

Free PDF 2026 CIPS L5M8: Efficient Guaranteed Project and Change Management Passing



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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. |
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| 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 (Q67-Q72):

NEW QUESTION # 67

Raincoat Incorporated is running a project with two major activities. Activity 1 will start on the 1st January and finish on the 1st June. Activity 2 will start just before the completion of Activity 1, around 15th May, and run until 31st December. What type of sequencing is being used?

- A. start to finish with lead
- B. start to finish with lag
- C. finish to start with lag
- **D. finish to start with lead**

Answer: D

Explanation:

This is Finish-to-Start with Lead: Activity 2 begins slightly before Activity 1 ends (overlap). Lag would indicate a delay or gap; lead indicates an early start/overlap.

Reference: CIPS L5M8 Study Guide, p.220.

NEW QUESTION # 68

_____ includes the processes required to ensure that a project team completes a project within an approved budget.

- A. Project time management
- B. Project quality management
- **C. Project cost management**
- D. Project scope management

Answer: C

NEW QUESTION # 69

Frog and Duck Ltd is a new enterprise that has just launched in the technology industry. There are few members of staff and communication is therefore informal. Which phase of growth is Frog and Duck Ltd experiencing?

- **A. creative evolution**
- B. collaboration evolution

- C. directional evolution
- D. co-ordination evolution

Answer: A

Explanation:

In Greiner's growth model, the first stage -Creative Evolution- is characterised by entrepreneurial energy, informal communication, and founder-led creativity typical of start-ups.

Reference: CIPS L5M8 Study Guide, p.105.

NEW QUESTION # 70

Until the 1980s, project management primarily focused on providing _____ and resource data to top management in the military, computer, and construction industries.

- A. high-end
- B. top-down
- C. schedule
- D. time

Answer: C

NEW QUESTION # 71

According to research by Albert Mehrabian, which of the following is NOT a way that information is communicated in a face-to-face interaction?

- A. body language
- B. tone of voice
- C. facial expression
- D. spoken content

Answer: C

NEW QUESTION # 72

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