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Exam : **CIMAPRA19-E02-1**

Title : CIMA E2 Managing
Performance Exam

Vendor : CIMA

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NO.1 Charles Handy described organisational culture as:

- A. An invisible bond which ties the people of the organisation together
- B. Values embedded in an organisation
- C. The way we do things around here
- D. The way of the employees and their beliefs

Answer: C

NO.2 X is a Project Manager who works in a matrix organisational structure with an authoritarian leadership style. Team members are seconded on a part-time basis to teams led by X, who will then contribute to their individual performance appraisals at the end of each year.

X requires all team members to follow exactly what he tells them without question because he has the authority to provide negative feedback in their performance appraisals. According to the French and Raven model, select the type of power that X is using in these circumstances.

- A. Reward
- B. Coercive
- C. Feedback
- D. Referent

Answer: B

NO.3 The B Car Company is considering a joint venture with a company in Country X. It is undertaking a political risk analysis at both a micro and macro level. Which of the following is a micro level risk?

- A. Government expropriation of private company assets without compensation
- B. Threat of civil war in Country X
- C. Government regulation of the Car Industry in Country X
- D. Political boycott of goods from Country X by several other countries

Answer: C

NO.4 Identify THREE advantages of a matrix organisation structure for the execution of significant business projects:

- A. Provides flexibility in terms of meeting concurrent priorities
- B. Involves staff answering to more than one supervisor or line manager
- C. Fosters interdisciplinary co-operation in pursuit of project goals
- D. Enables staff to focus on a single professional commitment
- E. Combines functional knowledge with project accountability

Answer: A,C,E

NO.5 Objectives generally possess characteristics which set them apart from mission statements. Which THREE of the following apply?

- A. Objectives are descriptions of what the company provides.
- B. Objectives are targets to be achieved.
- C. Objectives involve the time-frames within which targets are to be achieved.
- D. Objectives are concerned with the basic purposes of organisations.

E. Objectives provide precise formulations of the attributes sought.

Answer: B,C,E

NO.6 X is a major energy company and has discovered substantial onshore shale gas reserves in a rural part of the country. With new "fracking" technology, underground gas production could be profitable, provide jobs for local people and boost the local economy. This would require the purchase of large areas of land, without which the projects could not proceed.

Although local landowners were generally pleased to sell land to X at high prices, the reactions of local residents were less favourable as they were very concerned about the environmental impact. Although their powers were limited, their influence on local councils was more significant. Every new fracking site was subject to strict planning controls and local councils controlled this process.

Using Mendelow's stakeholder management theory, which stakeholder group should be categorised as high interest/low power - with a strategy of "keep informed" (unless their power and influence start to increase)?

- A. Local Councils
- B. Local landowners
- C. Directors of X
- D. Local residents

Answer: D

NO.7 According to Kurt Lewin which of the following leadership styles was thought to result in the highest level of productivity and satisfaction?

- A. Authoritarian
- B. Democratic
- C. Benevolent Authoritative
- D. Laissez-faire

Answer: B

NO.8 A large firm of chartered accountants decide to outsource all its IT and network support services to a specialist IT service provider based in a neighbouring town. From the list below, which are potential outcomes to the firm as a result of this decision?

Select ALL that apply.

- A. Specialist IT knowledge within the firm may be lost.
- B. Internal IT costs at the firm will increase year on year.
- C. The firm becomes a more complex organisation.
- D. Urgent IT issues at the firm may not be resolved as quickly.

Answer: A,D

NO.9 The difference between the latest event time and the earliest event time in a project network analysis is referred to as:

- A. Critical Activity
- B. Node
- C. Float
- D. Critical Path

Answer: C

NO.10 Which of the following statements are not true about Gantt Charts, Resource Histograms and Work Breakdown Structures?

Select ALL that apply.

