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CIPS L5M8 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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 (Q53-Q58):

NEW QUESTION # 53

The Critical Chain Methodology of project management removes what from a project in order to improve efficiencies?

- A. number of tasks
- B. budget constraints
- C. buffer time in task stages
- D. redundant resources including personnel

Answer: C

Explanation:

Critical Chain Project Management (CCPM) eliminates individual task safety buffers, consolidating them into a single project buffer to reduce delays and improve efficiency.

Reference: CIPS L5M8 Study Guide, pp.58-61.

NEW QUESTION # 54

Which of the following is recommended for the creation of a good WBS?

- A. each WBS item should be created assuming that the requirements are inflexible
- B. the work content of a WBS item is independent of the WBS items below it
- C. any WBS item should be the responsibility of all the people working on it
- D. a unit of work should appear at only one place in the WBS

Answer: D

NEW QUESTION # 55

_____ involves assigning the needed personnel to work on the project.

- A. Developing the project team
- **B. Acquiring the project team**
- C. Managing the project team
- D. Planning human resource management

Answer: B

NEW QUESTION # 56

In organizational culture, control refers to _____.

- A. the degree to which management focuses on outcomes rather than on techniques and processes used to achieve results
- B. the degree to which the organization monitors and responds to changes in the external environment
- **C. the degree to which rules, policies, and direct supervision are used to oversee employee behavior**
- D. the degree to which employees are encouraged to be aggressive, innovative, and risk seeking

Answer: C

NEW QUESTION # 57

According to Blake and Mouton, project managers who use the _____ method use a give-and take-approach to resolving conflicts.

- **A. compromise**
- B. smoothing
- C. confrontation
- D. forcing

Answer: A

NEW QUESTION # 58

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