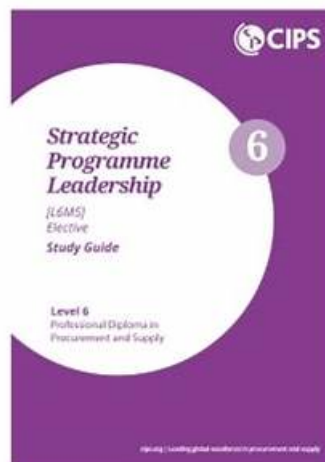


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CIPS L6M5 Exam Syllabus Topics:

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 programmes: This section measures the skills of Contract Managers and focuses on comparing various contracting options for programmes. 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 (Q34-Q39):

NEW QUESTION # 34

Juno is completing a Variance Analysis on the sales department's spend for the first quarter. He concludes that there is a Favourable Variance. What does this mean?

- A. the results are worse than expected
- **B. the results are better than expected**
- C. the department has spent more than the allocated budget
- D. the department has more money in the budget than what they have spent so far

Answer: B

Explanation:

A favourable variance means that the actual performance was better than expected.

NEW QUESTION # 35

Ali is a team manager at his organisation and has been instructed by senior leadership to implement a change that requires his staff to come into the office an hour earlier than usual. Although he knows the change won't be popular, he plans to tell his team that the change will start next month and insinuate that non-compliance may affect promotion eligibility. What type of influence is Ali exerting?

- **A. implied coercion**
- B. explicit coercion
- C. persuasion
- D. bribery

Answer: A

Explanation:

Ali is implying negative consequences rather than stating them directly, which is known as implied coercion.

NEW QUESTION # 36

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. Provisional acceptance**
- C. Commercial operation
- D. Mechanical completion

Answer: B

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 # 37

A person who disrupts progress and hinders culture change holds which type of power?

Answer Options:

- A. Dismissive
- **B. Negative**
- C. Pessimistic
- D. Contrary

Answer: B

Explanation:

Negative Power (p.199) refers to individuals obstructing progress in an organization.

Dismissive (A) means ignoring opinions.

Contrary (B) and Pessimistic (C) do not refer to organizational influence. [P.199]

NEW QUESTION # 38

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

- A. quality of materials
- B. manufacturer of material
- **C. volume of materials used**
- **D. price of material**
- **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 # 39

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