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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 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>
Topic 3	<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>

## CIPS Project and Change Management Sample Questions (Q80-Q85):

### NEW QUESTION # 80

The closing procurements process involves updating records to reflect final results and archiving information for future use.

- A. False
- B. True**

**Answer: B**

### NEW QUESTION # 81

Zoe is a Manager at Friends Incorporated. The company is undergoing a major change to working practices, and Zoe has noticed that several of her team seem cynical about the changes. What should Zoe do? Select TWO

- A. there is nothing Zoe can do as the Psychological Contract is under strain
- B. cynical employees are a problem so should be dealt with via the disciplinary route
- C. highlight key achievements of the company and areas where the change has been successful**
- D. allow for upwards communication and for staff to ask any questions**

**Answer: C,D**

Explanation:

Cynicism often results from a breach of the psychological contract, leading to mistrust. Managers should rebuild confidence through transparent communication (upward and downward) and by celebrating successes that demonstrate progress and credibility of change.

Reference: CIPS L5M8 Study Guide, pp.129-131.

### NEW QUESTION # 82

\_\_\_\_\_ refers to work done in organizations to sustain the business.

- A. False
- **B. D) SOW**
- C. C) Parametric estimating
- D. Operations

**Answer: B**

### NEW QUESTION # 83

Which of the following describes a change in which there is a series of rapid and simultaneous changes, fundamentally altering the way a business functions?

- A. revolution
- **B. reconstruction**
- C. evolution
- D. adaptation

**Answer: B**

Explanation:

Reconstruction involves rapid, often concurrent changes that significantly shift the organisation's functioning (distinct from evolution/adaptation's incrementalism and from a single radical revolution).

Reference: CIPS L5M8 Study Guide, p.89 (see pp.88-100 for the four types).

### NEW QUESTION # 84

What is a Theory-Driven Evaluation?

- **A. an evaluation which examines how and why a project succeeded/failed**
- B. an evaluation of the motives behind the project
- C. an evaluation which provides quantifiable outcomes as to the success of a project
- D. an evaluation which looks at "lessons learned" from the project

**Answer: A**

Explanation:

Theory-Driven Evaluation seeks to understand the causal mechanisms - how and why a project achieved (or failed to achieve) results - rather than merely measuring outputs.

Reference: CIPS L5M8 Study Guide, p.78.

### NEW QUESTION # 85

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While attempting the exam, take heed of the clock ticking, so that you manage the CIPS L5M8 Questions in a time-efficient way. Even if you are completely sure of the correct answer to a question, first eliminate the incorrect ones, so that you may prevent blunders due to human error.

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