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## CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>
Topic 3	<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>

## CIPS Project and Change Management Sample Questions (Q46-Q51):

### NEW QUESTION # 46

In the \_\_\_\_\_ stage of selecting information technology projects, organizations define project scope, benefits, and constraints.

- A. project planning
- B. information technology strategy planning
- C. business area analysis
- D. resource allocation

**Answer: A**

### NEW QUESTION # 47

The business case includes information on \_\_\_\_\_.

- A. relevant government or industry standards
- B. policies, procedures, guidelines, and systems that influence a project,s success
- C. the business need for the project
- D. the project objective, high-level requirements, and time and cost goals

**Answer: D**

#### NEW QUESTION # 48

Yes Ltd is a consultancy organisation running many projects simultaneously. Fiona, the CEO, claims that all projects should use project management software. Is this correct?

- A. yes - software will ensure projects are delivered to timescales and budgets
- **B. no - the use of software may not be required for smaller projects**
- C. yes - all projects require the use of software to track data
- D. no - software should never be used as a project management tool

**Answer: B**

Explanation:

The guide explains that software should only be used if it adds value to project control and efficiency. For small, low-complexity projects, it might be unnecessary or uneconomical.

Reference: CIPS L5M8 Study Guide, p.71.

#### NEW QUESTION # 49

Which model maps stakeholders of a project by identifying which stakeholders need to be involved, and how they are communicated with?

- A. STEEPLED
- B. Mendelow
- **C. RACI**
- D. Kraljic

**Answer: C**

Explanation:

RACI is a project responsibility/communication tool that clarifies who is Responsible, Accountable, Consulted, and Informed for each task or decision-i.e., who's involved and how they are engaged

/communicated with. Mendelow maps power/interest (not communication roles). Kraljic is a portfolio sourcing matrix. STEEPLED/PEST scans the macro-environment.

References: CIPS L5M8 Study Guide, pp. 7 (stakeholder mapping context), 166 (RACI).

#### NEW QUESTION # 50

Cleo is a Project Manager and is drafting a set of objectives for her project. She has decided that the project must have completed stages 1 and 2 before the end of the financial year. This is an example of what type of objective?

- A. achievable
- **B. time-bound**
- C. specific
- D. relevant

**Answer: B**

Explanation:

In SMART objectives, "time-bound" refers to setting a deadline or timeframe. Cleo's inclusion of the end of the financial year defines clear timing.

Reference: CIPS L5M8 Study Guide, p.182.

#### NEW QUESTION # 51

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