
CIPS Level 5 – Advanced Diploma in Procurement and Supply

Project and Change Management [L5M8]

Sample Exam Questions (Objective Response)

The correct answer will be listed below each question

Q1. Why is the accurate sequencing of activities essential to the effective management of a project?

- a. To ascertain the critical path
- b. To determine the right budget
- c. To identify key stakeholders
- d. To undertake a risk assessment

LO: 3

AC: 3.3

Correct answer: A

Q2. Which of the following would be a financing option if an organisation in the private sector wanted to expand its business operations?

- a. An operating lease
- b. An increase in stock holding
- c. Purchase of fixed assets
- d. Payment of taxes to central government

LO: 1

AC: 1.3

Correct answer: A

Q3. A project manager is working as part of a team to oversee the construction of a new airport. In total there are around thirty people within the team. Currently the team is focused on pulling together the definition, scope and purpose along with an outline of key roles and responsibilities for the staff involved. The team's current activity is to create which of the following?

- a. Project evaluation report
- b. Project Gantt chart
- c. Project initiation document
- d. Project critical path

LO: 3

AC: 3.1

Correct answer: C

Q4. Which of the following are methods of asset financing?

1. Documentary credit
2. Depreciation
3. Leasing
4. Hire purchase

- a. 1 and 3 only
- b. 2 and 4 only
- c. 3 and 4 only
- d. 1 and 2 only

LO: 1

AC: 1.3

Correct answer: C

Q5. On major projects, which of the following stages in the project life cycle occur after completion?

1. Closure
 2. Control
 3. Review
 4. Co-ordination
-
- a. 1 and 2 only
 - b. 2 and 4 only
 - c. 1 and 3 only
 - d. 3 and 4 only

LO: 1

AC: 1.4

Correct answer: C

Q6. A major global organisation is falling behind its competitors and its board acknowledges that it needs to implement revolutionary change. Is it right to adopt a Kaizen approach to make the required change?

- a. Yes, this would achieve change very quickly
- b. Yes, this approach involves tracking competitors
- c. No, this approach will not work at all in large organisations
- d. No, this approach involves small and continuous change

LO: 2

AC: 2.1

Correct answer: D

Q7. The board of a major company is concerned about increasing costs, especially as it is finding it hard to increase revenues and so profits are falling. Should it consider introducing lean principles?

- a. Yes, this will focus on eliminating waste and should reduce costs
- b. Yes, this will help to drive up revenues and so profits should improve
- c. No, it will need to re-establish usual profit levels first
- d. No, it is unlikely to have any impact on the company's profitability

LO: 2

AC: 2.4

Correct answer: A

Q8. Which of the following are frequently internal drivers of organisational change? Select **TWO** that apply.

- a. Senior management ambition
- b. International technological developments
- c. Increasing market competition
- d. Changing supply chains
- e. Cost reduction objectives

LO: 2

AC: 2.2

Correct answer: A & E

Q9. John is running an IT software procurement project and needs to engage the correct stakeholders in the appropriate manner to contribute to the procurement activity. When conducting a stakeholder mapping exercise, if the interest of the stakeholder is deemed to be low, according to the Mendelow matrix, what might be an appropriate way for John to manage the stakeholder?

1. Minimal contact with the stakeholder
 2. Keep stakeholder satisfied
 3. Keep stakeholder regularly informed
 4. Manage the stakeholder the most thoroughly
-
- a. 1 and 2 only
 - b. 2 and 3 only
 - c. 2 and 4 only
 - d. 1 and 3 only

LO: 1

AC: 1.1

Correct answer: A

SAMPLE QUESTIONS

Q10. It is known that most employees will respond to change in different ways. Here are four teams all impacted by a change programme. There is some information about the staff in each team and the project itself.

Team 1 – Staff in this team are fearful and cautious about the change. Their project team leader has a formally documented record used to track issues and address problems as they arise.

Team 2 - Staff in this team are anxious, confused and unproductive. Their project team leader has a process for scoring events to determine the likelihood of their occurrence and the potential severity if they do happen. Those with the highest score are given priority in terms of attention.

Team 3 – Staff in this team have feelings of anticipation and are energised. Their project team leader has been conducting an up to date audit of the likelihood of risk events occurring, categorising that likelihood at high, medium or low.

Team 4 - Staff in this team are fully satisfied, content and focused. Their project team leader is now undertaking an evaluation of how the organisation might be impacted by any identified risk events should they arise.

You are required to match the change cycle stage and the project team leader action with each team of employees on the basis of the information provided.

Choose from these options and drag and drop your answers into the table below. [8]

You can only use each option once.

Impact analysis	Risk register
Loss stage	Discovery stage
Risk assessment	Integration stage
Discomfort stage	Probability appraisal

Team	Project team leader action	Change cycle stage
1		
2		
3		
4		

LO: 2

AC: 2.3

Correct answer:

Team	Project team leader action	Change cycle stage
1	Risk register	Loss stage
2	Risk assessment	Discomfort stage
3	Probability appraisal	Discovery stage
4	Impact analysis	Integration stage

Q11. Compared to individual projects, programmes generally focus on which of the following?

- a. Change in a small team context
- b. Broader organisational objectives
- c. Tactical activities offering 'quick wins'
- d. Implementing low-cost changes

LO: 1

AC: 1.1

Correct answer: B

Q12. A project manager (PM), at the commencement of a project, has been tasked with undertaking detailed analysis of all potential stakeholders who might have an interest in or could be impacted by the project deliverables. What should the PM do first?

