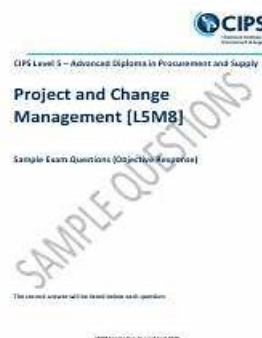


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CIPS L5M8 Exam Syllabus Topics:

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 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 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 (Q65-Q70):

NEW QUESTION # 65

A(n) _____ is a task at the lowest level of the WBS.

- A. variance
- B. work package
- C. deliverable
- D. objective

Answer: B

NEW QUESTION # 66

In a Gantt chart, a project is broken down into what?

- A. activities and who is responsible for each
- B. time periods and what activity is completed when
- C. budgets and budget owners
- D. project risks and mitigations

Answer: B

Explanation:

A Gantt chart visually maps activities against time to show sequencing and overlap of tasks. It's used for scheduling, tracking progress, and identifying dependencies.

Reference:CIPS L5M8 Study Guide, p.227.

NEW QUESTION # 67

Risk utility rises at a decreasing rate for a _____ person.

- A. risk-neutral
- B. risk-indifferent
- C. risk-seeking
- **D. risk-averse**

Answer: D

NEW QUESTION # 68

Which of the following project management knowledge areas primarily involve generating, collecting, disseminating, and storing project information?

- A. project cost management
- **B. project communications management**
- C. project time management
- D. project procurement management

Answer: B

NEW QUESTION # 69

Leo is a well-loved middle manager at a financial organisation. He has been selected to lead a Change Project as the senior leadership team are confident that he will be able to motivate others within the company of the need for change. What type of power is Leo likely to hold?

- A. negative
- B. expert
- **C. personal**
- D. positional

Answer: C

Explanation:

Personal power derives from individual traits, relationships and credibility (e.g., being well-liked and influential). This contrasts with positional (formal authority), expert (knowledge), and negative (ability to obstruct).

Reference:CIPS L5M8 Study Guide, p.139.

NEW QUESTION # 70

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