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## Free PDF Quiz 2026 CIPS L5M8: Project and Change Management High Hit-Rate Accurate Study Material

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### CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q59-Q64):

### NEW QUESTION # 59

One of the main reasons why project management is challenging is because of the factor of uncertainty.

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

**Answer: B**

### NEW QUESTION # 60

The influence of the supply chain network can enable an organisation to benefit from increased absorptive capacity. What is meant by 'absorptive capacity'?

- A. agility within the organisation to respond quickly to change
- B. the capability to deal with fluctuations in prices
- C. the capacity to work with a larger volume of supply network partners
- **D. the ability to apply new information and add value to the organisation**

**Answer: D**

Explanation:

Absorptive capacity is the organisation's ability to recognise, assimilate, and apply new knowledge from external partners to improve performance and add value.

Reference: CIPS L5M8 Study Guide, p.29.

### NEW QUESTION # 61

A project is comprised of multiple programmes and encapsulates broad organisational and technical objectives. Is this sentence TRUE?

- A. yes - project managers have specialised skills
- **B. no - programmes are composed of multiple projects**
- C. no - project managers have a more holistic view than programme managers
- D. yes - the project manager is focused on the delivery of specific project goals

**Answer: B**

Explanation:

A programme is a coordinated set of multiple projects delivering broader organisational change, whereas a project delivers specific outputs/objectives. Programme managers hold the more holistic view.  
Reference: CIPS L5M8 Study Guide, p.3.

### NEW QUESTION # 62

In what way is a Work Breakdown Structure (WBS) useful to a Project Manager?

- A. identifies relevant stakeholders
- **B. defines what the project will accomplish**
- C. ensures the project sticks to timelines
- D. controls costs

**Answer: B**

Explanation:

A WBS decomposes project deliverables into smaller components, clarifying what will be produced and how each part contributes to the overall outcome - i.e., it defines what the project will accomplish and gives visibility of expected results at each level.  
Reference: CIPS L5M8 Study Guide, p.21.

### NEW QUESTION # 63

Darryl is a Project Manager at CCC Company and has been tasked to introduce a change. The change will be brought about incrementally and Darryl has been chosen to lead on this due to his expertise in the subject matter. The Company is hoping that due to Darryl's credibility, the staff at CCC will embrace the proposed changes. What type of 'change agent' is Darryl?

- **A. specialist**
- B. independent
- C. transformer
- D. enforcer

**Answer: A**

Explanation:

In CIPS L5M8, change agents include types such as specialist (selected for subject-matter expertise and credibility), enforcer (uses authority), transformer (visionary catalyst), and independent (external/neutral).

Darryl is chosen because of his expertise and credibility to bring colleagues on side - this aligns with the specialist profile.

Reference: CIPS L5M8 Study Guide, p.133.

### NEW QUESTION # 64

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