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## CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>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.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>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.</li></ul>

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advantageous for busy workers who lack of sufficient time to use for passing the L6M5 Preparation materials. And as the high pass rate of more than 98%, you will pass for sure with it.

## CIPS Strategic Programme Leadership Sample Questions (Q52-Q57):

### NEW QUESTION # 52

Which elements define an organization's culture? (Select all that apply.)

- A. Beliefs and assumptions
- B. Attitudes and customs
- C. The physical environment
- D. Ways of interacting

**Answer: A,B,C,D**

Explanation:

Organizational culture (p.154) consists of:

Beliefs, interactions, environment, and customs.

Financial standing does not define culture, making it incorrect. [P.154]

### NEW QUESTION # 53

Which of the following statements about investment appraisal techniques are true? (Select all that apply.) Answer Options:

- A. Return on Capital Employed (ROCE) is expressed as a percentage of the value of assets used to generate profit
- B. Non-discounted cash flow methods focus on profit maximization
- C. Internal Rate of Return (IRR) can be used with Net Present Value (NPV)
- D. Payback analysis ignores cash flow after the business recovers its costs

**Answer: A,C,D**

Explanation:

Option B is correct - ROCE is expressed as a percentage (p.87).

Option C is correct - Payback Analysis only considers the break-even point (p.83).

Option D is correct - IRR and NPV are often used together (p.82).

Option A is incorrect - Profit maximization is not the primary focus of non-discounted cash flow methods. [P.82-87]

### NEW QUESTION # 54

Skipped

Under what circumstances can Specific Performance be used to compensate an innocent party for a contractual breach? Select all that apply.

- A. When the innocent party wishes to avoid going to court
- B. Adequate remedies are not available
- C. The innocent party did not fulfil their contractual obligations under the contract
- D. A contract has a liquidated damages clause
- E. Money cannot remedy the situation, such as in the case of the sale of rare goods

**Answer: B,E**

Explanation:

Specific performance is an alternative remedy to paying damages (i.e., money). It is used when money isn't going to help solve the situation-examples include the sale of land, rare or customized goods.

Option A is incorrect as specific performance can only be awarded if the injured party has "clean hands" and fulfilled all their obligations.

Option D is incorrect as specific performance is often decided by the court.

Option E is incorrect as specific performance would be used instead of liquidated damages.

See p.128-132 in the study guide.

Domain: 2.3

### NEW QUESTION # 55

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

- A. to accurately compare two projects which will last a different number of years
- B. to provide a buffer to the budget
- 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: A,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 # 56

In a fixed lump sum contract, this pricing mechanism does not allow for any changes in price. Is this statement TRUE?

Fixed lump sum contracts are widely used in construction and infrastructure projects.

Answer Options:

- A. No - price changes are allowed as it is impossible to predict prices concretely in advance
- B. Yes - the contractor assumes all risks should they exceed the budget
- C. Yes - the price is fixed before the contract is signed
- D. No - price variations are permitted if they are written into the contract

**Answer: D**

Explanation:

Fixed Lump Sum contracts allow limited price changes under specific conditions (p.55), such as client variation requests, force majeure, or inflation adjustments. Firm Fixed Price contracts, however, do not allow any changes. [P.55]

### NEW QUESTION # 57

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