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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 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 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.

CIPS Project and Change Management Sample Questions (Q54-Q59):

NEW QUESTION # 54

What is the purpose of completing a Project Review at the end of a project? Select TWO

- A. for team members to reflect on what they learned during the project
- B. to understand long-term changes the project might create
- C. to assign blame for areas that did not go well
- D. to satisfy a demand from senior leadership

Answer: A,B

Explanation:

A Project Review is an evaluative learning exercise focusing on reflection (lessons learned) and long-term impact assessment. It promotes organisational learning and improvement for future projects.

Reference: CIPS L5M8 Study Guide, pp.78-79.

NEW QUESTION # 55

The Critical Path Method (CPM) can provide a schedule for a project and demonstrates the longest path of activities to be completed. The critical path provides the longest "path" in terms of what?

- A. the highest number of activities that need to be completed
- B. the longest time all activities will take to complete
- C. the most complex route to complete the activities
- D. the largest number of steps that need to be completed

Answer: B

Explanation:

The critical path identifies this sequence of tasks with the longest total duration, determining the shortest possible completion time for the project.

Reference: CIPS L5M8 Study Guide, p.224.

NEW QUESTION # 56

The acquiring of the project team is a subprocess associated with the _____ process of project human resource management.

- A. initiating
- **B. executing**
- C. controlling and monitoring
- D. planning

Answer: B

NEW QUESTION # 57

_____ processes include devising and maintaining a workable scheme to ensure that the project addresses the organization's needs.

- A. initiating
- **B. monitoring and controlling**
- C. executing
- D. planning

Answer: B

NEW QUESTION # 58

_____ involves taking steps to enhance opportunities and reduce threats to meeting project objectives.

- A. Performing qualitative risk analysis
- B. Performing quantitative risk analysis
- **C. Planning risk responses**
- D. Controlling risk

Answer: C

NEW QUESTION # 59

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