



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>

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### CIPS Project and Change Management Sample Questions (Q30-Q35):

#### NEW QUESTION # 30

Which of the following is a root cause of 'resource allocation syndrome'?

- A. lack of funding for projects
- B. not enough resource is available to complete several projects at once
- C. team members do not wish to finish projects
- D. resources are underused

**Answer: B**

Explanation:

Resource allocation syndrome, as described by Engwall and Jerbrant, occurs when multiple projects compete for limited resources in multi-project environments. The shortage leads to delays and conflicts between project teams.

Reference: CIPS L5M8 Study Guide, p.48.

#### NEW QUESTION # 31

Baby Socks Ltd is a retailer which is currently growing and expanding. Originally a start-up, the company is now transitioning into a more mature and functional organisation. More staff have been hired and lower-level managers will now need to take accountability for some business decisions. As the company evolves into the new structure, which of the following is likely to be a cause of crisis at the organisation?

- A. red tape
- B. leadership
- C. wider marketplace
- D. intellectual property

**Answer: B**

Explanation:

Moving from creative (entrepreneurial) to direction (more formalised) triggers a leadership crisis in Greiner's model - founders need to adopt more formal management or introduce professional managers.

Reference: CIPS L5M8 Study Guide, p.106.

#### NEW QUESTION # 32

An example of pull communication is \_\_\_\_\_.

- **A. voice mails**
- B. video conferencing
- C. meetings
- D. blogs

**Answer: A**

#### NEW QUESTION # 33

"Outsourcing to provide extra workers during periods of peak workloads can be much more economical than trying to fill entire projects with internal resources." Which of the following advantages does this characteristic of outsourcing provide organizations?

- A. Offers control over all aspects of projects that suppliers carry out
- B. Helps avoid any form of dependency on suppliers
- **C. Provides a company flexibility in staffing**
- D. Shifts accountability from external suppliers to internal staff

**Answer: C**

#### NEW QUESTION # 34

The role of a \_\_\_\_\_ is to provide direction and funding for a project.

- A. project team
- **B. project sponsor**
- C. support staff member
- D. project manager

**Answer: B**

#### NEW QUESTION # 35

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