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CIPS L6M5 - Strategic Programme Leadership LO2 Exam Questions & Answers 2024/25

Fixed pricing - ANSWERSFixed pricing is a strategy in which a supplier estimates their cost and fees and uses that price to bid for the contract.

Variable pricing (cost plus pricing) - ANSWERSVariable pricing (cost plus pricing) is when a supplier buys at the market price and sells at this plus margin.

Buyers cost may in/ or decrease

This means that market fluctuations are therefore passed onto the buyer, limiting the risk to the supplier.

Fixed Price Advantages - ANSWERSAdvantages

- Fixed pricing makes a forecast and profit estimates more straightforward and accurate
- Simplifies the bidding process
- Less likely to lead to tensions between both parties

Disadvantages

- Predictability comes at price: supplier cost will include a contingency and are often higher as a result
- The buyer can not benefit from decrease costs

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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 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 3	• 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 (Q60-Q65):

NEW QUESTION # 60

Which of the following is NOT a benefit or function of a professional body?

Professional bodies are established organizations that promote industry standards, ethical conduct, and professional development.

Answer Options:

- A. Governance and ethical standards
- B. Creating international networks
- C. Ensuring prices remain low
- D. Raising productivity

Answer: C

Explanation:

Professional bodies do NOT control pricing in the industry, as this would be market interference. Governance, productivity improvements, and networking are valid functions. [P.31]

NEW QUESTION # 61

Joey is preparing an NEC contract for the construction of a new school.

He includes a lump-sum price of £5 million.

The contractor receives payment upon completion of specific milestones.

Q: In which section of the contract should this be detailed?

Answer Options:

- A. Z Clause
- B. X Clause
- C. Option A
- D. W1 Option

Answer: C

Explanation:

In NEC contracts, pricing mechanisms are detailed in Options A-F (p.36). W clauses handle dispute resolution, X clauses cover secondary options, and Z clauses are additional conditions. [P.36]

NEW QUESTION # 62

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

Answer: B,C

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 # 63

When is a cost-plus pricing arrangement most likely to be used?

Answer Options:

- A. In low-risk, low-value purchases
- B. In international transactions
- C. Where there is a low level of trust between supplier and buyer
- D. In high-risk environments

Answer: D

Explanation:

Cost-plus pricing is best suited for high-risk environments (p.93), such as fluctuating commodity markets. It reduces risk for suppliers by allowing cost adjustments based on actual expenses plus a margin. Option A is incorrect because low-risk projects favor fixed pricing. [P.93]

NEW QUESTION # 64

Scenario (same as Question 16):

What type of power does the CFO have at Fin Inc?

- A. expert power
- B. negative power
- C. positional power
- D. personal power

Answer: D

Explanation:

The CFO is well-liked and uses personal influence (charisma) rather than authority based solely on position.

NEW QUESTION # 65

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