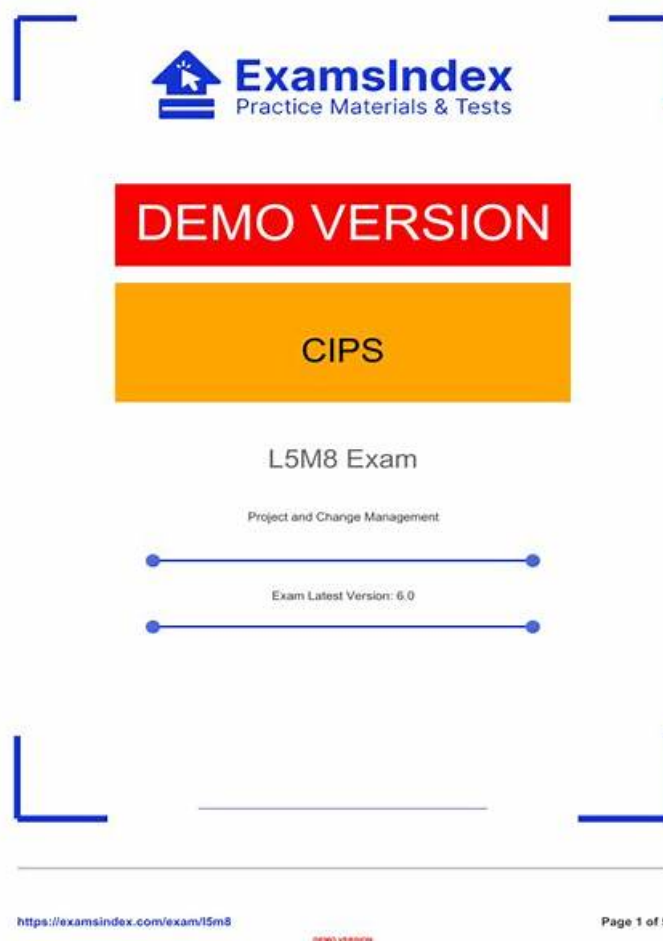


# Actual CIPS L5M8 Exam Questions And Correct Solution



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## CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>

Topic 2	<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 3	<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>

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## CIPS Project and Change Management Sample Questions (Q37-Q42):

### NEW QUESTION # 37

In which of the following contracts does the buyer pay the supplier for allowable performance costs along with a predefined percentage based on total costs?

- A. CPPC
- B. CPAF
- C. CPIF
- D. FPIF

**Answer: A**

### NEW QUESTION # 38

Key outputs of \_\_\_\_\_ process are project staff assignments, resource calendars, and project management plan updates.

- A. developing the project team
- B. managing the project team
- C. planning the human resource plan
- D. acquiring the project team

**Answer: D**

### NEW QUESTION # 39

Andrew is creating a SWOT analysis for his department and so far has noted the following: lack of direction, resource constraints, and competitor advantage. Which area of the SWOT analysis has Andrew completed?

- A. strengths
- **B. weaknesses**
- C. threats
- D. opportunities

**Answer: B**

Explanation:

These are internal negative factors, classed as weaknesses in a SWOT. Strengths/weaknesses are internal; opportunities/threats are external. Competitor advantage, though external, is perceived here as a benchmark highlighting internal weakness.

Reference: CIPS L5M8 Study Guide, p.107.

### NEW QUESTION # 40

Which of the following are organizational process assets?

- A. marketplace conditions
- B. the organization's infrastructure
- C. government standards
- **D. management systems**

**Answer: D**

### NEW QUESTION # 41

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

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

**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. STEEPLD/PEST scans the macro-environment.

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

### NEW QUESTION # 42

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