



CIPS L5M8 Practice Questions

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Question 1

Question Type: MultipleChoice

Ian is a Project Manager for a large construction project involving the building of a new hospital. A complex supply network is involved which includes the use of several subcontractors. Which of the following would be the best method for dealing with subcontractors for this project?

Options:

- A- involve subcontractors early on in the planning stage
- B- focus on price and have a transactional relationship with subcontractors
- C- ensure all communication with subcontractors is via the tier-one suppliers
- D- closely manage subcontractors by using KPIs and holding regular meetings with them

Answer:

A

Explanation:

The guide recommends early involvement of subcontractors in complex projects. This ensures clarity in expectations, communication, and alignment before execution, enhancing performance and collaboration.

Question 2

Question Type: MultipleChoice

The Critical Chain Methodology of project management removes what from a project in order to improve efficiencies?

Options:

- A- redundant resources including personnel
- B- buffer time in task stages
- C- budget constraints
- D- number of tasks

Answer:

B

Explanation:

Critical Chain Project Management (CCPM) eliminates individual task safety buffers, consolidating them into a single project buffer to reduce delays and improve efficiency.

Question 3

Question Type: MultipleChoice

When can a Multiple Cause Diagram be of most help to an organisation?

Options:

- A- to assess why a change has happened
- B- to identify issues that can arise if changes are made
- C- to forecast changes in the external environment
- D- to assign blame for a problem that has occurred

Answer:

A

Explanation:

A Multiple Cause Diagram visually maps the interrelationships of causes and effects, helping teams analyse why a change or issue has occurred and see the wider system context.

Question 4

Question Type: MultipleChoice

Zoo Ltd uses Lean manufacturing techniques and Six Sigma in order to improve process efficiencies. What type of changes would you expect to see at this organisation?

Options:

- A- evolution
- B- adaptation (spelling corrected from "adaption")
- C- revolution
- D- reconstruction

Answer:

B

Explanation:

Lean and Six Sigma typically drive incremental, continuous improvements to processes. L5M8 categorises this as adaptation---ongoing, small-scale changes rather than radical overhauls.

Question 5

Question Type: MultipleChoice

What is meant by "resource levelling"?

Options:

- A- employing the same number of people on each concurrent project
- B- employing a set number of people on a project from start to finish
- C- back-loading resources to a project
- D- adjusting project resources based on demand and supply

Answer:

D

Explanation:

Resource levelling adjusts resource allocations to balance demand vs. capacity constraints over time (adding when workload peaks; releasing when it ebbs) to reduce bottlenecks.

Question 6

Question Type: MultipleChoice

Derek is a Project Manager at Dandelion Ltd and is beginning the project initiation phase of a new project looking into the creation of a new product line. He is creating a business case for senior leadership. Should Derek include within this risks and concerns he has about the potential failure of the project?

Options:

- A- yes -- it is important that senior management are aware of the risks and a contingency plan is included
- B- yes -- all projects have financial risks associated with them and senior management must be aware of this
- C- no -- the project initiation should focus on the value-add objectives of the project
- D- no -- the project initiation focuses on the "why" of the project and should present a business case for completing the project

Answer:

A

Explanation:

A realistic business case should clearly outline risks and concerns with contingencies, so leaders can judge whether benefits outweigh risks and avoid surprise later.

Question 7

Question Type: MultipleChoice

Zoe is a Manager at Friends Incorporated. The company is undergoing a major change to working practices, and Zoe has noticed that several of her team seem cynical about the changes. What should Zoe do? Choose TWO

Options:

- A- cynical employees are a problem so should be dealt with via the disciplinary route
- B- highlight key achievements of the company and areas where the change has been successful
- C- allow for upwards communication and for staff to ask any questions
- D- there is nothing Zoe can do as the Psychological Contract is under strain

Answer:

B, C

Explanation:

Cynicism often results from a breach of the psychological contract, leading to mistrust. Managers should rebuild confidence through transparent communication (upward and downward) and by celebrating successes that demonstrate progress and credibility of change.

Question 8

Question Type: MultipleChoice

Claude is a manager at Sunnyside Ltd and wishes to run a small project in the procurement department. The project will initiate a small incremental change and will have a short timescale. Because of the size of the project Claude doesn't believe he will need to assign an Executive to the project. Is this correct?

Options:

- A- yes -- executives are only required for long-term projects
- B- yes -- executives are only required for high-profile or far-reaching projects
- C- no -- an Executive should still be assigned and communicate regularly
- D- no -- Claude is the Executive of the project

Answer:

C

Explanation:

The guide emphasises that an Executive role should still be assigned and engaged even on small/simple projects, maintaining communication with the Project Manager; they are jointly the

most important roles.

Question 9

Question Type: MultipleChoice

Monika has created a Goal Grid to map the goals and objectives of a change she wishes to implement in the Procurement Department. The Grid has 4 categories, what would these be?

Options:

- A- achieve, preserve, avoid, eliminate
- B- review, direct, initiate, stop
- C- continue, cease, improve, avoid
- D- strengths, weaknesses, opportunities, threats

Answer:

A

Explanation:

The Goal Grid distinguishes whether outcomes are good/bad and whether they already exist or not, yielding four categories: Achieve, Preserve, Avoid, Eliminate.

Question 10

Question Type: MultipleChoice

Which of the following are often considered the success factors for a project? Select TWO

Options:

- A- large budget
- B- well planned
- C- well-defined objectives and requirements

D- strong management of external stakeholders

Answer:

B, C

Explanation:

Core success factors highlighted include robust planning and clear, well-defined objectives/requirements. Projects don't inherently need large budgets to be successful, and external stakeholders may not always be central.

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Question 11

Question Type: MultipleChoice

In Lewin's 3 stage Change Model, which is the first stage?

Options:

- A- unfreeze
- B- loss
- C- denial
- D- disrupt

Answer:

A

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Explanation:

Lewin's classic model frames change as Unfreeze Change Refreeze. The first step is unfreezing, preparing the organisation/people to move away from the current state before making and stabilising the change.

Question 12

Question Type: MultipleChoice

A project is comprised of multiple programmes and encapsulates broad organisational and technical objectives. Is this sentence TRUE?

Options:

- A- yes -- the project manager is focused on the delivery of specific project goals
- B- yes -- project managers have specialised skills
- C- no -- programmes are composed of multiple projects
- D- no -- project managers have a more holistic view than programme managers

Answer:

C

Explanation:

A programme is a coordinated set of multiple projects delivering broader organisational change, whereas a project delivers specific outputs/objectives. Programme managers hold the more holistic view.

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