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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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	• 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.

CIPS Project and Change Management Sample Questions (Q29-Q34):

NEW QUESTION # 29
Which of the following is a benefit for an organisation of joining a consortium? Select TWO

- A. it requires no capital outlay
- B. it may result in additional risk of exposure to liability
- C. it creates a new legal entity, thus reducing risk for the organisation
- D. members are able to win bigger contracts that wouldn't otherwise have been available

Answer: A,D

Explanation:
A consortium (collaborative grouping without forming a new legal entity) can expand bidding capacity to access larger contracts and may involve low capital commitment relative to alternatives. Creating a new legal entity characterises a joint venture.
Reference: CIPS L5M8 Study Guide, p.36.

NEW QUESTION # 30
Tractor Ltd is a technology firm which has launched a new R&D project with the intention of creating a new software package for its clients. It is using a methodology in which changing requirements are welcomed, and team members take part in a daily meeting called a 'scrum' to discuss progress and issues. What type of method is being used?

- A. Lean
- B. agile
- C. project diamond

- D. waterfall

Answer: B

Explanation:
TheAgilemethodology promotesadaptability,collaboration, anditerative development. Daily "scrum" meetings are a hallmark of Agile. It contrasts withWaterfall, which is linear and sequential.Project Diamond concerns customer expectations, andLeanfocuses on waste elimination.
Reference:CIPS L5M8 Study Guide, pp.187-189.

NEW QUESTION # 31

In organizational culture, means-end orientation refers to _____.

- A. the degree to which the organization monitors and responds to changes in the external environment
- B. the degree to which management focuses on outcomes rather than on techniques and processes used to achieve results
- C. the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior
- D. the degree to which employees are encouraged to be aggressive, innovative, and risk seeking

Answer: B

NEW QUESTION # 32

_____ is the ability of a product or service to perform as expected under normal conditions.

- A. Reliability
- B. Functionality
- C. Maintainability
- D. Performance

Answer: A

NEW QUESTION # 33

Identifying risks is a subprocess of the _____ process of project risk management.

- A. monitoring and controlling
- B. executing
- C. planning
- D. closing

Answer: C

NEW QUESTION # 34

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