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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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	• 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 (Q51-Q56):

NEW QUESTION # 51

Describe critical path analysis. How is the critical path calculated?

- A. planning
- B. True
- C. Critical path analysis is a technique used to define how long a project will take to complete. The critical path of a project is calculated by first finding all of the paths, and then locating the longest path that has the least amount of slack time. Typically, travel from each node has a duration (days or weeks, etc.) that can be added up when traveling from start-to-finish of a project.
- D. False

Answer: C

NEW QUESTION # 52

Frog and Duck Ltd is a new enterprise that has just launched in the technology industry. There are few members of staff and communication is therefore informal. Which phase of growth is Frog and Duck Ltd experiencing?

- A. directional evolution
- B. co-ordination evolution
- C. creative evolution
- D. collaboration evolution

Answer: C

Explanation:

In Greiner's growth model, the first stage -Creative Evolution- is characterised by entrepreneurial energy, informal communication, and founder-led creativity typical of start-ups.

Reference: CIPS L5M8 Study Guide, p.105.

NEW QUESTION # 53

Earned value management is a tool primarily used in human resource management.

- A. True

- B. False

Answer: B

NEW QUESTION # 54

Which of the following are often considered the success factors for a project? Select TWO

- A. well-defined objectives and requirements
- B. well planned
- C. large budget
- D. strong management of external stakeholders

Answer: A,B

Explanation:

Core success factors highlighted include robust planning and clear, well-defined objectives/requirements.

Projects don't inherently need large budgets to be successful, and external stakeholders may not always be central.

Reference: CIPS L5M8 Study Guide, p.3 (Varejao/CIPS discussion of success factors).

NEW QUESTION # 55

One possible response to managing negative risk is to accept the potential effects from the risk.

- A. True
- B. False

Answer: A

NEW QUESTION # 56

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