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CIPS Project and Change Management Sample Questions (Q80-Q85):

NEW QUESTION # 80

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

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

Answer: D

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 # 81

In what way is a Work Breakdown Structure (WBS) useful to a Project Manager?

- A. identifies relevant stakeholders
- B. controls costs
- C. defines what the project will accomplish
- D. ensures the project sticks to timelines

Answer: C

Explanation:

A WBS decomposes project deliverables into smaller components, clarifying what will be produced and how each part contributes to the overall outcome - i.e., it defines what the project will accomplish and gives visibility of expected results at each level.

Reference: CIPS L5M8 Study Guide, p.21.

NEW QUESTION # 82

A(n) _____ is any instance where the product or service fails to meet customer requirements.

- A. variance
- B. defect
- C. deliverable
- D. yield

Answer: B

NEW QUESTION # 83

A(n) _____ is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project.

- A. project charter
- B. business case
- C. work breakdown structure
- D. project scope statement

Answer: C

NEW QUESTION # 84

Which of the following is a root cause of 'resource allocation syndrome'?

- A. team members do not wish to finish projects
- B. resources are underused
- C. not enough resource is available to complete several projects at once
- D. lack of funding for projects

Answer: C

Explanation:

Resource allocation syndrome, as described by Engwall and Jerbrant, occurs when multiple projects compete for limited resources in multi-project environments. The shortage leads to delays and conflicts between project teams.

Reference: CIPS L5M8 Study Guide, p.48.

NEW QUESTION # 85

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