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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 3	• 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 (Q30-Q35):

NEW QUESTION # 30
The improvement of the product and process in the Scrum method is discussed at the _____.

- A. daily Scrum meeting
- B. sprint reflection meeting
- C. kick-off meeting
- D. sprint review meeting

Answer: B

NEW QUESTION # 31
The first step in deining the NPV is to _____.

- A. deine the cash flow
- B. calculate the net present value
- C. deine the estimated costs and benefits for the life of the project and the products it produces
- D. deine the discount rate

Answer: C

NEW QUESTION # 32

In project time management, a(n) _____ is an output of controlling the schedule.

- A. activity duration estimate
- B. project management plan update
- C. milestones list
- D. activity attribute

Answer: B

NEW QUESTION # 33

The critical path is the _____ path through a network diagram, and it represents the _____ amount of slack or float.

- A. longest; shortest
- B. longest; longest
- C. shortest; longest
- D. shortest; shortest

Answer: A

NEW QUESTION # 34

_____ involves building individual and group skills to enhance project performance.

- A. Developing the human resource plan
- B. Acquiring the project team
- C. Developing the project team
- D. Managing the project team

Answer: C

NEW QUESTION # 35

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