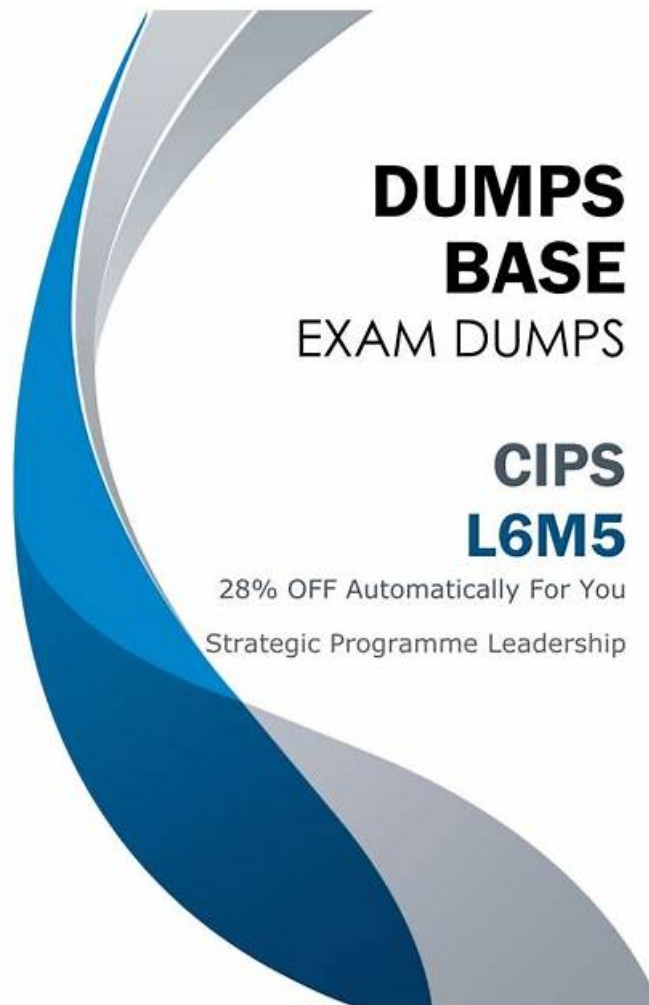


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## **CIPS Strategic Programme Leadership Sample Questions (Q37-Q42):**

### **NEW QUESTION # 37**

Salvador Ltd is a manufacturer of batteries for domestic appliances and hand tools. The company recently expanded due to excellent sales and introduced new machinery for producing solar-powered batteries.

They contracted Sunshine Ltd to build and install the machinery.

The contract specified that the machine must produce 5 batteries per hour, but currently, it is producing only 4 batteries per hour.

Salvador Ltd has agreed to work with Sunshine Ltd to resolve the issue within one month before liquidated damages apply.

Q: What stage is the project at?

Answer Options:

- A. Performance testing
- B. Mechanical completion
- C. Commercial operation
- **D. Provisional acceptance**

**Answer: D**

Explanation:

This is provisional acceptance (p.11). Salvador Ltd has accepted the machinery provisionally while Sunshine Ltd works on increasing capacity within the agreed timeframe. It is not at mechanical completion because further adjustments are needed. It is also not at performance testing since the machinery is not being tested at full capacity. Commercial operation would indicate that the project is fully completed, which it is not. [P.10-11]

### **NEW QUESTION # 38**

When is the best time to define acceptance criteria for a project?

Answer Options:

- A. Upon completion
- **B. When writing the Project Initiation Document**
- C. As part of the Project Audit
- D. During each milestone

**Answer: B**

Explanation:

Acceptance Criteria should be set before the project starts in the Project Initiation Document (PID) (p.137).

Option A is too late, as the project is already completed.

Option B is iterative, but criteria should be predefined.

Option D is for evaluation, not definition. [P.137]

### **NEW QUESTION # 39**

Glitter Kitten Ltd negotiates a contract with Paw Ltd (new supplier).

Q: What pricing mechanism is best for visibility into supplier costs and margins?

Answer Options:

- A. Activity-Based Costing
- B. Cost Reimbursable Contract
- **C. Open-Book Costing**
- D. Bottom-Up Pricing

**Answer: C**

Explanation:

Open-Book Costing (p.2.1) ensures visibility into supplier costs and margins, which matches the CEO's request.

Cost Reimbursable (B) covers unknown costs, but does not provide transparency.  
Bottom-Up Pricing (C) estimates project costs from smaller parts.  
Activity-Based Costing (D) assigns costs per activity, but does not guarantee supplier transparency. [P.2.1]

#### NEW QUESTION # 40

Fred is comparing two possible projects that will last for different durations.

His company can only select one project due to financial constraints.

He needs a method to compare the financial benefits of both projects.

Q: Is a payback analysis a useful tool for Fred to use?

Answer Options:

- A. No - there is no formula to calculate this, and a discount factor must be used
- B. Yes - this will provide Fred with a rate of return that is useful to accurately forecast profits
- C. No - this will not account for the difference in duration of the two projects
- **D. Yes - this will account for the difference in duration of the two projects**

**Answer: D**

Explanation:

A Payback Analysis (p.72) calculates how long it takes for a project to recover its initial investment. It accounts for project duration but does not provide a rate of return (Option C). Discount factors (Option D) are used in Net Present Value (NPV) analysis, not Payback Analysis. [P.72]

#### NEW QUESTION # 41

A local library is contracting a construction firm to design and build a new extension using a target costing method. Which of the following statements are true about this pricing mechanism? Select all that apply

- A. the contractor is a price setter
- B. any cost savings will be enjoyed by the library
- **C. this form of contract requires a collaborative relationship**
- D. a target cost will ensure the contractor works competitively against the library to ensure costs remain low and their profit margin remains high

**Answer: C**

Explanation:

Target costing requires a collaborative relationship between the client and contractor. The other options do not accurately describe the target costing approach.

#### NEW QUESTION # 42

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