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CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 (Q43-Q48):

NEW QUESTION # 43

KCJ Ltd is a public sector organisation planning five projects for the next financial year. Each project has a distinct cost estimation method and source of power for the project leader.

Your task is to match the correct cost estimation method and source of power to each project.

Project Descriptions

Project 1

Description: Budget estimation is calculated using an algorithm.

Project Lead's Power: Founder of the organisation.

Project 2

Description: The Head of R&D (PhD in Data Science) is using costing from similar past projects to determine the budget.

Project Lead's Power: Expertise in Data Science.

Project 3

Description: The project is led by a key stakeholder and involves creating a Bill of Materials. Costs are worked out item by item.

Project Lead's Power: Authority due to stakeholder influence.

Project 4

Description: The Project Leader has calculated the base cost, most likely cost, and worst-case scenario.

Project Lead's Power: Has the authority to cancel the project at any time.

Project 5

Description: The project leader is a well-liked Board Member who has selected a team he is comfortable with. He determined the budget based on his own research.

Project Lead's Power: Personal relationships with team members.

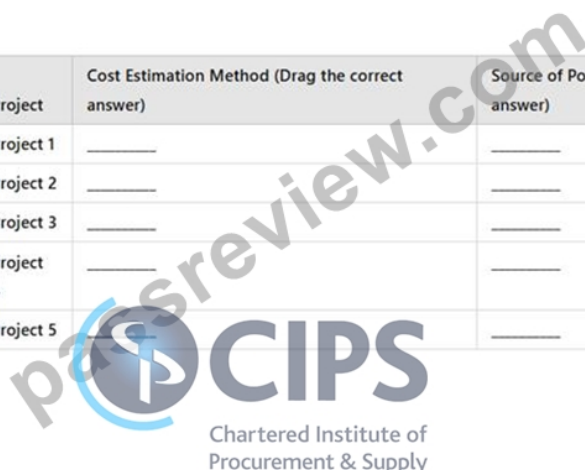
Cost Estimation Methods

- Bottom-up
- 3-Point Estimate
- Parametric
- Analogous
- Expert Judgement
- Top-down

Sources of Power

- Positional (x2)
- Personal (x2)
- Expert
- Negative

Project	Cost Estimation Method (Drag the correct answer)	Source of Power (Drag the correct answer)
Project 1	_____	_____
Project 2	_____	_____
Project 3	_____	_____
Project 4	_____	_____
Project 5	_____	_____



Chartered Institute of
Procurement & Supply

Answer:

Explanation:

Cost Estimation Methods

- Bottom-up
- 3-Point Estimate
- Parametric
- Analogous
- Expert Judgement
- Top-down

Sources of Power

- Positional (x2)
- Personal (x2)
- Expert
- Negative

Project	Cost Estimation Method (Drag the correct answer)	Source of Power (Drag the correct answer)
Project 1	Parametric	Positional (x2)
Project 2	Analogous	Expert
Project 3	Bottom-up	Positional (x2)
Project 4	3-Point Estimate	Negative
Project 5	Expert Judgement	Personal (x2)

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NEW QUESTION # 44

Which of the following is true about Engineering, Procurement, and Construction (EPC) Contracts? (Select all that apply.) EPC contracts, commonly referred to as Turnkey Projects, are widely used in construction and infrastructure projects. These contracts require the contractor to design, procure materials, and construct the project to deliver a complete and operational facility to the client.

Answer Options:

- A. These contracts are commonly known as Turnkey Projects
- B. The contractor is responsible for the design aspect of the construction
- C. These contracts are sometimes referred to as Design and Build Contracts
- D. The contractor may operate the building for a certain period after completion
- E. These contracts are used when forming a partnership between a private and public organization

Answer: A,B,C

Explanation:

The correct answers are 1, 3, and 4 (p.8). Option 2 is incorrect as it describes a DBO (Design-Build-Operate) contract rather than an EPC contract. Option 5 is incorrect because it describes a PPP (Public-Private Partnership) contract, not an EPC contract. [P.8]

NEW QUESTION # 45

Which of the following pieces of information is required to create a Bill of Quantities? Select all that apply

- A. manufacturer of material
- B. quality of materials
- C. price of material
- D. volume of materials used
- E. dimensions of materials

Answer: C,D,E

Explanation:

A Bill of Quantities is based on the volume/dimensions and price of the materials. Quality and manufacturer details are typically specified elsewhere.

NEW QUESTION # 46

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 # 47

Which type of organisational culture has a flat hierarchy and a fast responsiveness to change?

- A. role
- B. task
- **C. person**
- D. power

Answer: C

Explanation:

This is the Person Culture. Refer to the comparison table of Handy's 4 Culture Types for details on responsiveness and hierarchy.

NEW QUESTION # 48

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