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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 subcontracting, 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.

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CIPS Project and Change Management Sample Questions (Q29-Q34):

NEW QUESTION # 29

XYZ Ltd is running a new project examining a possible expansion of its current offering. The project lead has identified stakeholders to keep up-to-date. One stakeholder has high power but low interest. Which communication strategy is most appropriate?

- A. minimal effort
- B. key player
- C. keep informed
- D. keep satisfied**

Answer: D

Explanation:

Using the Mendelow matrix: stakeholders with high power/low interest should be kept satisfied-engage sufficiently to maintain support without over-loading them.

Reference:CIPS L5M8 Study Guide, pp.8-9.

NEW QUESTION # 30

_____ means the project's processes and products meet written specifications.

- A. Benchmarking
- B. Project feasibility
- C. Conformance to requirements**
- D. Fitness for use

Answer: C

NEW QUESTION # 31

Which of the following is true of low-end tools of the project management software?

- A. they are referred to as an enterprise project management software
- B. **they provide basic project management features**
- C. they are designed for especially large projects with multiple users
- D. their main advantage is that they have unlimited functionality

Answer: B

NEW QUESTION # 32

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

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 # 33

The Triple Bottom Line is commonly known as what?

- A. place, profit, people
- B. project, people, place
- C. project, people, planet
- D. **people, planet, profit**

Answer: D

Explanation:

The Triple Bottom Line (TBL) measures organisational sustainability by assessing impact on People, Planet, and Profit. It extends success evaluation beyond financial metrics to include social and environmental outcomes.

Reference: CIPS L5M8 Study Guide, p.192.

NEW QUESTION # 34

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