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Project and Change Management

CIPS L5M8

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Topic Break Down

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QUESTION NO: 1

What is the purpose of the**project control**stage within the project lifecycle?

A. to ensure resources required to complete project tasks are available in a timely manner

B. to ensure there are no deviations from the project timeline

C. to monitor the project outcomes in terms of KPIs

D. to set limits and boundaries to what can be achieved

ANSWER: A

Explanation:

The purpose of project control is to keep delivery aligned with the approved plan by tracking work, coordinating corrective action, and ensuring that the inputs needed for planned activities are available when required. Therefore, “to ensure resources required to complete project tasks are available in a timely manner” is the best answer. A project cannot maintain its schedule, quality requirements, or cost baseline if people, materials, information, approvals, equipment, or funding are unavailable at the point at which tasks need them. Control activities provide visibility of actual progress and resource use against the plan, allowing the project manager to intervene, reallocate resources, escalate constraints, and update actions before an issue causes avoidable delay or disruption. This is an ongoing management process during delivery rather than a one-off planning activity. The Project Management Institute describes monitoring and controlling as tracking, reviewing, and regulating project progress and performance, including identifying areas requiring changes. The Association for Project Management also identifies control as the process of measuring performance against the plan and taking action where necessary. These principles support the timely coordination of resources as a central project-control purpose. See PMI guidance on monitoring and controlling project work and APM’s overview of project control.

QUESTION NO: 2

A company is replacing manual purchase-order approvals with a digital workflow. Several managers are resisting because they believe the system will reduce their control and increase errors. Which actions would most effectively reduce resistance? **Select TWO**

A. involve managers in testing and refining the workflow

B. provide training and evidence about controls, audit trails and exception handling

C. describe continued concerns as disloyal behaviour

D. withhold detailed information until the system is compulsory

E. deploy the workflow without user support to demonstrate management commitment

ANSWER: A B

Explanation:

Involving the managers in testing and refining the workflow gives them meaningful input and can reveal genuine control or usability issues before implementation. Providing evidence and training on approval controls, audit trails and exception handling addresses uncertainty about how the new process will operate.

Labelling concerns as disloyal is likely to increase resistance and reduce useful feedback. Withholding information creates further uncertainty. Implementing without support may achieve technical deployment but not sustained adoption.

QUESTION NO: 3

Which of the following is an example of an exogenous disruption that stimulates the requirement for change within an organisation?

A. company restructure

B. pressure to increase revenue

C. increase in tax rate

D. change of management

ANSWER: C

Explanation:

increase in tax rate is an exogenous disruption because it arises from the external environment rather than from decisions, structures, or people within the organisation. Tax rates are set by government through fiscal policy and legislation. A rate increase can directly alter an organisation's cost base, net profitability, pricing decisions, investment case, cash-flow forecasts, and the commercial terms it can offer customers. These effects may require a planned organisational response, such as revising budgets, changing sourcing or operating models, reviewing product prices, renegotiating contracts, or reprioritising projects. In project and change management, recognising whether a driver is exogenous is important because the organisation cannot remove or directly control its source; instead, it must assess the impact, manage the associated risks, and implement an appropriate change response. This aligns with the wider external-environment analysis commonly undertaken through PESTLE, in which taxation is a political and economic factor affecting organisational strategy and operations. The UK Government provides current guidance on tax policy and rates at https://www.gov.uk/government/collections/tax-information-and-impact-notes-tiins. For an overview of PESTLE as a tool for evaluating external influences on strategy, see CIPD's PESTLE analysis factsheet.

QUESTION NO: 4

Which of the following would you expect to see in a**Project Report**drafted by a Project Manager?**Select TWO**

A. 5–10 pages of detailed progress information

B. an indication of the overall health of the project using a RAG system

C. a list of issues currently facing the project

D. a stakeholder management plan

ANSWER: B C

Explanation:

A project report provides decision-makers and stakeholders with a succinct, current view of performance and any matters requiring attention. "an indication of the overall health of the project using a RAG system" is appropriate because a red, amber, green status indicator gives an immediate visual summary of whether delivery is proceeding as planned, has emerging concerns, or needs intervention. It supports timely escalation and enables sponsors to focus on exceptions rather than reviewing all underlying project data.

