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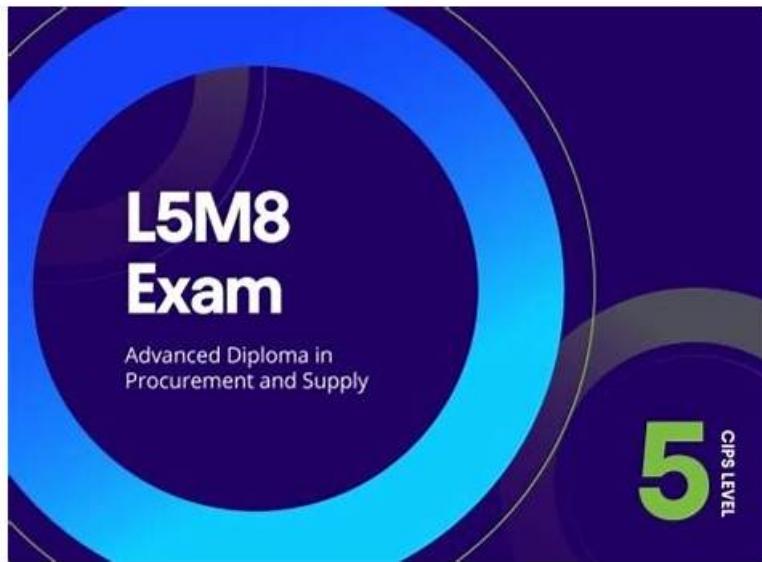

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CIPS L5M8 Exam Syllabus Topics:

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 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	• 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.

CIPS Project and Change Management Sample Questions (Q81-Q86):

NEW QUESTION # 81
_____ are unplanned responses to risk events used when project teams do not have contingency plans in place.

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

Answer: D

NEW QUESTION # 82
The sigma means median.

- A. False
- B. True

Answer: A

NEW QUESTION # 83
Ali is a Project Manager at a large retail organisation within the UK. He has created a project timeline and allocated a budget. However, two months into the project the UK declares a national lockdown due to an unknown virus sweeping the nation. What type of complexity is this known as?

- A. directional complexity
- B. structural complexity
- C. temporal complexity
- D. technical complexity

Answer: C

Explanation:
Temporal complexitystems fromturbulent, time-varying external conditions(e.g., pandemic lockdowns) that disrupt plans. Structural
= many components/links; technical = uncertainty about how to do it; directional
= unclear goals/scope.

Reference:CIPS L5M8 Study Guide, p.55.

NEW QUESTION # 84

AOA network diagrams use only _____ dependencies.

- A. finish-to-finish
- B. finish-to-start
- C. start-to-finish
- D. start-to-start

Answer: B

NEW QUESTION # 85

Rachel is the Executive of a Project Board and is tasked with creating a Project Initiation Document (PID).
Which of the following is TRUE about this document?Select TWO

- A. it is created before the project takes place but can be edited during the project
- B. it includes both positive and negative aspects of the project including constraints and risks
- C. it includes only the positive aspects of the project such as what the project will achieve
- D. it is created once at the beginning of the project and reviewed at the end

Answer: A,B

Explanation:
APIDis produced before delivery but can beupdatedas the project evolves. It should coverscope, objectives, constraints, risks, assumptions-i.e., bothpositive and negativeaspects.
Reference:CIPS L5M8 Study Guide, pp.170-172.

NEW QUESTION # 86

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