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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.
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CIPS Project and Change Management Sample Questions (Q30-Q35):

NEW QUESTION # 30

The _____ is a description of the work required for a procurement.

- A. WBS
- B. RFQ
- C. RFP
- **D. SOW**

Answer: D

NEW QUESTION # 31

Participative Evolution is a change model which requires which of the following in order to be effective?

- A. large budget
- **B. consultative style of leadership**
- C. tight timescales
- D. political capital

Answer: B

Explanation:

Participative evolution entails incremental change with employee support. Effective application requires a consultative leadership style to involve and engage people so they back the change. Tight timescales or large budgets are not defining necessities.

Reference: CIPS L5M8 Study Guide, p.91.

NEW QUESTION # 32

A _____ is a document used to coordinate all project planning documents and help guide a project's execution and control.

- A. statement of work
- **B. project management plan**
- C. scope statement
- D. business case

Answer: B

NEW QUESTION # 33

In project procurement management, an output of the _____ monitoring and controlling process.

- A. Make-or-buy decisions
- B. Selected sellers
- C. Change requests
- D. Resource calendars

Answer: A

NEW QUESTION # 34

The Critical Path Method (CPM) can provide a schedule for a project and demonstrates the longest path of activities to be completed. The critical path provides the longest "path" in terms of what?

- A. the largest number of steps that need to be completed
- B. the most complex route to complete the activities
- C. the highest number of activities that need to be completed
- D. the longest time all activities will take to complete

Answer: D

Explanation:

The critical path identifies the sequence of tasks with the longest total duration, determining the shortest possible completion time for the project.

Reference: CIPS L5M8 Study Guide, p.224.

NEW QUESTION # 35

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Preparing for the L5M8 exam can be a daunting task, but with real L5M8 exam questions, it can be a lot easier. The importance of actual Project and Change Management (L5M8) questions cannot be overemphasized. L5M8 Real Questions are crucial for passing the L5M8 exam. When candidates have access to the updated CIPS L5M8 practice test questions, they are better prepared to succeed.

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