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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 (Q63-Q68):

NEW QUESTION # 63

Which of the following activities is a part of the planning process of the Scrum?

- **A. creating sprint backlog**
- B. completing tasks each day during sprints
- C. defining how many sprints will compose each release
- D. demonstrating the product during a sprint review meeting

Answer: A

NEW QUESTION # 64

Important tools used in the _____ phase of the DMAIC process include a project charter, a description of customer requirements, process maps, and Voice of the Customer (VOC) data.

- A. improve
- B. analyze
- **C. define**
- D. measure

Answer: C

NEW QUESTION # 65

Fast tracking is an example of a tool used in _____ management.

- A. risk
- B. quality
- C. time
- **D. communication**

Answer: D

NEW QUESTION # 66

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

- A. large budget
- B. strong management of external stakeholders
- **C. well planned**
- **D. well-defined objectives and requirements**

Answer: C,D

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.

Reference: CIPS L5M8 Study Guide, p.3 (Varejao/CIPS discussion of success factors).

NEW QUESTION # 67

A sprint review is a meeting in which the team demonstrates to the product owner what it has completed during the sprint.

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

Answer: A

NEW QUESTION # 68

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