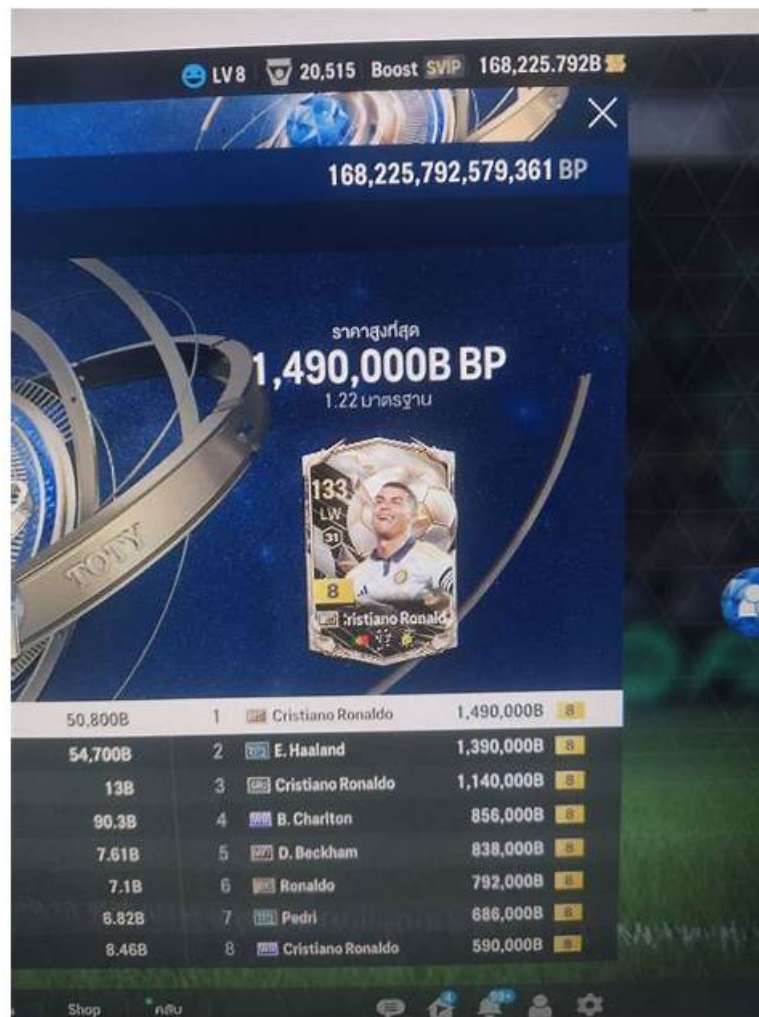


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CIPS L5M8 Exam Syllabus Topics:

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 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	<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.

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CIPS Project and Change Management Sample Questions (Q84-Q89):

NEW QUESTION # 84

Baby Socks Ltd is a retailer which is currently growing and expanding. Originally a start-up, the company is now transitioning into a more mature and functional organisation. More staff have been hired and lower-level managers will now need to take accountability for some business decisions. As the company evolves into the new structure, which of the following is likely to be a cause of crisis at the organisation?

- A. wider marketplace
- B. leadership
- C. red tape
- D. intellectual property

Answer: B

Explanation:

Moving from creative (entrepreneurial) to direction (more formalised) triggers a leadership crisis in Greiner's model - founders need to adopt more formal management or introduce professional managers.

Reference: CIPS L5M8 Study Guide, p.106.

NEW QUESTION # 85

The first two traditional project phases (concept and development) focus on planning, and are often referred to as ____.

- A. project acquisition
- B. project implementation
- C. project close-out
- D. project feasibility

Answer: D

NEW QUESTION # 86

Important tools used in the _____ phase of the DMAIC process include a project charter, a description of customer requirements, process maps, and Voice of the Customer (VOC) data.

- A. define
- B. analyze
- C. improve
- D. measure

Answer: A

NEW QUESTION # 87

Why should objectives be incorporated into a Project Initiation Document (PID)? Select TWO

- A. they motivate and provide clarity
- B. they set strict rules about what the project can and cannot do
- C. they lead to increased profits
- D. they assist in breaking the project down into discrete tasks

Answer: A,D

Explanation:

Clear objectives in the PID motivate/align the team and help decompose the work into manageable tasks. They are not "rules," and financial outcomes are not guaranteed or the sole purpose.

Reference: CIPS L5M8 Study Guide, p.181.

NEW QUESTION # 88

_____ emphasizes things such as job rotation, broadening of skills, generalization versus specialization, and the need for continuous training of workers.

- A. Theory W
- B. Theory Y
- C. Theory Z
- D. Theory X

Answer: C

NEW QUESTION # 89

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