"a list of issues currently facing the project" is also essential because issues are events or conditions already affecting, or requiring action within, the project. Recording their present status, ownership and required decisions enables the project manager to communicate obstacles transparently and secure support or resolution. Used together, overall RAG status and current issues give a concise but meaningful account of project health: the status signals the level of concern, while the issue information identifies the practical matters behind that assessment. This is consistent with recognised project reporting practice, in which status reporting communicates progress, risks, issues and decisions to relevant stakeholders. See the Project Management Institute guidance on effective project status reporting and the Association for Project Management overview of project management.

QUESTION NO: 5

When completing a**risk assessment**, which TWO characteristics of a risk should be**quantitatively**examined?

A. likelihood of risk

B. type of risk

C. risk owner

D. severity of risk

ANSWER: A D

Explanation:

Risk assessment commonly uses a quantitative or semi-quantitative scoring approach to determine the priority of individual risks. The likelihood of risk is assessed as the probability or frequency with which the risk event may occur, often using a numerical scale or percentage. Severity of risk is assessed as the scale of consequence should the event occur, which may include cost, time, quality, service, safety, legal, or reputational effects. Combining likelihood and severity, typically in a probability–impact matrix, produces a risk rating that supports proportionate decisions about treatment, contingency planning, escalation, and ongoing monitoring. This approach gives the project team an auditable basis for focusing finite resources on the risks with the greatest potential effect on project objectives. CIPS project and change management practice requires risk to be actively identified, assessed, managed, and reviewed throughout the project lifecycle. The UK government's project-delivery guidance likewise describes assessing risks by their likelihood and impact, then using the results to determine priorities and responses. See The Orange Book: Management of Risk—Principles and Concepts and Association for Project Management: Risk management.

QUESTION NO: 6

According to**Coxâ€™s Stepladder of Relationships**, which of the following sits**outside**of â€˜procurement and supply relationshipsâ€™?

A. preferred supplier

B. single sourcing

C. mergers and acquisitions

D. strategic alliance

ANSWER: C

Explanation:

mergers and acquisitions is correct because Cox's Stepladder of Relationships distinguishes progressively closer forms of inter-organisational buyer–supplier relationships from arrangements in which the boundary between organisations is removed. The relationship ladder encompasses approaches to sourcing and collaboration, from more transactional arrangements through closer, strategically managed relationships. A merger or acquisition, however, is an ownership and corporate-structure decision: the buying organisation and supplier become part of one enterprise, rather than remaining separate parties managing a procurement and supply relationship. It therefore sits beyond the relationship continuum as a form of vertical integration and a potential route to bringing a capability in-house. This distinction is important in project and change management because an acquisition requires integration of governance, people, systems, assets and culture, rather than simply the management of a supplier contract or alliance. Cox's work on power, leverage and supply management provides the conceptual basis for analysing relationship positions and appropriate sourcing strategies; see Routledge's publication page for Power, Value and Supply Chain Management. CIPS also identifies supplier relationship management as a distinct procurement discipline, as outlined in its Supplier Relationship Management guidance.

QUESTION NO: 7 - (SIMULATION)

Which of the following questions could be answered by a**risk simulation software**such as**Monte Carlo**?**Select TWO**

ANSWER: See the explanation for the answer

Explanation:

Select the two questions concerning probability-based project outcomes:

What is the probability that the project will be completed by a specified date?
What is the probability that the project will be completed within a specified budget (or, conversely, the chance of exceeding the budget)?

Monte Carlo risk simulation repeatedly models uncertain variables such as activity durations and costs using probability distributions. It produces a range of possible completion dates and costs, together with the likelihood of achieving a deadline or budget target. It is therefore used to quantify schedule and cost risk, rather than to identify risks, assign owners, or decide risk-response actions.

