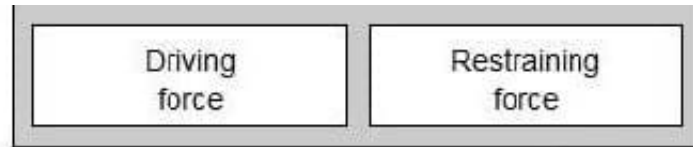
reduce wastage, allowing YZ to lower its prices. YZ's staff are very unhappy about these proposals, feeling that they will destroy YZ's family tradition and reputation that has developed over many years. Select the correct descriptor for each of the forces for change below:

Select and Place:

Driving force	Restraining force
---------------	-------------------

The prevailing economic environment.	
The appointment of a new managing director.	
Attitudes about the proposed changes held by the staff.	
Developments in manufacturing technology.	
The attitudes and behaviours of customers.	
The family members of the board of directors.	

Correct Answer:



The prevailing economic environment.	Driving force
The appointment of a new managing director.	Driving force
Attitudes about the proposed changes held by the staff.	Restraining force
Developments in manufacturing technology.	Driving force
The attitudes and behaviours of customers.	Driving force
The family members of the board of directors.	Restraining force

### QUESTION 7

Which THREE of the following frameworks are used solely to evaluate the external environment of an organization? (Choose three.)

- A. Porter's Value Chain
- B. Kaplan and Norton's Balanced Scorecard
- C. PEST Analysis
- D. Porter's Diamond
- E. SWOT analysis
- F. Porter's Five Forces Model

Correct Answer: ACF

Reference: [http://www.cimaglobal.com/Documents/ImportedDocuments/cid\\_tg\\_strategic\\_position\\_mar08.pdf](http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_position_mar08.pdf)

### QUESTION 8



Which TWO of the following are advantages to an organization of using non-financial performance measures, rather than financial performance measures? (Choose two.)

- A. They are less expensive to measure than financial performance measures.
- B. They present a wider view of organizational performance than financial performance measures.
- C. They are less subjective than financial performance measures.
- D. They are not distorted by inflation.
- E. They are easier to measure than financial performance measures.

Correct Answer: BC

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#### QUESTION 9

Which THREE of the following statements apply to Lynch's performance pyramid? (Choose three.)

- A. The performance pyramid is designed to ensure that all activities support the organization's vision.
- B. The right-hand side of the pyramid contains measures which are predominantly non-financial.
- C. The left-hand side of the pyramid contains measures which have an external focus.
- D. The business operating systems level includes the market-related Critical Success Factors.
- E. The lowest level of the pyramid contains the day-to-day operational measures.
- F. The business unit level includes measures which relate to internal systems needed to meet customers' needs.

Correct Answer: CDF

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#### QUESTION 10

SSS University wishes to introduce a new Car Park Management Strategy (CPMS). The aim of this strategy is to reduce the use of private cars and to encourage sustainable transport, such as cycling and public transport, by staff and students. SSS has decided to reduce the number of car parking spaces and introduce parking charges.

The Management Accountant has decided to use the Balanced Scorecard to help prepare a performance management system to assess the performance of the new CPMS.

Which of the following is an example of the Innovation and Learning perspective of a Balanced Scorecard for SSS?

- A. Easy access to car parking spaces.
- B. Number of days of training for car park attendants.
- C. Reduction in complaints from customers.
- D. Speed of processing the payment for parking charges.



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Correct Answer: A

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