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CIPS Strategic Programme Leadership Sample Questions (Q23-Q28):

NEW QUESTION # 23

Below are descriptions of five companies in the UK. Each company has a unique organisational culture and a key Cultural Web Influence that shapes its structure and operations.

Your task is to match the correct type of organisational culture and cultural web influence to each company.

Company Descriptions

Company 1

Description: Authority is centred around the founder. There are strict financial systems and a reward/bonus scheme for meeting targets.

Company 2

Description: Employees operate independently and often bring in their own clients. There is a strong corporate identity and branding.

Company 3

Description: Strict hierarchy determines salary and job titles. The organisation is described as bureaucratic and follows stringent rules.

Company 4

Description: Employees work in small teams or individually on projects. There is a strong emphasis on weekly team meetings where tasks for the upcoming week are discussed.

Company 5

Description: Authority is held by senior leadership who make all decisions. There are few rules, and culture is reinforced by storytelling about past successes.

Answer:

Explanation:

NEW QUESTION # 24

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

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

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 # 25
Dave, Head of HR, is introducing the "Person-Organization Fit" model.
Q: What will this help achieve?
Answer Options:

- A. More successful recruitment
- B. Ensuring staff meet their KPIs
- C. Less discrimination in the workplace
- D. Better relationships with suppliers

Answer: A

Explanation:
The Person-Organization Fit model helps in hiring employees whose values align with the organization (p.194).
Option A relates to performance management, not hiring.
Option C addresses diversity policies, not cultural fit.
Option D focuses on supplier relations, not internal recruitment. [P.194]

NEW QUESTION # 26
"Persuasion should be a last resort in cultural change." Is this statement true?
Answer Options:

- A. Yes - persuasion should only be used after coercion has failed
- B. No - persuasion should be planned before implementing change
- C. No - persuasion is not useful in large cultural shifts
- D. Yes - persuasion should be linked to an implicit or perceived threat

Answer: B

Explanation:
Persuasion is one of the best tools for cultural change (p.204).
Option A is incorrect-persuasion should not involve threats.
**Option B is incorrect-persuasion should be the first approach, not the last.
Option D is incorrect-persuasion is highly effective in large-scale change. [P.204]

NEW QUESTION # 27
Casper is conducting a Variance Analysis of the company's budget. What is its main purpose?
Answer Options:

- A. To identify which departments have overspent
- B. To minimize inefficiencies
- C. To analyze whether costs are fixed or variable
- D. To identify where cost savings can be made

Answer: B

Explanation:
A Variance Analysis (p.95) compares planned vs. actual budget and identifies inefficiencies to enhance financial performance. Option A focuses only on overspending, B on cost-cutting, and D on categorizing costs rather than improving efficiency. [P.95]

NEW QUESTION # 28

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