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## CIPS Project and Change Management Sample Questions (Q67-Q72):

### NEW QUESTION # 67

Ibrahim is planning to implement a new project at his company. He is at the strategy phase and has decided to use a Force Field Analysis to determine whether the planned long-term change he wishes to implement is viable. What is identified within the Force Field Analysis?

- A. stakeholders who are for and against the project
- B. pros and cons for completing the project
- C. risks and opportunities
- D. different ways of implementing the project

**Answer: A**

Explanation:

Force Field Analysis(developed by Kurt Lewin) maps driving and restraining forces for change - identifying stakeholders or factors supporting vs. opposing the change, thus revealing feasibility and focus areas.

Reference:CIPS L5M8 Study Guide, p.91.

#### NEW QUESTION # 68

Which of the following is true about identifying stakeholder?

- A. Stakeholders do not change during a project
- B. Stakeholders with indirect ties to the project need not be engaged with
- C. It is not very difficult to identify stakeholders
- D. The project manager's family is not a potential stakeholder

**Answer: B**

#### NEW QUESTION # 69

The first step in defining the NPV is to \_\_\_\_\_.

- A. define the estimated costs and benefits for the life of the project and the products it produces
- B. define the cash flow
- C. calculate the net present value
- D. define the discount rate

**Answer: A**

#### NEW QUESTION # 70

The influence of the supply chain network can enable an organisation to benefit from increased absorptive capacity. What is meant by 'absorptive capacity'?

- A. the capability to deal with fluctuations in prices
- B. the ability to apply new information and add value to the organisation
- C. the capacity to work with a larger volume of supply network partners
- D. agility within the organisation to respond quickly to change

**Answer: B**

Explanation:

Absorptive capacity is the organisation's ability to recognise, assimilate, and apply new knowledge from external partners to improve performance and add value.

Reference:CIPS L5M8 Study Guide, p.29.

#### NEW QUESTION # 71

Analogous estimates are called activity-based costing.

- A. False
- B. True

**Answer: A**

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