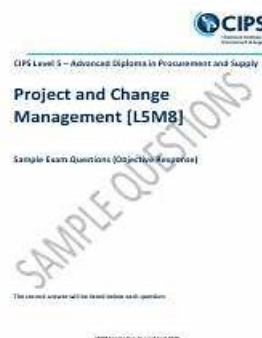


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CIPS L5M8 Exam Syllabus Topics:

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.
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.

CIPS Project and Change Management Sample Questions (Q29-Q34):

NEW QUESTION # 29

AOA network diagrams use only _____ dependencies.

- A. finish-to-start
- B. finish-to-finish
- C. start-to-finish
- D. start-to-start

Answer: A

NEW QUESTION # 30

_____ should result in improvements in project performance.

- A. corrective actions
- B. product acceptance plans
- C. defect repairs
- D. preventive actions

Answer: C

NEW QUESTION # 31

When can a Multiple Cause Diagram be of most help to an organisation?

- A. to identify issues that can arise if changes are made
- B. to forecast changes in the external environment
- C. to assign blame for a problem that has occurred
- **D. to assess why a change has happened**

Answer: D

Explanation:

A Multiple Cause Diagram visually maps the interrelationships of causes and effects, helping teams analyse why a change or issue has occurred and see the wider system context.

Reference: CIPS L5M8 Study Guide, p.115.

NEW QUESTION # 32

One of Juran's ten steps to quality improvement states that:

- A. an organization should avoid "keeping score" in order to achieve an overall atmosphere of quality improvement
- B. an organization should entrust improvement to individual employees rather than appointing teams or facilitators
- **C. an organization should build awareness of the need and opportunity for improvement**
- D. an organization should minimize top management involvement in the achievement of individual employee goals

Answer: C

NEW QUESTION # 33

Project stakeholder management has resonances with project cost management and project time management.

- **A. False**
- B. True

Answer: A

NEW QUESTION # 34

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