

**CIPS Level 5 – Advanced Diploma in
Procurement and Supply**

Module 8 – Project and Change Management

SAMPLE EXAM QUESTIONS

OBJECTIVE RESPONSE QUESTIONS AND ANSWERS

The correct answer will be identified as [key]

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: 3.4

Q2. Major Build (MB) is involved in numerous high profile construction projects. In many cases it works closely with other organisations, occasionally on an equal risk sharing basis. In these situations MB is usually involved in which of the following?

- a. Collaborative relationship
- b. Joint venture
- c. Construction project
- d. Outsourcing arrangement

LO: 1

AC: 1.2

Q3. A category 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 together 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 plan
- b. Project Gantt chart
- c. Project initiation document
- d. Project critical path

LO: 3

AC: 3.1

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

1. Documentary credit
2. Overdraft
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

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

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

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

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

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

LO: 2

AC: 2.2

Q9. Organisations seeking to implement broadscale change programmes frequently have to attempt to achieve a wide range of often conflicting motives. The situation is frequently made more challenging because of the differing needs of stakeholders. Balancing these needs often involves a trade-off and this can frequently result in internal conflicts. For example, finance will be focused on budgets whilst human resources will have an interest in employee welfare. Sales and marketing will be interested in both product reliability from a customer perspective and ensuring that sufficient finished goods are held so customer orders can be met. These trade-offs can be summarised as:

1. Safety and quality
2. Competitive and value
3. Risk and reward
4. Cost and delivery

a. 1 and 2 only

b. 2 and 3 only

c. 3 and 4 only

d. 1 and 4 only

LO: 1

AC: 1.1

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 anticipation and are energised. Their project team leader has been conducting an up to date audit of the likelihood of risk events occurring.

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.

Project team leader action	Change cycle stage
Impact	Discomfort
Probability	Discovery
Risk assessment	Integration
Risk register	Loss

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

[KEY]

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

LO: 2

AC: 2.3