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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 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>

Topic 3	<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>
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### CIPS Project and Change Management Sample Questions (Q74-Q79):

#### NEW QUESTION # 74

Risk utility rises at a decreasing rate for a \_\_\_\_\_ person.

- A. risk-averse
- B. risk-neutral
- C. risk-seeking
- D. risk-indifferent

**Answer: A**

#### NEW QUESTION # 75

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

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

**Answer: A,D**

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 # 76

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

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

**Answer: C**

### NEW QUESTION # 77

The first two traditional project phases (concept and development) focus on planning, and are often referred to as \_\_\_\_\_.

- A. project close-out
- B. project implementation
- C. project feasibility
- D. project acquisition

**Answer: C**

### NEW QUESTION # 78

In the project lifecycle, which of the following stages is completed last?

- A. closure
- B. review
- C. control
- D. co-ordination

**Answer: B**

Explanation:

The final step in the lifecycle is the review stage, following closure. It evaluates project success against objectives and captures lessons learned for future improvement.

Reference: CIPS L5M8 Study Guide, p.66.

### NEW QUESTION # 79

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