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CIPS L5M8 Exam Syllabus Topics:

| Topic | Details |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic 1 | <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. |
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| 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 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 (Q47-Q52):

NEW QUESTION # 47

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. for team members to reflect on what they learned during the project
- C. to assign blame for areas that did not go well
- D. to satisfy a demand from senior leadership

Answer: A,B

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 # 48

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

Answer: A

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 # 49

Which of the following situations would be considered a 'soft' problem?

- A. a technical problem with a system
- B. a delivery of vital materials has been lost in transit
- C. a shift in culture leading to changing buying habits of customers
- D. a manager has been found guilty of bribery

Answer: C

Explanation:

Soft problems are complex, large-scale, people/culture-oriented, and long-term with ambiguous boundaries. A cultural shift affecting customer behaviour fits this, unlike the discrete, technical/operational "hard" issues in A, C, and D.

Reference: CIPS L5M8 Study Guide, p.150.

NEW QUESTION # 50

Martha works as a project manager at a bank. Due to certain changes in external factors, Martha needs to make a few alterations in the tactical goals of her project. In such a scenario, which of the following will best help Martha cope with the change?

- A. Soft skills
- B. Project environment knowledge
- C. Negotiation
- D. Motivation

Answer: B

NEW QUESTION # 51

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

Answer: D

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 # 52

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