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CIPS Project and Change Management Sample Questions (Q31-Q36):

NEW QUESTION # 31

Earned value management is a tool primarily used in human resource management.

- A. True
- B. False

Answer: B

NEW QUESTION # 32

A florist is introducing a new electronic ordering system that will reduce staff numbers. The Managing Director is anticipating staff reactions. Which of the following stages of the Change Cycle will staff likely experience first? Select TWO

- A. discomfort
- B. loss
- C. doubt
- D. discovery
- E. acceptance

Answer: B,C

Explanation:

The Change Cycle (Salerno and Brock) follows Loss # Doubt # Discomfort # Discovery # Understanding # Integration. Early stages involve emotional loss and uncertainty before adjustment begins.

Reference: CIPS L5M8 Study Guide, p.128.

NEW QUESTION # 33

When can a Multiple Cause Diagram be of most help to an organisation?

- A. to identify issues that can arise if changes are made
- B. to assess why a change has happened
- C. to assign blame for a problem that has occurred
- D. to forecast changes in the external environment

Answer: B

Explanation:

A Multiple Cause Diagram visually maps the interrelationships of causes and effects, helping teams analyse why a change or issue has occurred and see the wider system context.

Reference: CIPS L5M8 Study Guide, p.115.

NEW QUESTION # 34

The Critical Path Method (CPM) can provide a schedule for a project and demonstrates the longest path of activities to be completed. The critical path provides the longest "path" in terms of what?

- A. the longest time all activities will take to complete
- B. the most complex route to complete the activities
- C. the largest number of steps that need to be completed
- D. the highest number of activities that need to be completed

Answer: A

Explanation:

The critical path identifies the sequence of tasks with the longest total duration, determining the shortest possible completion time for the project.

Reference: CIPS L5M8 Study Guide, p.224.

NEW QUESTION # 35

Important tools used in the _____ phase of the DMAIC process include a project charter, a description of customer requirements, process maps, and Voice of the Customer (VOC) data.

- A. improve
- B. analyze
- C. measure
- D. define

Answer: D

NEW QUESTION # 36

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