QUESTION NO: 8

Darryl is a Project Manager at CCC Company and has been tasked to introduce a change. The change will be brought about incrementally and Darryl has been chosen to lead on this due to his expertise in the subject matter. The Company is hoping that due to Darryl's credibility, the staff at CCC will embrace the proposed changes. What type of 'change agent' is Darryl?

A. transformer

B. specialist

C. enforcer

D. independent

ANSWER: B

Explanation:

The correct answer is **specialist**. Darryl has been selected specifically for his subject-matter expertise and the credibility that expertise gives him with colleagues. A specialist change agent influences adoption through recognised professional knowledge, practical understanding of the work affected, and the confidence stakeholders place in their judgement. This is particularly valuable where change is introduced incrementally: employees can see that the person guiding each stage understands both the proposed solution and its operational implications.

In this scenario, CCC is relying on Darryl's reputation to encourage staff to accept and engage with the change. That reflects the specialist role's persuasive basis: trust in competence rather than simply formal authority. His expertise can also help him translate the change into relevant actions, respond credibly to concerns, and support learning as implementation progresses. These activities align with the CIPS emphasis on managing stakeholder engagement, communication and the people-related aspects of project and change delivery. CIPS identifies L5M8 as a module focused on the principles and practices needed to manage projects and change effectively; see CIPS Level 5 Advanced Diploma. Further context on CIPS professional standards is available from the CIPS knowledge resources.

QUESTION NO: 9

What is a **disadvantage** of using an **evolutionary approach** to change management within an organisation?

A. change is implemented too quickly that it may fail

B. there is a lack of immediacy which means some people will be reluctant to change

C. there is a lack of political capital to move the change along quickly

D. the change cannot take advantage of favourable circumstances

ANSWER: B

Explanation:

there is a lack of immediacy which means some people will be reluctant to change is correct because evolutionary change is deliberately introduced through gradual, incremental adjustments rather than a rapid, transformational intervention. This approach can reduce disruption, give people time to learn, and allow the organisation to refine changes as it progresses. However, its slower pace can also weaken the perceived need for action. When employees cannot see a clear, immediate shift in priorities or tangible progress, they may continue using established practices, postpone engagement, or question whether the change is genuinely important. In project and change management, maintaining a clear case for change and visible momentum is important for securing adoption throughout a lengthy implementation period. Change leaders therefore need to communicate milestones, reinforce the intended benefits, and sustain stakeholder commitment so that gradual implementation does not become drift or inaction. This reflects the recognised importance of creating and maintaining urgency in successful organisational change, as discussed by Kotter. CIPS also identifies change management as a core capability for procurement and supply professionals managing organisational initiatives. See Kotter's 8-Step Process for Leading Change and CIPS Level 5 qualifications.

QUESTION NO: 10

Which of the following statements about individuals' resistance to change are TRUE?**Select THREE**

A. change is experienced equally by individuals

B. an individual with high levels of self-efficacy will likely fear change

C. resistance to change is driven by negative emotions such as fear

D. resistance to change can include passive actions such as not replying to emails

E. managers should support individuals through the process of change

ANSWER: C D E

Explanation:

"resistance to change is driven by negative emotions such as fear" is correct because change can create uncertainty about competence, job security, status, routines and relationships. These perceived threats can prompt emotional responses, including fear and anxiety, which then influence how people engage with a change. "resistance to change can include passive actions such as not replying to emails" is also correct. Resistance is not necessarily overt opposition: it may appear as disengagement, delay, reduced participation, avoidance of new processes or failure to provide information needed to progress implementation. Recognising these quieter behaviours helps project and change managers intervene before adoption is undermined. "managers should support individuals through the process of change" is correct because effective change leadership involves clear communication, opportunities for involvement, practical training, listening to concerns and continued support while people adapt. Such support increases readiness and confidence, helping individuals make the transition from current to future ways of working. The CIPD highlights communication, employee involvement and manager capability as important elements of successfully managing organisational change; Kotter similarly emphasises enabling action and sustaining change through leadership and support. See the CIPD change management factsheet and Kotter's 8-Step Process.