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CIPS L6M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<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 3	<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.

CIPS Strategic Programme Leadership Sample Questions (Q12-Q17):

NEW QUESTION # 12

Danger Incorporated is estimating the costs for a new project called the Ninja Project using an algorithm based on the project's scope, duration, and complexity. What type of cost estimate is being used?

- A. bottom-up
- **B. parametric**
- C. expert judgement
- D. analogous

Answer: B

Explanation:

Using an algorithm based on key parameters is characteristic of a parametric cost estimate.

NEW QUESTION # 13

Skipped

Which of the following statements is true of a business that operates in a 'low-context culture' country?

- A. There is a blending of work and home life
- B. Religion is not important
- **C. Communication is direct and meetings are therefore shorter**
- D. Employees are more loyal

Answer: C

Explanation:

Communication is direct and meetings are therefore shorter. This is from p. 182:

"In low-context cultures, communication is much more direct and explicit, which can result in shorter meetings and a reliance on rules to govern procedures." CIPS gives the UK and USA as examples of a low-context culture.

Domain: 3.2

NEW QUESTION # 14

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

Answer: C

Explanation:

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

NEW QUESTION # 15

A positive work culture can lead to which of the following benefits? Select all that apply

- **A. increased productivity**
- B. lower levels of redundancy
- **C. higher retention**
- D. higher levels of resistance to change
- **E. improved performance**

Answer: A,C,E

Explanation:

Improved performance, increased productivity, and higher retention are benefits of a positive work culture.

NEW QUESTION # 16

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	_____	_____

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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

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NEW QUESTION # 17

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