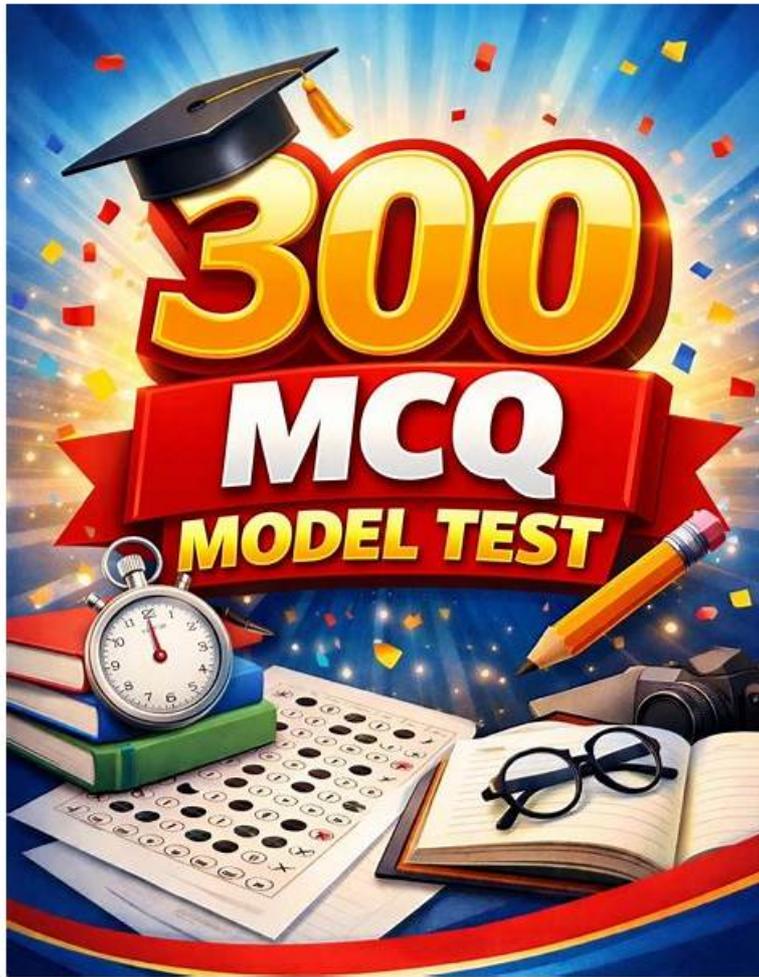


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## CIPS L5M8 Exam Syllabus Topics:

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 (Q17-Q22):

### NEW QUESTION # 17

In a Gantt chart, a project is broken down into what?

- A. time periods and what activity is completed when
- B. budgets and budget owners
- C. project risks and mitigations
- D. activities and who is responsible for each

**Answer: A**

Explanation:

A Gantt chart visually maps activities against time to show sequencing and overlap of tasks. It's used for scheduling, tracking progress, and identifying dependencies.

Reference: CIPS L5M8 Study Guide, p.227.

### NEW QUESTION # 18

Which of the following is one of Deming's 14 Points for Management?

- A. Eliminate the annual rating or merit system
- B. Minimize total cost by working with multiple suppliers rather than a single supplier
- C. An organization should increase dependence on inspection to achieve quality

- D. Award business based on price tag alone rather than on other considerations

**Answer: A**

#### NEW QUESTION # 19

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

- A. planning stage
- B. strategic stage
- C. initiation stage
- D. design 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 # 20

Which of the following best describes outsourcing?

- A. an organization setting up manufacturing and retailing facilities in a new country
- B. an organization's use of virtual teams with employees located in different countries
- C. an organization selling its products in a market outside its domestic market
- D. an organization's acquisition of goods and services from an outside source

**Answer: D**

#### NEW QUESTION # 21

\_\_\_\_\_ is a fact-finding technique that can be used for collecting information in face-to-face, phone, e-mail, or instant-messaging discussions.

- A. Monte Carlo analysis
- B. Interviewing
- C. Brainstorming
- D. The Delphi technique

**Answer: B**

#### NEW QUESTION # 22

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