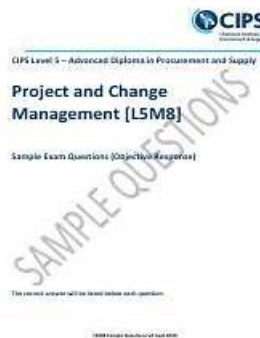


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CIPS L5M8 Exam Syllabus Topics:

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 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	<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.

CIPS Project and Change Management Sample Questions (Q71-Q76):

NEW QUESTION # 71

Daniel is a Project Manager and has just run a risk simulation to find out the likelihood of his project taking 3, 4, or 5 weeks to complete. He discovered it is equally likely the project would take any of those durations. What type of distribution is this?

- A. normal
- B. triangular
- C. A uniform distribution gives equal probability to all outcomes. Each project duration (3, 4, 5 weeks) has the same likelihood, making it uniformly distributed.
- D. uniform
- E. bell curve

Answer: C

Explanation:

Reference: CIPS L5M8 Study Guide, p.209.

NEW QUESTION # 72

In organizational culture, means-end orientation refers to _____.

- A. the degree to which management focuses on outcomes rather than on techniques and processes used to achieve results
- B. the degree to which employees are encouraged to be aggressive, innovative, and risk seeking
- C. the degree to which rules, policies, and direct supervision are used to oversee and control employee behavior
- D. the degree to which the organization monitors and responds to changes in the external environment

Answer: A

NEW QUESTION # 73

Which of the following is true about identifying stakeholder?

- A. The project manager's family is not a potential stakeholder
- B. Stakeholders with indirect ties to the project need not be engaged with
- C. It is not very difficult to identify stakeholders
- D. Stakeholders do not change during a project

Answer: B

NEW QUESTION # 74

Ibrahim is planning to implement a new project at his company. He is at the strategy phase and has decided to use a Force Field Analysis to determine whether the planned long-term change he wishes to implement is viable. What is identified within the Force Field Analysis?

- A. stakeholders who are for and against the project
- B. risks and opportunities
- C. different ways of implementing the project
- D. pros and cons for completing the project

Answer: A

Explanation:

Force Field Analysis (developed by Kurt Lewin) maps driving and restraining forces for change - identifying stakeholders or factors supporting vs. opposing the change, thus revealing feasibility and focus areas.

Reference: CIPS L5M8 Study Guide, p.91.

NEW QUESTION # 75

Fast tracking is an example of a tool used in _____ management.

- A. time
- B. communication
- C. risk
- D. quality

Answer: B

NEW QUESTION # 76

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