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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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.
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CIPS Project and Change Management Sample Questions (Q72-Q77):

NEW QUESTION # 72

A preliminary or rough cost estimate is developed in the _____ phase of the project life cycle, and an overview of the work involved is created.

- A. acquisition
- B. concept
- C. close-out
- D. implementation

Answer: B

NEW QUESTION # 73

In project time management, a(n) _____ is an output of controlling the schedule.

- A. project management plan update
- B. activity attribute
- C. activity duration estimate
- D. milestones list

Answer: A

NEW QUESTION # 74

The design of experiments technique cannot be applied to project management issues such as cost and schedule trade-offs.

- A. False
- B. True

Answer: A

NEW QUESTION # 75

In a large construction project with many stakeholders, which groups would you expect to see represented on the Project Board? Select TWO

- A. Senior Suppliers

- B. Senior Users
- C. Senior Employees
- D. Senior Buyers

Answer: A,B

Explanation:

For large/complex initiatives, Senior Users and Senior Suppliers are commonly represented (e.g., via user and supplier advisory groups) to reflect those affected and those providing key deliverables.

Reference:CIPS L5M8 Study Guide, p.162.

NEW QUESTION # 76

A(n) _____ on a project is a significant event that normally has no duration.

- A. milestone
- B. activity sequence
- C. activity attribute
- D. schedule baseline

Answer: A

NEW QUESTION # 77

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