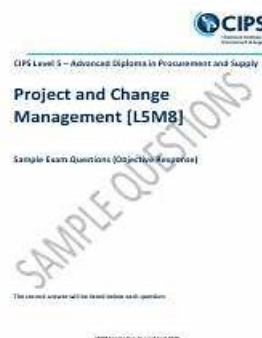


Free PDF Quiz 2026 L5M8: Project and Change Management High Hit-Rate Latest Exam Book



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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q27-Q32):

NEW QUESTION # 27

Which of the following change categories are introduced within a company in an incremental manner? Select TWO

- A. revolution
- B. evolution
- C. reconstruction
- D. adaption

Answer: B,D

Explanation:

Evolution and Adaptation both represent incremental change- gradual, continuous improvements. In contrast, Revolution and Reconstruction are simultaneous or transformational in nature.

Reference: CIPS L5M8 Study Guide, p.89.

NEW QUESTION # 28

Which of the following questions is typically addressed by a project forecast?

- A. Are our clients satisfied with the speed and quality of work on this project?
- B. Does the quality of output match our goals?
- C. How comfortable are employees with the software and technology being used on the project?
- D. How much more money will be needed to complete the project?

Answer: D

NEW QUESTION # 29

What is meant by "resource levelling"?

- A. employing a set number of people on a project from start to finish
- B. employing the same number of people on each concurrent project
- C. back-loading resources to a project
- **D. adjusting project resources based on demand and supply**

Answer: D

Explanation:

Resource levelling adjusts resource allocations to balance demand vs. capacity constraint over time (adding when workload peaks; releasing when it ebbs) to reduce bottlenecks.

Reference: CIPS L5M8 Study Guide, p.47.

NEW QUESTION # 30

In a(n) _____ contract, the buyer pays the supplier for allowable performance costs along with a predefined fee and an incentive bonus.

- A. FPIF
- **B. CPIF**
- C. FFP
- D. CPPC

Answer: B

NEW QUESTION # 31

_____ involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance.

- **A. Deining the budget**
- B. Estimating costs
- C. Finalizing policies for project costs
- D. Controlling costs

Answer: A

NEW QUESTION # 32

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