

L5M8 Valid Study Guide, L5M8 Latest Test Question



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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.
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CIPS Project and Change Management Sample Questions (Q53-Q58):

NEW QUESTION # 53

_____ refers to a set of shared assumptions, values, and behaviors that characterize the functioning of an organization.

- A. organizational culture
- B. line of control
- C. organizational structure
- D. chain of command

Answer: A

NEW QUESTION # 54

Graham manages a biscuit-making factory and requires a new piece of equipment. After having his budget approved as a capital-expenditure item, he has looked at different purchasing options. Graham has decided to use a method in which the asset is leased over two years and at the end of the two years the company has the opportunity to own the asset outright via payment of a balloon payment. What type of purchase is this?

- A. operating lease
- B. finance lease
- C. hire purchase
- D. asset loan

Answer: C

Explanation:

Hire purchase involves staged payments with an option to own the asset at the end (often via a final/balloon payment).

Finance/operating leases don't necessarily transfer ownership.

Reference: CIPS L5M8 Study Guide, p.62.

NEW QUESTION # 55

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

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

- C. Developing the project team
- D. Acquiring the project team

Answer: C

NEW QUESTION # 56

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

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

Answer: D

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 # 57

Leo is a well-loved middle manager at a financial organisation. He has been selected to lead a Change Project as the senior leadership team are confident that he will be able to motivate others within the company of the need for change. What type of power is Leo likely to hold?

- A. negative
- B. personal
- C. positional
- D. expert

Answer: B

Explanation:

Personal power derives from individual traits, relationships and credibility (e.g., being well-liked and influential). This contrasts with positional (formal authority), expert (knowledge), and negative (ability to obstruct).



Reference: CIPS L5M8 Study Guide, p.139.

NEW QUESTION # 58

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