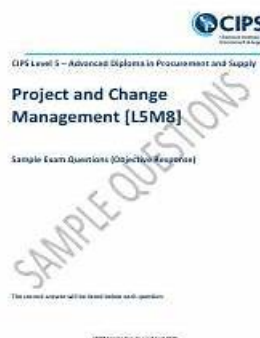


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CIPS Project and Change Management Sample Questions (Q86-Q91):

NEW QUESTION # 86

In project procurement management, the process of _____ involves defining what to procure, when, and how.

- A. controlling procurements
- B. closing procurements
- **C. planning procurement management**
- D. conducting procurements

Answer: C

NEW QUESTION # 87

_____ involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance.

- **A. Defining the budget**
- B. Estimating costs
- C. Finalizing policies for project costs
- D. Controlling costs

Answer: A

NEW QUESTION # 88

Darryl is a Project Manager at CCC Company and has been tasked to introduce a change. The change will be brought about incrementally and Darryl has been chosen to lead on this due to his expertise in the subject matter. The Company is hoping that due to Darryl's credibility, the staff at CCC will embrace the proposed changes. What type of 'change agent' is Darryl?

- A. enforcer
- **B. specialist**
- C. independent
- D. transformer

Answer: B

Explanation:

In CIPS L5M8, change agents include types such as specialist (selected for subject-matter expertise and credibility), enforcer (uses authority), transformer (visionary catalyst), and independent (external/neutral).

Darryl is chosen because of his expertise and credibility to bring colleagues on side - this aligns with the specialist profile.

Reference: CIPS L5M8 Study Guide, p.133.

NEW QUESTION # 89

Which of the following is true of the project life cycle?

- A. in the later phases of the project life cycle, the level of uncertainty is usually the highest
- B. in the early phases of a project life cycle, resource needs are usually lowest
- **C. it is much more expensive to make major changes to a project during the earlier phases than the latter phases**
- D. more resources are usually needed during the initial phases of a project than during the middle or final phases

Answer: C

NEW QUESTION # 90

When would a company use Value Stream Mapping?

- A. to ensure a project runs to timescale
- B. to ensure products are value for money for the customer
- C. to reduce waste
- D. to map the effect of a change

Answer: C

Explanation:

Value Stream Mapping (VSM) charts all activities in the end-to-end flow to distinguish value-adding vs. non-value-adding steps and reduce waste in the process.

Reference: CIPS L5M8 Study Guide, p.147.

NEW QUESTION # 91

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