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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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Additionally, the web-based Project and Change Management (L5M8) practice test works on all operating systems such as Windows, iOS, Android, and Linux, providing flexibility to users. Browsers including MS Edge, Internet Explorer, Safari, Opera, Chrome, and Firefox also support the online version of the Project and Change Management (L5M8) practice exam. Features we have discussed in the above section of the LatestCram Project and Change Management (L5M8) practice test software are present in the online format as well. But the web-based version of the L5M8 practice exam requires a continuous internet connection.

CIPS Project and Change Management Sample Questions (Q21-Q26):

NEW QUESTION # 21

_____ emphasizes things such as job rotation, broadening of skills, generalization versus specialization, and the need for continuous training of workers.

- A. Theory W
- B. Theory Y
- **C. Theory Z**
- D. Theory X

Answer: C

NEW QUESTION # 22

Janet is organising the personnel she requires to complete a project. In the resource loading stage, which of the following is true?

- A. resource loading should always be a bell curve
- B. resource loading will remain constant throughout the project
- C. resource is more effective when it is back-loaded
- **D. resource loading will fluctuate throughout the project**

Answer: D

Explanation:

Resource demand typically fluctuates during a project. The pattern can vary (bell-shaped, trapezoid, front-loaded, back-loaded) depending on the project's phase and intensity of activity.

Reference:CIPS L5M8 Study Guide, pp.45-46.

NEW QUESTION # 23

A _____ is a document used to coordinate all project planning documents and help guide a project's execution and control.

- A. statement of work
- **B. project management plan**
- C. business case
- D. scope statement

Answer: B

NEW QUESTION # 24

At which stage of the project lifecycle is a kick-off meeting usually held and the project is assigned a budget?

- A. design stage
- B. strategic stage
- **C. initiation stage**
- D. planning stage

Answer: C

Explanation:

The initiation stage follows the strategic stage in the project lifecycle. Here, project approval is granted, the kick-off meeting occurs, and a budget is formally assigned. This ensures stakeholder alignment before detailed planning begins.

Reference:CIPS L5M8 Study Guide, p.18.

NEW QUESTION # 25

The _____ technique for creating a WBS uses branches radiating from a core idea to structure thoughts and ideas instead of writing down tasks in a list or immediately trying to create a structure for tasks.

- A. bottom-up
- B. analogy
- **C. mind mapping**
- D. top-down

Answer: C

NEW QUESTION # 26

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