

CIPS L6M5 PDF Format which has 100% correct answers

CIPS L6M5 – STRATEGIC PROGRAMME LEADERSHIP LO1 QUESTIONS WITH ALL ANSWERS CORRECT

Van Weele purchasing development model - ANSWER 1. Transactional orientation, serve the factors - supply relationship is reactive, and the relationship based on the provision of raw materials and components.
2. Commercial orientation, lowest unit price - relationship is based on price negotiation aimed at achieving lowest prices for the organisation.
3. Co-ordinated purchasing - procurement and supply using uniform policies, processes and systems. Often bureaucratic and slow to respond to units.
4. Internal integration cross-functional purchasing - the relationship becomes more integrated. Focuses on cross-functional problem-solving
5. External integration: supply chain management - Outsourcing strategies developed with supply chain partners.
6. Value chain orientation - Recognises P&S strategy needs to deliver value to the end customer, strong relationships encouraged with suppliers.

EPC Contract - ANSWER An EPC Contract is appealing to the client as a turnkey solution and a risk mitigation tool - the EPC contractor assumes all of the responsibilities and risk of completing a programme

EPC Contract vs D&B - ANSWER Close links between EPC and D&B contracts - the difference is that the EPC contract requires the contractor the design and construct a building to a specification where it is capable of producing a certain level of output.

Mechanical completion - ANSWER Start up and commissioning of all systems in a building

Performance Testing - ANSWER Demonstrates that the building is suitable for the requirements of a client

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CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	Understand program leadership approaches: This section measures the skills of Programme Leaders in understanding strategic cost management approaches. It covers budgetary control, value engineering, and cost transparency methods. A key skill measured is assessing strategic cost management techniques effectively.
Topic 2	Understand contracting for programmers: This section measures the skills of Contract Managers and focuses on comparing various contracting options for programs. It includes client-coordinated approaches, engineering procurement and construction (EPC) contracts, management contracting, and public-private partnerships. A key skill measured is the ability to evaluate different contract types effectively.

Topic 3	Understand the role of culture on achieving program success: This section measures the skills of Organizational Development Specialists in understanding organizational culture's impact on program success. It covers identifying culture types and levels within organizations. A key skill measured is critically assessing organizational culture's influence.
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CIPS Strategic Programme Leadership Sample Questions (Q57-Q62):

NEW QUESTION # 57

XYZ is a large construction organization running five different projects. Each project has a specific type of contract and pricing mechanism.

Your task is to match the correct type of contract and pricing mechanism to each project.

Projects and Descriptions

Project 1

Description: Construction of an apartment block, where XYZ is responsible for both design and construction. Upon completion, ownership is transferred to the client.

Pricing Mechanism: Based on past experience of similar projects.

Project 2

Description: Facilities management for a 6-year period after construction. The budget is constantly adjusted due to industry volatility.

Pricing Mechanism: Budget changes continuously over time.

Project 3

Description: XYZ was involved from an early stage, but does not bear the design risk. The budget resets at the start of each new accounting period.

Pricing Mechanism: The budget is refreshed periodically.

Project 4

Description: XYZ is responsible for certain parts of the design and build, while another company handles other aspects. XYZ is paid upon milestone completion.

Pricing Mechanism: Payment is milestone-based.

Project 5

Description: Construction of a new toll bridge which will be operated by XYZ for the first 6 years post-construction. The pricing includes costs of raw materials, labor, and a profit margin.

Pricing Mechanism: Costs plus profit.

Contract Types

- Design and Operate
- Design Build Operate and Ownership
- Public Private Partnership
- Full Turnkey
- Partial Turnkey
- Management Contracting

Pricing Mechanisms

- Bottom-up
- Top-down
- Rolling
- Fixed Fee
- Zero
- Activity

Project	Contract Type (Drag the correct answer)	Pricing Mechanism (Drag the correct answer)
Project 1	_____	_____
Project 2	_____	_____
Project 3	_____	_____
Project 4	_____	_____
Project 5	_____	_____



Answer:

Explanation:

Contract Types

- Design and Operate
- Design Build Operate and Ownership
- Public Private Partnership
- Full Turnkey
- Partial Turnkey
- Management Contracting

Pricing Mechanisms

- Bottom-up
- Top-down
- Rolling
- Fixed Fee
- Zero
- Activity

Project	Contract Type (Drag the correct answer)	Pricing Mechanism (Drag the correct answer)
Project 1	Full Turnkey	Top-down
Project 2	Design and Operate	Rolling
Project 3	Management Contracting	Zero
Project 4	Partial Turnkey	Activity
Project 5	Design Build Operate and Ownership	Bottom-up



NEW QUESTION # 58

When is a cost-plus pricing arrangement most likely to be used?

Answer Options:

- A. In high-risk environments
- B. In international transactions
- C. Where there is a low level of trust between supplier and buyer
- D. In low-risk, low-value purchases

Answer: A

Explanation:

Cost-plus pricing is best suited for high-risk environments (p.93), such as fluctuating commodity markets. It reduces risk for suppliers by allowing cost adjustments based on actual expenses plus a margin. Option A is incorrect because low-risk projects favor fixed pricing. [P.93]

NEW QUESTION # 59

Josh is the son of the CEO of a law firm and has recently been hired as a trainee attorney, following his graduation from University. He has been with the company for three months and middle management often invite him to meetings that other trainee attorneys are not invited to. What type of power does he have that would explain this?

- A. personal power
- **B. positional power**
- C. expert power
- D. negative power

Answer: B

Explanation:

Josh's access is due to his family connection, which is an example of positional power.

NEW QUESTION # 60

What is the purpose of Cybernetic Control within Project Management?

Answer Options:

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

Answer: C

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 # 61

Why might a Public Sector Organisation use a PPP style of contract to build a new police station? Select ALL that apply.

- **A. to monetise under-performing assets**
- B. there is less administration involved
- C. it is a legal requirement as it shows value for money
- D. to ensure the highest quality of work
- **E. due to not having the budget to complete the construction themselves**

Answer: A,E

Explanation:

PPP contracts are used when budgets are tight and to monetise under-performing assets. They are not mandated by law nor do they inherently ensure high quality or less administration.

NEW QUESTION # 62

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