KillTest

質量更高　服務更好



練習題

https://www.killtest.net

一年免費更新服務

Exam : **L5M8**

Title : Project and Change Management

Version : DEMO

1.Darryl is a Project Manager at CCC Company and has been tasked to introduce a change. The change will be brought about incrementally and Darryl has been chosen to lead on this due to his expertise in the subject matter. The Company is hoping that due to Darryl's credibility, the staff at CCC will embrace the proposed changes.
What type of 'change agent' is Darryl?
A. transformer
B. specialist
C. enforcer
D. independent
Answer: B
Explanation:
In CIPS L5M8, change agents include types such as specialist (selected for subject-matter expertise and credibility), enforcer (uses authority), transformer (visionary catalyst), and independent (external/neutral). Darryl is chosen because of his expertise and credibility to bring colleagues on side—this aligns with the specialist profile.
Reference: CIPS L5M8 Study Guide, p.133.

2.Participative Evolution is a change model which requires which of the following in order to be effective?
A. tight timescales
B. political capital
C. consultative style of leadership
D. large budget
Answer: C
Explanation:
Participative evolution entails incremental change with employee support. Effective application requires a consultative leadership style to involve and engage people so they back the change. Tight timescales or large budgets are not defining necessities.
Reference: CIPS L5M8 Study Guide, p.91.

3.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?
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.
Reference: CIPS L5M8 Study Guide, p.93.

4.Which of the following is an example of an exogenous disruption that stimulates the requirement for change within an organisation?
A. company restructure

B. pressure to increase revenue
C. increase in tax rate
D. change of management
Answer: C
Explanation:
An exogenous driver of change originates outside the organisation. A tax rate increase is an external policy change; the other options are internal.
Reference: CIPS L5M8 Study Guide, p.104.

5.What is the name of the evolutionary stage in a company's development in which an organisation overcomes the burden of bureaucracy through the use of interpersonal communication and the introduction of a new organisational design such as a matrix structure?
A. direction evolution
B. collaboration evolution
C. co-ordination evolution
D. creative evolution
Answer: B
Explanation:
In Greiner’s growth phases, the collaboration phase addresses bureaucratic overload using teamwork, interpersonal collaboration, and flexible structures (e.g., matrix). It follows creative → direction → delegation → coordination → collaboration.
Reference: CIPS L5M8 Study Guide, p.105.