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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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	• 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 (Q54-Q59):

NEW QUESTION # 54
Claude is a manager at Sunnyside Ltd and wishes to run a small project in the procurement department. The project will initiate a small incremental change and will have a short timescale. Because of the size of the project Claude doesn't believe he will need to assign an Executive to the project. Is this correct?

- A. yes - executives are only required for high-profile or far-reaching projects
- B. no - an Executive should still be assigned and communicate regularly
- C. yes - executives are only required for long-term projects
- D. no - Claude is the Executive of the project

Answer: B

Explanation:
The guide emphasises that an Executive role should still be assigned and engaged even on small/simple projects, maintaining communication with the Project Manager; they are jointly the most important roles.
Reference:CIPS L5M8 Study Guide, p.162.

NEW QUESTION # 55
At what point does a project close?

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

Answer: A

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 # 56
Network diagrams are the preferred technique for showing activity sequencing.

- A. False
- B. True

Answer: B

NEW QUESTION # 57
_____ involves deining everyone involved in the project or affected by it and deining the best ways to manage relationships with them.

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

Answer: D

NEW QUESTION # 58
Which of the following project management knowledge areas primarily involve generating, collecting, disseminating, and storing project information?

- A. project procurement management
- B. project time management
- C. project cost management
- D. project communications management

Answer: D

NEW QUESTION # 59
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