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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 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>
Topic 3	<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>

## CIPS Project and Change Management Sample Questions (Q52-Q57):

### NEW QUESTION # 52

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. collaboration evolution
- B. co-ordination evolution
- C. creative evolution
- D. directional evolution

**Answer: C**

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 # 53

According to Thamhain and Wilemon, \_\_\_\_\_ is the legitimate hierarchical right to issue orders.

- A. expertise
- B. authority
- C. achievement
- D. self-actualization

**Answer: B**

### NEW QUESTION # 54

Monika has created a Goal Grid to map the goals and objectives of a change she wishes to implement in the Procurement Department. The Grid has 4 categories, what would these be?

- A. review, direct, initiate, stop
- B. strengths, weaknesses, opportunities, threats
- C. continue, cease, improve, avoid
- **D. achieve, preserve, avoid, eliminate**

**Answer: D**

Explanation:

The Goal Grid distinguishes whether outcomes are good/bad and whether they already exist or not, yielding four categories: Achieve, Preserve, Avoid, Eliminate.

Reference: CIPS L5M8 Study Guide, p.141.

### NEW QUESTION # 55

During \_\_\_\_\_ processes for a new project, the organization recognizes that a new project exists, and completes a project charter as part of this recognition.

- A. planning
- B. initiating
- **C. controlling**
- D. opening

**Answer: C**

### NEW QUESTION # 56

The \_\_\_\_\_ process is often associated with the technical tools and techniques of quality management, such as Pareto charts, quality control charts, and statistical sampling.

- A. quality planning
- **B. quality control**
- C. quality assurance
- D. quality certification

**Answer: B**

### NEW QUESTION # 57

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