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L5M8 Exam

Project and Change Management

Exam Latest Version: 6.0

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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 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 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 (Q75-Q80):

NEW QUESTION # 75

Janet is organising the personnel she requires to complete a project. In the resource loading stage, which of the following is true?

- A. resource loading will remain constant throughout the project
- B. resource loading will fluctuate throughout the project**
- C. resource is more effective when it is back-loaded
- D. resource loading should always be a bell curve

Answer: B

Explanation:

Resource demand typically fluctuates during a project. The pattern can vary (bell-shaped, trapezoid, front-loaded, back-loaded) depending on the project's phase and intensity of activity.

Reference:CIPS L5M8 Study Guide, pp.45-46.

NEW QUESTION # 76

What information does a Critical Path schedule provide to the project team? Select TWO

- A. why the project is delayed
- B. a realistic duration of the project**
- C. the longest and shortest possible durations of the project**
- D. where the project is up to in terms of delivery

Answer: B,C

Explanation:

The Critical Path Method (CPM) identifies the sequence of tasks that determine total project duration. It provides a realistic time

estimate and indicates both shortest and longest completion possibilities, guiding scheduling decisions.
Reference:CIPS L5M8 Study Guide, p.224.

NEW QUESTION # 77

Which of the following best describes outsourcing?

- A. an organization's acquisition of goods and services from an outside source
- B. an organization setting up manufacturing and retailing facilities in a new country
- C. an organization selling its products in a market outside its domestic market
- D. an organization's use of virtual teams with employees located in different countries

Answer: A

NEW QUESTION # 78

Projects that use Six Sigma principles for quality control normally follow a five-phase improvement process called ____.

- A. use case modeling
- B. weighted scoring model
- C. DMAIC
- D. configuration management

Answer: C

NEW QUESTION # 79

Yes Ltd is a consultancy organisation running many projects simultaneously. Fiona, the CEO, claims that all projects should use project management software. Is this correct?

- A. no - software should never be used as a project management tool
- B. yes - all projects require the use of software to track data
- C. yes - software will ensure projects are delivered to timescales and budgets
- D. no - the use of software may not be required for smaller projects

Answer: D

Explanation:

The guide explains that software should only be used if it adds value to project control and efficiency. For small, low-complexity projects, it might be unnecessary or uneconomical.

Reference:CIPS L5M8 Study Guide, p. 71.

NEW QUESTION # 80

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