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## CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## CIPS Project and Change Management Sample Questions (Q64-Q69):

### NEW QUESTION # 64

Identifying the project sponsor is a pre-initiation task.

- A. True
- B. False

**Answer: A**

### NEW QUESTION # 65

One possible response to managing negative risk is to accept the potential effects from the risk.

- A. True
- B. False

**Answer: A**

### NEW QUESTION # 66

Michael is the head of the Steering Committee at ABC Consultancy and must allocate resources to several projects. One project is suffering delays due to lack of staff. Should Michael reallocate resources to this project?

- A. no - delays are always unavoidable in project management
- B. no - this may increase competition and animosity between project teams
- C. yes - all resources should be diverted to this project until it is complete
- D. yes - resources should always be allocated depending on timescales

**Answer: B**

Explanation:

The guide advises against diverting resources to one delayed project, as this can create competition and resentment across teams and may cause a domino effect of further delays. Balanced prioritisation is required.

Reference: CIPS L5M8 Study Guide, p.49.

### NEW QUESTION # 67

