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## **L5M8 PROJECT AND CHANGE MANAGEMENT EXAM UPDATED** **QUESTIONS AND ANSWERS**

A priori prioritisation - CORRECT ANSWER ✓✓✓ A priori' means 'from before' and a priori prioritisation uses knowledge of what already exists to manage priorities

Absorptive capacity - CORRECT ANSWER ✓✓✓ The ability of the organisation to recognise how to assimilate and apply new information to add value to the organisation

Activity system - CORRECT ANSWER ✓✓✓ A structure of collective human relationships engaged in work processes with the aim of moving towards the achievement of a goal or objective

Adaptive change - CORRECT ANSWER ✓✓✓ Incremental step change required to realign how the organisation operates

Balloon payment - CORRECT ANSWER ✓✓✓ A payment of the principal amount of the loan left outstanding in order to take ownership of the asset

Breakpoint - CORRECT ANSWER ✓✓✓ The point in the competitive environment's evolutionary cycle where a change needs to be made

Change agency unit - CORRECT ANSWER ✓✓✓ An internal group that has the structural expertise to manage both incremental and transformational change that occurs within the organisational context

Checkpoint reports - CORRECT ANSWER ✓✓✓ These are produced by the project team for the project manager to compare actual progress and resources used against the plans

Closed change - CORRECT ANSWER ✓✓✓ A change that can be reviewed and clearly understood in terms of what happened, why it happened and what its consequences will be

Co-ordination evolution - CORRECT ANSWER ✓✓✓ The fourth stage of an organisation's growth according to Greiner, characterised by a large number of rigid systems being used to control decision-making

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## CIPS Project and Change Management Sample Questions (Q68-Q73):

### NEW QUESTION # 68

Janet is organising the personnel she requires to complete a project. In the resource loading stage, which of the following is true?

- A. resource is more effective when it is back-loaded
- **B. resource loading will fluctuate throughout the project**
- C. resource loading should always be a bell curve
- D. resource loading will remain constant throughout the project

**Answer: B**

Explanation:

Resource demand typically fluctuates during a project. The pattern can vary (bell-shaped, trapezoid, front-loaded, back-loaded) depending on the project's phase and intensity of activity.

Reference: CIPS L5M8 Study Guide, pp.45-46.

### NEW QUESTION # 69

\_\_\_\_\_ are a complete set of organized project records that provide an accurate history of the project.

- A. Project notes
- B. Forecasts
- C. Project plans
- **D. Project archives**

**Answer: D**

### NEW QUESTION # 70

Michael is the head of the Steering Committee at ABC Consultancy and must allocate resources to several projects. One project is suffering delays due to lack of staff. Should Michael reallocate resources to this project?

- **A. no - this may increase competition and animosity between project teams**
- B. yes - all resources should be diverted to this project until it is complete
- C. no - delays are always unavoidable in project management
- D. yes - resources should always be allocated depending on timescales

**Answer: A**

Explanation:

The guide advises against diverting resources to one delayed project, as this can create competition and resentment across teams and may cause a domino effect of further delays. Balanced prioritisation is required.

Reference: CIPS L5M8 Study Guide, p.49.

### NEW QUESTION # 71

A rough order of magnitude estimate can be referred to as a \_\_\_\_\_ estimate.

- A. budgetary
- B. final
- **C. ballpark**
- D. definitive

**Answer: C**

### NEW QUESTION # 72

\_\_\_\_\_ means the project's processes and products meet written specifications.

- **A. Conformance to requirements**
- B. Fitness for use
- C. Benchmarking
- D. Project feasibility

**Answer: A**

### NEW QUESTION # 73

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