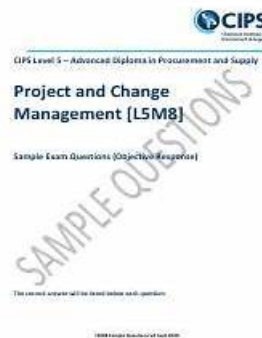


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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Understand the concept of organisational change and how it can be achieved: This section of the exam measures skills of Change Management Specialists and covers the core concepts and types of organisational change, including evolutionary, adaptive, revolutionary, and reconstructive change. It examines how internal and external factors such as SWOT and PEST analyses, innovation, and management restructuring, drive transformation. Learners evaluate how organisations respond to change, including resistance, skepticism, and the need to maintain progress during turbulent environments. It also addresses methods for managing and sustaining change through communication, empowerment, incremental adjustments, and lean methodologies, while distinguishing between hard and soft change processes.

Topic 2	<ul style="list-style-type: none"> • Understand aspects of projects in organisations: This section of the exam measures the skills of Procurement Project Managers and covers the fundamental aspects that influence how projects operate within organisations. It explores the distinction between programmes and projects, stakeholder management, and how key measures such as cost, quality, and delivery impact project success. Candidates also study factors leading to project success or failure, work breakdown structures, and how project structures and resources align with supply chain relationships. It further includes understanding sub-contracting, consortiums, and project partnerships, as well as analysing project resources through scheduling, technology systems, and financial management. The section concludes with the project life cycle, from initiation and implementation to closure and review.
Topic 3	<ul style="list-style-type: none"> • Understand approaches to the planning and management of projects and change initiatives: This section of the exam measures the skills of Strategic Operations Managers and covers the planning and governance frameworks necessary for effective project and change management. It includes corporate governance structures such as project boards, reporting systems, and initiation documents. Learners examine common project objectives that balance cost, quality, and time while promoting sustainability and community impact. Additionally, this section delves into risk management approaches, including identification, simulation, and accountability within supply chains. It concludes with an analysis of planning methodologies such as sequencing, network analysis, PERT, CPM, and the use of Gantt charts to ensure efficient project execution and control.

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CIPS Project and Change Management Sample Questions (Q89-Q94):

NEW QUESTION # 89

The primary output of the planning cost management process is a change request.

- A. True
- B. False

Answer: B

NEW QUESTION # 90

Which of the following is an example of an exogenous disruption that stimulates the requirement for change within an organisation?

- A. increase in tax rate
- B. pressure to increase revenue
- C. change of management
- D. company restructure

Answer: A

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.

NEW QUESTION # 91

_____ involves monitoring stakeholder relationships and adjusting plans and strategies for engaging stakeholders as needed.

- A. Controlling stakeholder engagement
- B. Planning stakeholder management
- C. Identifying stakeholders
- D. Managing stakeholder engagement

Answer: A

NEW QUESTION # 92

In Project Management, what roles does the Board/Steering Group perform? Select TWO

- A. approves major deviations from the original plan
- B. replaces ineffective team members within the project group
- C. approves a budget to the project
- D. authorises the initiation of the project

Answer: A,D

Explanation:

The Board/Steering Group has ultimate accountability; it authorises initiation and approves major decisions /deviations during delivery. Budgeting and staffing are typically managed via other governance routes/roles.

Reference: CIPS L5M8 Study Guide, p.161.

NEW QUESTION # 93

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?

- A. focus on price and have a transactional relationship with subcontractors
- B. involve subcontractors early on in the planning stage
- 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: B

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.

Reference: CIPS L5M8 Study Guide, p.32.

NEW QUESTION # 94

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