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QUESTION 1

What is the BEST reason for using programme management?

- A. It removes the need for strong leadership
- B. It concentrates on delivering outputs
- C. It provides a vision for the entire organization
- D. It enables stakeholder engagement

Correct Answer: B

QUESTION 2

Why should stakeholders' influence and interests be compared?

- A. To define the areas of the programme that affect each stakeholder
- B. To identify the various stakeholders from their interests
- C. To ensure communication channels are exploited effectively
- D. To understand how the programme will affect their working environment

Correct Answer: D

QUESTION 3

Which transformational flow process results in the achievement of outcomes?

- A. Delivering the Capability
- B. Realizing the Benefits
- C. Managing the Tranches
- D. Closing a Programme

Correct Answer: B

Reference: https://www.cxproject.co.uk/uploads/62/Managing_Successful_Programmes_Process_Model.pdf/

QUESTION 4

Which document is updated throughout the programme when new information on benefits and risks becomes available?

- A. Benefits Management Strategy
- B. Business Case
- C. Programme Brief
- D. Information Management Plan

Correct Answer: D

QUESTION 5

Which is MOST LIKELY to trigger premature closure of a programme?

- A. The scope of one of the key projects has been changed
- B. There is a change of senior responsible owner
- C. The programme is no longer aligned with corporate strategy
- D. The last tranche has been completed as per the programme plan

Correct Answer: C

QUESTION 6

Which activity requires the programme office to be independent of the initiatives?

- A. Project guidance
- B. Control of standards
- C. Administrative duties
- D. Project support

Correct Answer: A

QUESTION 7

Which is MOST likely to lead to the re-definition and re-scoping of a programme?

- A. Changed corporate strategies
- B. Redefined programme management strategies
- C. Reorganized Programme Office
- D. Updated programme team experience

Correct Answer: C

QUESTION 8

Which is a transformational flow process?

- A. Benefits Management
- B. Realizing the Benefits
- C. Benefits Profiling
- D. Reviewing Benefits

Correct Answer: B

Reference: <https://www.vanharen.net/blog/msp-managing-successful-programs-in-3-minutes/>

QUESTION 9

In a multiple programme environment, which role may be performed by a 'corporate portfolio board'?

- A. Sponsoring group
- B. Programme board
- C. Design authority
- D. Programme office

Correct Answer: A

Reference: <https://www.pmi.org/learning/library/roles-responsibilities-skills-program-management-6799>

QUESTION 10

Which occurs in identifying a Programme?

- A. Consolidation of the outputs from identifying a Programme in the Programme Definition Document
- B. Confirmation of the Programme Mandate to trigger the start of the programme

- C. Appointment of the Business Change Team to prepare the Programme Mandate
- D. Creation of the Stakeholder Engagement Strategy to support consultation on the Programme Brief

Correct Answer: B

Reference: <https://www.simplilearn.com/identifying-a-programme-tutorial>

QUESTION 11

Which is the BEST definition of a stakeholder?

- A. An individual, group or organization that can affect, or be affected by a programme
- B. A member of a team that is formed to help its operational area through the change cycle
- C. A member of the programme management team or project management team
- D. An individual accountable for the success of the programme

Correct Answer: A

Reference: <http://msp.ioc-unesco.org/msp-good-practices/engaging-stakeholders/>

QUESTION 12

Which of the following statements about business change and transition costs in the business case are true?

1.
Include the costs of any interim operational resources required to embed the change.
2.
Include the costs of a contingency budget for dealing with risk.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 and 2 are true

Correct Answer: A

Reference: <https://www.simplilearn.com/introduction-to-business-case-tutorial>

QUESTION 13

What programme role is MOST likely to also have a role within a project board to represent the interests of the

business?

- A. Programme Office
- B. Programme Manager
- C. Programme Board
- D. Business Change Manager

Correct Answer: C

Reference: <https://www.finance-ni.gov.uk/articles/roles-and-responsibilities-programme-board>

QUESTION 14

Which role is MOST focused on consulting with corporate governance bodies?

- A. Senior responsible owner
- B. Programme manager
- C. Business change manager
- D. Programme office

Correct Answer: D

QUESTION 15

Which area of management within programme quality tracks and protects project outputs?

- A. Process
- B. Asset
- C. Information
- D. Supply chain

Correct Answer: B

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