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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. |
| 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 (Q51-Q56):

NEW QUESTION # 51

Lucy has just been told about a change at her company that will affect the way she conducts her job. She is currently feeling sceptical about whether this change is a good idea. According to the Change Cycle, which of the following stages will Lucy experience next?

- A. depression
- B. discomfort
- C. denial
- D. discovery

Answer: B

Explanation:

The Change Cycle moves from loss # doubt # discomfort # discovery # understanding # integration. Since Lucy is in the "doubt" phase, her next stage will be discomfort, where uncertainty and anxiety peak before adaptation begins.

Reference: CIPS L5M8 Study Guide, p.128.

NEW QUESTION # 52

_____ involves allocating the overall cost estimate to individual work items to establish a baseline for measuring performance.

- A. Estimating costs
- B. Deining the budget
- C. Finalizing policies for project costs
- D. Controlling costs

Answer: B

NEW QUESTION # 53

_____ risks refer to those that are direct results of implementing risk responses.

- A. Primary
- B. Secondary
- C. Architectural
- D. Residual

Answer: B

NEW QUESTION # 54

The first step in deining the NPV is to _____.

- A. deine the estimated costs and benefits for the life of the project and the products it produces
- B. deine the discount rate
- C. calculate the net present value
- D. deine the cash flow

Answer: A

NEW QUESTION # 55

Why should objectives be incorporated into a Project Initiation Document (PID)? Select TWO

- A. they lead to increased profits
- B. they set strict rules about what the project can and cannot do
- C. they motivate and provide clarity
- D. they assist in breaking the project down into discrete tasks

Answer: C,D

Explanation:

Clear objectives in the PID motivate/align the team and help decompose the work into manageable tasks. They are not "rules," and financial outcomes are not guaranteed or the sole purpose.

Reference: CIPS L5M8 Study Guide, p.181.

NEW QUESTION # 56

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