- a. Contact the stakeholders
- b. Prioritise the stakeholders
- c. Evaluate stakeholder power/interest
- d. Identify the stakeholders

LO: 1

AC: 1.1

Correct answer: D

Q13. Planning and allocating the resources required to complete a project and adjusting those resources based on natural tensions of supply and demand is known as which of the following?

1. Resource loading
 2. Resource lagging
 3. Resource levelling
 4. Resource leading
-
- a. 1 and 2 only
 - b. 2 and 4 only
 - c. 1 and 3 only
 - d. 3 and 4 only

LO: 1

AC: 1.3

Correct answer: C

Q14. In most organisations, the Project Board will be responsible for which of the following?

1. Approving project initiation
 2. Sanctioning project resources
 3. Creating the project timeline
 4. Developing the project's critical path network
-
- a. 1 and 2 only
 - b. 2 and 4 only
 - c. 3 and 1 only
 - d. 3 and 4 only

LO: 3

AC: 3.1

Correct answer: A

Q15. Monte Carlo method is a simulation tool using a mathematical method to calculate the probability of a range of events occurring. Is this correct?

- a. Yes, it calculates precise activities to be taken in a project to eliminate all risks
- b. No, it is used to smooth the distribution of workflows throughout the project duration
- c. Yes, it can be used to conduct analysis based on numerous different scenarios
- d. No, it is a software application used to create the critical path of a project

LO: 3

AC: 3.3

Correct answer: C

Q16. Many companies apply the concept of evolutionary change to make quick and radical internal adjustments to ensure the organisation's strategy, culture and resources remain aligned. Is this statement correct?

- a. Yes, evolutionary change will ensure strategy, culture and resources are aligned
- b. No, evolutionary change is no longer effective because of emerging technologies
- c. Yes, evolutionary change will be effective in bringing about immediate alignment
- d. No, evolutionary change is gradual and occurs over a longer time horizon

LO: 2

AC: 2.1

Correct answer: D

Q17. Based on recognised theory (Kubler-Ross), which of the following represent early stages of the change cycle? Select **TWO** that apply.

- a. Engagement
- b. Denial
- c. Anger
- d. Introduction
- e. Integration

LO: 2

AC: 2.3

Correct answer: B & C

Q18. Project managers most typically have to find the balance between which of the following when managing project resources and attempting to achieve deliverables? Select **THREE** that apply.

- a. Cost
- b. Initiation
- c. Quality
- d. Time
- e. Closure
- f. Technology

LO: 3

AC: 3.2

Correct answer: A, C & D

Q19. General Insurance Group (GIG) has a major change programme underway, comprising of a number of individual projects. One of these projects has just commenced and the project manager (PM) is creating a schematic to illustrate the project schedule, to be used to help identify the workflows and durations throughout the project cycle. In addition, the PM is also determining the sequencing of activities (and resources) to complete the project in the shortest possible time. Based on the scenario, the PM is currently working on which of the following in relation to the project?

1. Project reporting
 2. Critical path
 3. Gantt chart
 4. Risk accountability
-
- a. 1 and 2 only
 - b. 2 and 3 only
 - c. 3 and 4 only
 - d. 1 and 4 only

LO: 3

AC: 3.3

Correct answer: B

SAMPLE QUESTIONS

Q20. Organic Food and Drinks Group (OFDG) is a global drinks producer, with operational units and customer markets around the world. The industry is fiercely competitive and so OFDG has initiated a major change programme across its entire business. The programme comprises of a number of different individual projects all at different stages and focusing on different measures. Relevant information is as follows:

Project Alpha – The priority measures on this project relate to a reduction in the number of workplace accidents and reducing staff time away from the workplace due to injuries. The project is progressing and to ensure it remains on track the project manager is regularly monitoring performance against expected deliverables using specific measures. The project manager’s primary focus is on ensuring that resources are correctly utilised and performance is at the right level.

Project Beta – The priority measures on this project focus on reducing defects and improving conformance against OFDG specifications. Project deliverables have been achieved and all success criteria met. The project manager is in the process of providing a handover to one of the OFDG operational units for them to continue with the implementation and monitoring on a business as usual basis.

Project Gamma – The priority measures on this project focus on ensuring budgets are not exceeded and identifying ways of achieving savings and other financial gains. The project is at the beginning and its purpose and scope are being clarified and its structure established.

Project Delta – The priority measures on this project are focused on improving order lead times and adherence to schedules, because of the implications of delays. The project has commenced, and a range of activities are underway, being coordinated by the project manager.

You are required, for each project, to determine the measure and the life cycle stage reached.

You can only use each option once.

Cost measure	Initiation stage
Control stage	Implementation stage
Closure stage	Safety measure
Delivery measure	Quality measure

Project	Measure	Life Cycle Stage
Alpha		
Beta		
Gamma		
Delta		

Q20. Continued ...

LO: 1

AC: 1.1 & 1.4

Correct answer:

Project	Measure	Life Cycle Stage
Alpha	Safety measure	Control stage
Beta	Quality measure	Closure stage
Gamma	Cost measure	Initiation stage
Delta	Delivery measure	Implementation stage

SAMPLE QUESTIONS