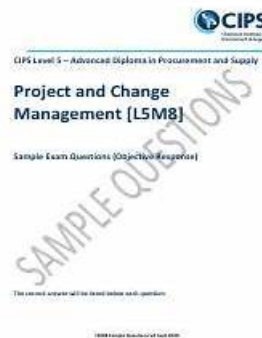


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CIPS L5M8 Exam Syllabus Topics:

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 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.
Topic 3	<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.

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CIPS Project and Change Management Sample Questions (Q35-Q40):

NEW QUESTION # 35

Network diagrams are the preferred technique for showing activity sequencing.

- A. True
- B. False

Answer: A

NEW QUESTION # 36

In organizational culture, people focus refers to _____.

- A. the degree to which the organization monitors and responds to changes in the external environment
- B. the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior
- C. the degree to which employees are encouraged to be aggressive, innovative, and risk seeking
- D. the degree to which management's decisions take into account the effect of outcomes on employees within the organization

Answer: D

NEW QUESTION # 37

Dependencies are the relation between tasks and dictate the order in which tasks are approached. Claudia is running a tender under

the Public Contracts Regulations 2015, and there is a 10-day standstill period before she can draft the contract. What type of dependency is this?

- A. discretionary dependency
- B. internal dependency
- C. external dependency
- **D. mandatory dependency**

Answer: D

Explanation:

A mandatory dependency is legally or logically required- in this case, the statutory 10-day "standstill" under public procurement law. Other types: external (outside factors), discretionary (team choice), internal (organisational processes).

Reference: CIPS L5M8 Study Guide, p.220.

NEW QUESTION # 38

_____ are a complete set of organized project records that provide an accurate history of the project.

- A. Project plans
- B. Project notes
- **C. Project archives**
- D. Forecasts

Answer: C

NEW QUESTION # 39

Project stakeholder management has resonances with project cost management and project time management.

- A. True
- **B. False**

Answer: B

NEW QUESTION # 40

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