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L5M8 PROJECT AND CHANGE MANAGEMENT EXAM UPDATED **QUESTIONS AND ANSWERS**

A priori prioritisation - CORRECT ANSWER ✓✓✓ A priori' means 'from before' and a priori prioritisation uses knowledge of what already exists to manage priorities

Absorptive capacity - CORRECT ANSWER ✓✓✓ The ability of the organisation to recognise how to assimilate and apply new information to add value to the organisation

Activity system - CORRECT ANSWER ✓✓✓ A structure of collective human relationships engaged in work processes with the aim of moving towards the achievement of a goal or objective

Adaptive change - CORRECT ANSWER ✓✓✓ Incremental step change required to realign how the organisation operates

Balloon payment - CORRECT ANSWER ✓✓✓ A payment of the principal amount of the loan left outstanding in order to take ownership of the asset

Breakpoint - CORRECT ANSWER ✓✓✓ The point in the competitive environment's evolutionary cycle where a change needs to be made

Change agency unit - CORRECT ANSWER ✓✓✓ An internal group that has the structural expertise to manage both incremental and transformational change that occurs within the organisational context

Checkpoint reports - CORRECT ANSWER ✓✓✓ These are produced by the project team for the project manager to compare actual progress and resources used against the plans

Closed change - CORRECT ANSWER ✓✓✓ A change that can be reviewed and clearly understood in terms of what happened, why it happened and what its consequences will be

Co-ordination evolution - CORRECT ANSWER ✓✓✓ The fourth stage of an organisation's growth according to Greiner, characterised by a large number of rigid systems being used to control decision-making

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>> L5M8 Exam Review <<

Quiz L5M8 - Project and Change Management Perfect Exam Review

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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 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	<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.

CIPS Project and Change Management Sample Questions (Q51-Q56):

NEW QUESTION # 51

In what way is a Work Breakdown Structure (WBS) useful to a Project Manager?

- A. defines what the project will accomplish
- B. controls costs
- C. identifies relevant stakeholders
- D. ensures the project sticks to timelines

Answer: A

Explanation:

AWBSdecomposes project deliverables into smaller components, clarifyingwhat will be producedand how each part contributes to the overall outcome-i.e., itdefines what the project will accomplishand gives visibility of expected results at each level.

Reference:CIPS L5M8 Study Guide, p.21.

NEW QUESTION # 52

In organizational culture, people focus refers to _____.

- A. the degree to which employees are encouraged to be aggressive, innovative, and risk seeking
- B. the degree to which management,s decisions take into account the effect of outcomes on employees within the organization

- 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: B

NEW QUESTION # 53

_____ emphasizes things such as job rotation, broadening of skills, generalization versus specialization, and the need for continuous training of workers.

- A. Theory Z
- B. Theory X
- C. Theory W
- D. Theory Y

Answer: A

NEW QUESTION # 54

Zumaya is a Procurement Manager and has recently introduced a new e-sourcing tool. She is evaluating the change against the metrics identified at the start and will continue monitoring as staff use the system. What type of evaluation is this?

- A. return on investment evaluation
- B. process evaluation
- C. summative evaluation
- D. procurement evaluation

Answer: C

Explanation:

Summative evaluation assesses effectiveness and outcomes against predefined measures once a change has been implemented (and as benefits are realised). Process evaluation focuses on "how" the change was implemented; ROI is purely financial.

Reference: CIPS L5M8 Study Guide, p.149.

NEW QUESTION # 55

Profits may be defined as:

- A. revenues minus expenditures
- B. costs plus revenues
- C. revenues plus expenses
- D. expenses plus net income

Answer: A

NEW QUESTION # 56



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