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CIPS Project and Change Management Sample Questions (Q15-Q20):

NEW QUESTION # 15

Zoe is a Manager at Friends Incorporated. The company is undergoing a major change to working practices, and Zoe has noticed that several of her team seem cynical about the changes. What should Zoe do? Select TWO

- A. cynical employees are a problem so should be dealt with via the disciplinary route
- B. there is nothing Zoe can do as the Psychological Contract is under strain
- C. highlight key achievements of the company and areas where the change has been successful
- D. allow for upwards communication and for staff to ask any questions

Answer: C,D

Explanation:

Cynicism often results from a breach of the psychological contract, leading to mistrust. Managers should rebuild confidence through transparent communication (upward and downward) and by celebrating successes that demonstrate progress and credibility of change.

Reference: CIPS L5M8 Study Guide, pp.129-131.

NEW QUESTION # 16

Which of the following is true of contingency reserves?

- A. They allow for dollar amounts to be used to cover existing, fixed costs
- **B. They allow for future situations that can be partially planned for**
- C. They are not included in a cost baseline
- D. They are also known as unknown unknowns

Answer: B

NEW QUESTION # 17

When can a Multiple Cause Diagram be of most help to an organisation?

- **A. to assess why a change has happened**
- B. to forecast changes in the external environment
- C. to identify issues that can arise if changes are made
- D. to assign blame for a problem that has occurred

Answer: A

Explanation:

A Multiple Cause Diagram visually maps the interrelationships of causes and effects, helping teams analyse why a change or issue has occurred and see the wider system context.

Reference: CIPS L5M8 Study Guide, p.115.

NEW QUESTION # 18

Which of the following is one of Deming's 14 Points for Management?

- A. Minimize total cost by working with multiple suppliers rather than a single supplier
- B. Award business based on price tag alone rather than on other considerations
- C. An organization should increase dependence on inspection to achieve quality
- **D. Eliminate the annual rating or merit system**

Answer: D

NEW QUESTION # 19

When would a company use Value Stream Mapping?

- **A. to reduce waste**
- B. to ensure products are value for money for the customer
- C. to map the effect of a change
- D. to ensure a project runs to timescale

Answer: A

Explanation:

Value Stream Mapping (VSM) charts all activities in the end-to-end flow to distinguish value-adding vs. non-value-adding steps and reduce waste in the process.

Reference: CIPS L5M8 Study Guide, p.147.

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