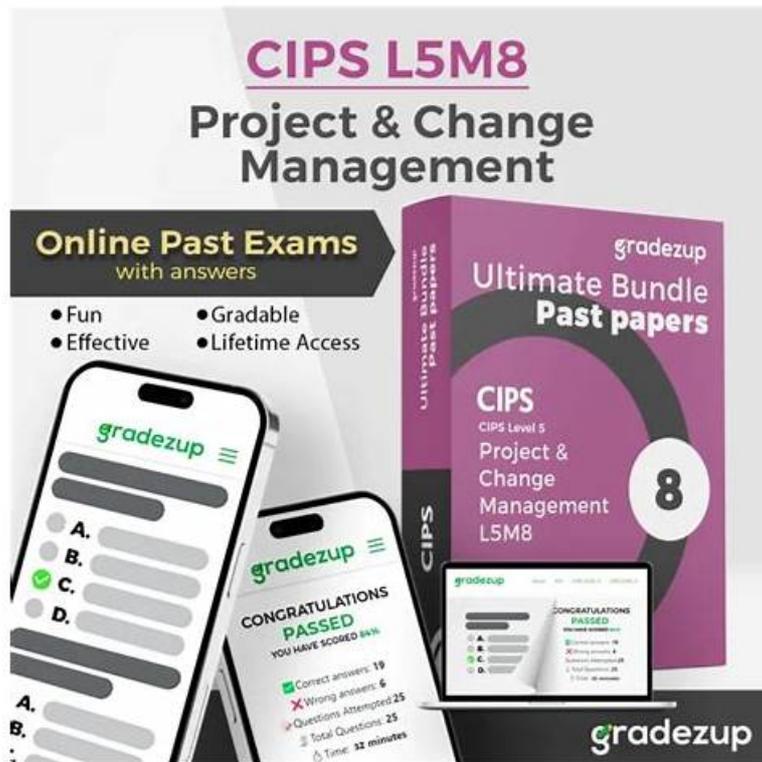# L5M8 Certification Test Questions - Exam L5M8 Bible

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CIPS L5M8 Exam Syllabus Topics:

Topic	Details

Topic 1	• 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.
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 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.

CIPS Project and Change Management Sample Questions (Q83-Q88):

NEW QUESTION # 83
The Triple Bottom Line is commonly known as what?

- A. project, people, planet
- B. place, profit, people
- C. project, people, place
- 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 # 84
_____ are unplanned responses to risk events used when project teams do not have contingency plans in place.

- A. Triggers
- B. Fallback plans
- C. Contingency plans
- D. Workarounds

Answer: D

NEW QUESTION # 85

The design of experiments technique cannot be applied to project management issues such as cost and schedule trade-offs.

- A. False
- B. True

Answer: A

NEW QUESTION # 86

The main sections of an RFP can include the statement of work and schedule information.

- A. False
- B. True

Answer: B

NEW QUESTION # 87

Monika has created a Goal Grid to map the goals and objectives of a change she wishes to implement in the Procurement Department. The Grid has 4 categories, what would these be?

- A. review, direct, initiate, stop
- B. continue, cease, improve, avoid
- C. achieve, preserve, avoid, eliminate
- D. strengths, weaknesses, opportunities, threats

Answer: C

Explanation:
TheGoal Griddistinguishes whether outcomes are good/bad and whether they already exist or not, yielding four categories:Achieve, Preserve, Avoid, Eliminate.
Reference:CIPS L5M8 Study Guide, p.141.

NEW QUESTION # 88

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