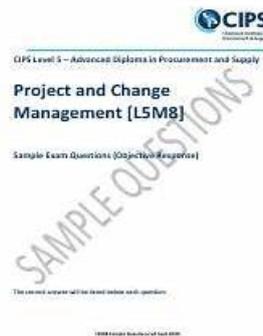


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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
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 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.

CIPS Project and Change Management Sample Questions (Q29-Q34):

NEW QUESTION # 29

One of the main outputs of the _____ process are the issue logs.

- A. Managing stakeholder engagement
- B. Identifying stakeholders
- C. Controlling stakeholder engagement
- D. Planning stakeholder management

Answer: A

NEW QUESTION # 30

Which of the following change categories are introduced within a company in an incremental manner? Select TWO

- A. revolution
- B. evolution
- C. reconstruction
- D. adaption

Answer: B,D

Explanation:

Evolution and Adaptation both represent incremental change- gradual, continuous improvements. In contrast, Revolution and Reconstruction are simultaneous or transformational in nature.

Reference:CIPS L5M8 Study Guide, p.89.

NEW QUESTION # 31

At what point does a project close?

- A. when the project executive leaves
- B. when the budget has been exhausted
- C. when the project success criteria have been achieved
- D. when the time allocated to the project runs out

Answer: C

Explanation:

A project formally closes when its success criteria are met- that is, when intended outputs and objectives are achieved (or declared complete). Closure should not depend solely on time or budget constraints.

Reference:CIPS L5M8 Study Guide, p.76.

NEW QUESTION # 32

Validated changes and validated deliverables are the outputs of the _____ subprocess of project quality management.

- A. initiating
- B. executing
- C. closing
- D. monitoring and controlling

Answer: D

NEW QUESTION # 33

Which of the following are often considered the success factors for a project? Select TWO

- A. well planned
- B. large budget
- C. strong management of external stakeholders
- D. well-defined objectives and requirements

Answer: A,D

Explanation:

Core success factors highlighted include robust planning and clear, well-defined objectives/requirements.

Projects don't inherently need large budgets to be successful, and external stakeholders may not always be central.

Reference:CIPS L5M8 Study Guide, p.3 (Varejao/CIPS discussion of success factors).

NEW QUESTION # 34

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