- A. Critical activities can be identified using Gantt Charts
- B. Resource Histograms are particularly useful where there are complicated resources to manage
- C. Statement of Work (SOW) outlines the objectives against which Work Packages must be measured
- D. Gantt Charts clearly identify key activities that must be completed before others begin
- E. Gantt Charts are a good way to compare the original plan versus the actual position
- F. Work Breakdown Structures cannot be used to determine resource requirements
- G. A Work Breakdown Structure will help to produce a clear list of individual tasks involved to complete each project element
- H. Resource Histograms graphically show the resources required over the term of the project

Answer: A,B,D,F

NO.11 The role of the project sponsor involves which THREE of the following?

- A. Provides resources for the project and is responsible for the budget.
- B. Initiates the project and ensures that a business case exists to justify the project.
- C. Ensures project objectives are achieved.
- D. Makes decisions relating to system resources.
- E. Provides support and senior management commitment to the project.

Answer: A,B,E

NO.12 A leader of a new project at a marketing agency believes that good leadership requires focus on both the task needs and individual needs.

Based on Adair's action-centered leadership theory, which of the following skills is the leader less likely to have due to this?

Select ALL that apply.

- A. Ensuring communication within group
- B. Controlling quality of work
- C. Setting performance standards
- D. Building team spirit
- E. Training and mentoring
- F. Checking performance against plan

Answer: A,B,C,D,E,F

NO.13 An organisation manufacturing cosmetics was set up five years ago and has since grown considerably.

The organisation did not have clear strategies and as such any approaches emerged. The directors feel a new way to strategy setting would be more appropriate; one that could offer a more thorough, intended, deliberate approach.

Which of the following is a suitable approach to developing strategy for this organisation?

- A. Rational Strategy
- B. Shareholder strategy
- C. Emergent strategy
- D. Resource based strategy

Answer: A

NO.14 Which term best describes the structure where the finance function is carried out by an external party?

- A. Shared service centre
- B. Business process outsourcing
- C. Embedded function
- D. Internal outsourcing

Answer: B

NO.15 Company A sells golf clubs, clothing and accessories. The manager of Company A has been undertaking some competitor analysis and has been advised to consider the local gyms, cycle stores and swimming pools when identifying competition.

Which of Kotler's four levels of competition would these be classed as?

- A. Generic
- B. Industry
- C. Form
- D. Brand

Answer: C

NO.16 Hersey and Blanchard developed a theory of situational leadership which suggested that successful leaders should change their leadership style according to the maturity of the subordinates they are leading. This includes an assessment of their professional ability and their readiness to undertake set tasks.

Based on this theory, which leadership style would be best suited to a subordinate showing the highest levels of maturity, readiness, ability and willingness to tackle the work available?

- A. Selling
- B. Delegating
- C. Participating
- D. Telling

Answer: B

NO.17 A large multinational organisation, with financial processing centres in several countries in which it operates, has chosen to consolidate these activities on one site or, in other words, into a Shared Service Centre (SSC).

Which THREE of the following are drawbacks of an SSC?

- A. Lack of knowledge may occur because there is less sharing of knowledge which can be achieved within a larger more diverse team. Best practice may not be employed and practices within some business areas may become outdated.
- B. The accountants can feel isolated within the business and may develop their own ways of working

which may not constitute best practice. Without a larger team around them, they may not be able to develop the acquired skills and knowledge.

C. It distances the accountants from everyday decision-making in that he/she will be unlikely to have day to day contact with the business area which the SSC supports. The outcome may be that the accountant is unable to provide up-to-date information for decision-making.

D. Business relationships are weaker. The SSC may not be able to build strong relationships with the business area, which may result in a deterioration of performance in the business area.

E. Loss of business knowledge as the finance function within the SSC may not have a detailed knowledge of each part of the business.

Answer: C,D,E

NO.18 Which of the following statements relating to disciplinary sanctions should not be true?

Select ALL that apply.

A. Sanctions stop behaviour quickly

B. Disciplinary action follows breaking of clearly laid out known rules

C. The disciplinary process is often endorsed by trade unions

D. Sanctions always begin with a format written warning

E. Every disciplinary case is treated differently depending on the situation

F. The "act" is the focus not the person

Answer: D,E