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CIPS L6M5 - Strategic Programme Leadership LO2 Exam Questions & Answers 2024/25

Fixed pricing - ANSWERS Fixed pricing is a strategy in which a supplier estimates their cost and fees and uses that price to bid for the contract.

Variable pricing (cost plus pricing) - ANSWERS Variable pricing (cost plus pricing) is when a supplier buys at the market price and sells at this plus margin.

Buyers cost may increase or decrease

This means that market fluctuations are therefore passed onto the buyer, limiting the risk to the supplier.

Fixed Price Advantages - ANSWERS Advantages

- Fixed pricing makes a forecast and profit estimates more straightforward and accurate
- Simplifies the bidding process
- Less likely to lead to tensions between both parties

Disadvantages

- Predictability comes at price: supplier cost will include a contingency and are often higher as a result
- The buyer can not benefit from decrease costs

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CIPS Strategic Programme Leadership Sample Questions (Q50-Q55):

NEW QUESTION # 50

Skipped

Kathryn is considering accepting a job at a new company. She is doing some research into the company to find out if it would be a good cultural fit for her. Which of the following would be classed as an 'espoused value' of the new company?

- A. Company cars given to all members of the senior leadership team
- **B. The company's mission statement**
- C. The way people are greeted in reception
- **D. The product slogans**
- E. The office furnishings and dress code

Answer: B,D

Explanation:

Espoused values are what the company says is important to them. Therefore, the correct answers are B and C. This is taken from Schein's Three Levels of Culture, which you can find on p.155 of the study guide.

Options A, D, and E would be classed as Artefacts, as they express culture in terms of physical attributes.

Domain: 3.1

NEW QUESTION # 51

Cactus Construction is the Principal Contractor on a housing estate project under an NEC contract. Which of the following scenarios would be a mandatory variation?

- A. the client changes their opinion on the design
- B. the project falls behind the plan due to staff shortages
- **C. changes to building regulations**
- D. raw material prices increase

Answer: C

Explanation:

Changes to building regulations are mandatory because they are legally binding and require compliance.

NEW QUESTION # 52

Cyril Engineering entered into a contract with Dojo Ltd for electrical engineering services to a power station.

The contract was successful for two years, but Cyril Engineering failed to fulfill obligations recently.

Q: What is this situation known as?

Answer Options:

- **A. Default**
- B. Damages
- C. Direct Loss
- D. Consequential Loss

Answer: A

Explanation:

Failure to meet contractual obligations is classified as Default (p.123).

Consequential Loss (A) refers to indirect financial loss due to contract failure.

Damages (B) are legal remedies for breaches.

Direct Loss (D) relates to immediate financial impact, but default is the correct term for a failure to meet obligations. [P.123]

NEW QUESTION # 53

Foxglove Ltd has a rigid hierarchy, standardized work, and strict procedures. Employees know their roles and work quality is high.

Q: What type of culture does Foxglove Ltd have?

Answer Options:

- A. Person
- B. Power
- **C. Role**
- D. Task

Answer: C

Explanation:

This describes a Role Culture (p.170-175):

Clear job roles, structured hierarchy, and predictable work patterns.

Task Culture (A) focuses on project-based teams.

Power Culture (C) is centralized authority.

Person Culture (D) emphasizes individual autonomy. [P.170-175]

NEW QUESTION # 54

What is the purpose of Cybernetic Control within Project Management?

Answer Options:

- A. To monitor progress
- **B. To reduce errors**
- C. To increase value
- D. To assign resources

Answer: B

Explanation:

Cybernetic Control reduces errors by monitoring distortions in a project (p.112-113). It uses automated tracking systems to signal when deviations occur, enabling quick corrective actions. Option A relates to resource planning, C to project valuation, and D to general tracking, but not specifically error reduction. [P.112-113]

NEW QUESTION # 55

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