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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q55-Q60):

NEW QUESTION # 55

Which of the following is a type of Project Responsibility Chart?

- A. PRINCE2
- B. Gantt Chart
- C. SWOT
- **D. RACI**

Answer: D

Explanation:

RACI charts responsibility and communication roles (Responsible, Accountable, Consulted, Informed) for tasks/decisions. SWOT is strategic analysis; Gantt is scheduling; PRINCE2 is a methodology.

Reference: CIPS L5M8 Study Guide, p.166.

NEW QUESTION # 56

Cleo is a Project Manager and is drafting a set of objectives for her project. She has decided that the project must have completed stages 1 and 2 before the end of the financial year. This is an example of what type of objective?

- A. specific
- B. relevant
- **C. time-bound**
- D. achievable

Answer: C

Explanation:

In SMART objectives, "time-bound" refers to setting a deadline or timeframe. Cleo's inclusion of the end of the financial year defines clear timing.

Reference: CIPS L5M8 Study Guide, p.182.

NEW QUESTION # 57

_____ involves reducing the impact of a risk event by reducing the probability of its occurrence.

- A. Risk avoidance
- B. Risk acceptance

- C. Risk transference
- **D. Risk mitigation**

Answer: D

NEW QUESTION # 58

Why would a project use a Project Baseline?

- A. it provides a framework of KPIs
- **B. it provides an optimal model for how the project should run**
- C. it holds Project Managers to account
- D. it ensures sign-off of the Project Initiation Document

Answer: B

Explanation:

A baseline captures the original scope-time-cost model—the "optimal" start point for how the project should run. It is later used to compare actual performance and assess variance; it is not primarily a blame tool nor a sign-off mechanism.

Reference: CIPS L5M8 Study Guide, p.228.

NEW QUESTION # 59

_____ are a complete set of organized project records that provide an accurate history of the project.

- A. Project plans
- B. Forecasts
- C. Project notes
- **D. Project archives**

Answer: D

NEW QUESTION # 60

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