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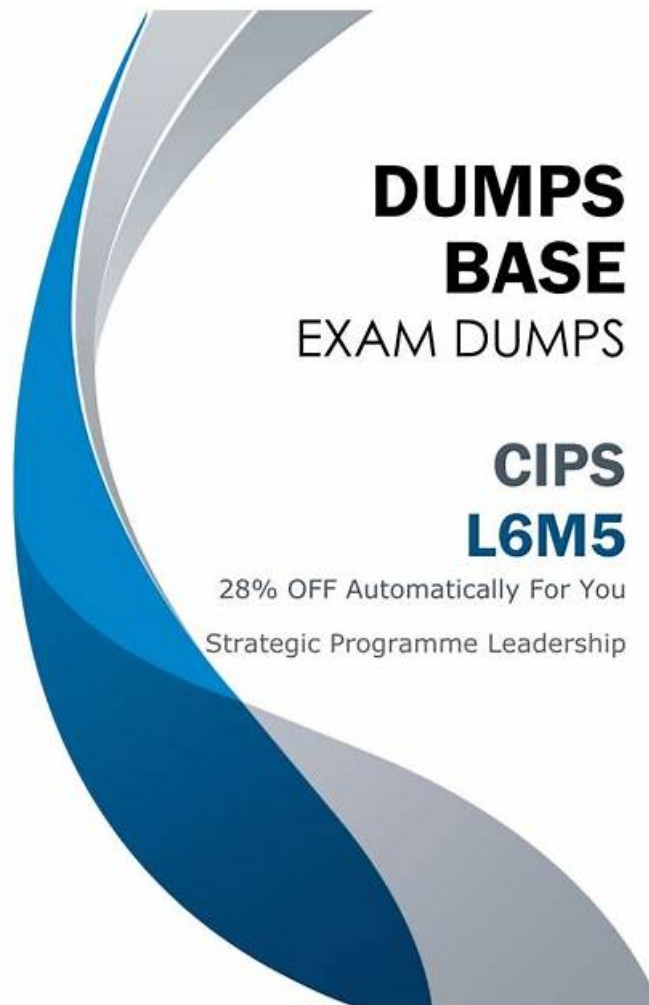

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CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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	• 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.

CIPS Strategic Programme Leadership Sample Questions (Q39-Q44):

NEW QUESTION # 39
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.

Organisational Culture Types

- Power (x2)
- Role (x2)
- Person
- Task

Cultural Web Influences

- Symbols
- Organisation Structure
- Control System
- Stories
- Ritual
- Power Structure

Company	Culture Type (Drag the correct answer)	Cultural Web Influence (Drag the correct answer)
Company 1	_____	_____
Company 2	_____	_____
Company 3		_____
Company 4		_____
Company 5	_____	_____

Answer:

Explanation:

Organisational Culture Types

- Power (x2)
- Role (x2)
- Person
- Task

Cultural Web Influences

- Symbols
- Organisation Structure
- Control System
- Stories
- Ritual
- Power Structure

Company	Culture Type (Drag the correct answer)	Cultural Web Influence (Drag the correct answer)
Company 1	Power (x2)	Control System
Company 2	Person	Symbols
Company 3	Role (x2)	Organisation Structure
Company 4	Task	Ritual
Company 5	Power (x2)	Stories

NEW QUESTION # 40

Fred is comparing two possible projects that will last for different durations.

His company can only select one project due to financial constraints.

He needs a method to compare the financial benefits of both projects.

Q: Is a payback analysis a useful tool for Fred to use?

Answer Options:

- A. No - this will not account for the difference in duration of the two projects
- B. Yes - this will provide Fred with a rate of return that is useful to accurately forecast profits
- C. No - there is no formula to calculate this, and a discount factor must be used
- D. Yes - this will account for the difference in duration of the two projects

Answer: D

Explanation:

A Payback Analysis (p.72) calculates how long it takes for a project to recover its initial investment. It accounts for project duration but does not provide a rate of return (Option C). Discount factors (Option D) are used in Net Present Value (NPV) analysis, not Payback Analysis. [P.72]

NEW QUESTION # 41

Glitter Kitten Ltd is considering two expansion options. The CEO wants a quick analysis and uses the Payback Method.

Q: What financial metric is the leadership team using for expansion?

Answer Options:

- A. Discount rate
- B. Return rate
- C. Interest rate
- D. Bank rate

Answer: A

Explanation:
Net Present Value (NPV) calculations require a discount rate (p.1.4).
Bank rate (B) relates to loans, not investment decisions.
Interest rate (C) applies to borrowing, not profitability.
Return rate (D) is not the main NPV metric. [P.1.4]

NEW QUESTION # 42

A programme is a framework which allows multiple projects to be completed simultaneously. Is this TRUE?

- A. no - a programme is a type of project which helps the business achieve its objectives
- B. no - a project is a set of programmes which are run simultaneously
- C. yes - programmes ensure that projects are viable and successful in their implementation
- D. yes - projects are co-ordinated to achieve the strategic objectives of the business

Answer: D

Explanation:
A programme is designed to coordinate multiple projects to achieve strategic objectives.

NEW QUESTION # 43

Robyn has created a contract for a construction project and has used "The Red Book." Q: Which professional organization is responsible for creating this contract?
Answer Options:

- A. NEC
- B. CIPS
- C. FIDIC
- D. JCT

Answer: C

Explanation:
The Red Book is part of the FIDIC "Rainbow Suite" of contracts (p.40). FIDIC contracts are categorized by color, each serving a specific purpose in construction and engineering projects. [P.40]

NEW QUESTION # 44

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