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CIPS L4M1 - Question & Answer Past exam questions

O1. Outline FIVE differences between purchasing goods and purchasing services. - correct answer 1.

Goods are tangible, services are intangible;

2. Services cannot be separated from their supplier;

3. Heterogeneity: goods are usually uniform in nature while services are unique at each delivery

4. Services 'perish' immediately on delivery whereas goods can be stored until required

5. Products are easier to specify, being tangible

O2. Explain THREE circumstances in which a competitive tendering exercise might not be the best approach to making a purchase. - correct answer 1. Urgency

2. Commercial confidentiality or national security (e.g. military organisations);

3. Value of the purchase;

4. Production costs cannot be measured accurately;

5. Price is not the only criterion for supplier selection and contract award

6. Intellectual Property Rights and monopoly

O2. Describe TWO e-sourcing tools and their use in procurement and supply. - correct answer 1. E-Catalogues

2. E-Tendering

3. E-Auction

4. Reverse Auctions

5. Online supplier evaluation data

O3. Explain the role of a shared services unit (SSU). - correct answer SSUs reflect a desire to centralise and share services

The shared service provider becomes a dedicated provider of services such as; finance, HR, IT and procurement which continue to be provided internally

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CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<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 3	<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.
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CIPS Strategic Programme Leadership Sample Questions (Q68-Q73):

NEW QUESTION # 68

What is the purpose of a Project Audit?

Answer Options:

- A. To present findings to senior leadership
- **B. To review financial and performance status after completion**
- C. To ensure the budget is managed effectively
- D. To assess project requirements

Answer: B

Explanation:

A Project Audit (p.141) occurs post-completion to assess:

Financial health

Performance evaluation

Lessons learned

It is not a planning tool (Option B), nor is it for active budget management (A) or solely for senior leadership (C). [P.141]

NEW QUESTION # 69

Scenario (same as Question 16):

Which type of contract would be the most suitable for working with the new client?

- A. JCT
- **B. NEC**
- C. FIDIC
- D. IMechE

Answer: B

Explanation:

The NEC contract is known for its flexibility and collaborative approach, matching the client's requirements.

NEW QUESTION # 70

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	_____	_____

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)

NEW QUESTION # 71

Why would a company use a discounted cash flow in calculating an Investment Appraisal? Select all that apply

- A. to provide a buffer to the budget
- B. to accurately compare two projects which will last a different number of years
- C. to ensure the correct amount of money is invested in the programme
- D. to account for time delays in completing a programme

- E. to account for the time value of money

Answer: B,E

Explanation:

Discounted cash flow accounts for the time value of money and allows for an accurate comparison of projects with different durations.

NEW QUESTION # 72

Skipped

Kathryn is considering accepting a job at a new company. She is doing some research into the company to find out if it would be a good cultural fit for her. Which of the following would be classed as an 'espoused value' of the new company?

- A. The company's mission statement
- B. The product slogans
- C. The way people are greeted in reception
- D. Company cars given to all members of the senior leadership team
- E. The office furnishings and dress code

Answer: A,B

Explanation:

Espoused values are what the company says is important to them. Therefore, the correct answers are B and C. This is taken from Schein's Three Levels of Culture, which you can find on p.155 of the study guide.

Options A, D, and E would be classed as Artefacts, as they express culture in terms of physical attributes.

Domain: 3.1

NEW QUESTION # 73

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