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CIPS L5M8 Exam Syllabus Topics:

Topic	Details

Topic 1	<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.
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 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 (Q12-Q17):

NEW QUESTION # 12

After planning for procurement management, which of the following does the next process involve?

- A. Sending appropriate documentation to potential sellers
- B. Defining the evaluation criteria for the contract award
- C. Using expert judgement in planning purchases and acquisitions
- D. Developing procurement statements of work

Answer: A

NEW QUESTION # 13

The procurement statements of work are an output of the _____ process of project procurement management.

- A. executing
- B. closing
- C. planning
- D. monitoring and controlling

Answer: C

NEW QUESTION # 14

Which of the following change categories are introduced within a company in an incremental manner? Select TWO

- A. adaption

- B. revolution
- C. reconstruction
- D. evolution

Answer: A,D

Explanation:

Evolution and Adaptation both represent incremental change- gradual, continuous improvements. In contrast, Revolution and Reconstruction are simultaneous or transformational in nature.

Reference: CIPS L5M8 Study Guide, p.89.

NEW QUESTION # 15

_____ refers to a set of shared assumptions, values, and behaviors that characterize the functioning of an organization.

- A. organizational structure
- B. line of control
- C. organizational culture
- D. chain of command

Answer: C

NEW QUESTION # 16

Project _____ management involves defining and managing all the work required to complete the project successfully.

- A. cost
- B. time
- C. human resource
- D. scope

Answer: D

NEW QUESTION # 17

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