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NEW QUESTION: 1

Which describes the 'plan' phase of the Plan-Do-Check-Act cycle?

- A. It understands the current programme environment
- B. It validates results and identifies any further actions required
- C. It applies revised actions to reflect changing priorities
- D. It includes steps such as prioritizing an issue or risk

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

Which document describes the monitoring activities required for each of the three lines of defence?

- A. Delivery approach
- B. Decision-making approach
- C. Assurance approach
- D. Issue resolution approach

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 3

Which BEST describes the 'realize measurable benefits' principle?

- A. It reinforces the need for the programme's vision and priorities to be clear
- B. It ensures the right mix of capabilities are available to achieve outcomes of benefit
- C. It ensures that improvements are measurable, ideally in financial terms
- D. It addresses conflicting and changing organizational objectives and strategy

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 4

Which document defines the organizations that are investing in the programme?

- A. Funding approach
- B. Financial plan
- C. Business case
- D. Programme mandate

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 5

Which activity contributes MOST to achieving the 'deal with ambiguity' principle?

- A. Articulating benefits and designing a clear target operating model
- B. Overseeing the development of the required organizational capabilities
- C. Ensuring that stakeholders understand how benefits will be measured
- D. Reflecting the uncertainty of estimates and specific risks in the business case

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 6

Which is a key consideration that should be reviewed, as part of the business case, on an ongoing basis throughout the programme lifecycle?

- A. Is the programme vision compelling?
- B. Do business operations have sufficient resource?
- C. Does the programme continue to demonstrate value for money?
- D. Is the governance approach sufficient?

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 7

Which statement about programme plans is CORRECT?

- A. Plans define how the programme strategy will be implemented
- B. Plans define the required governance for the programme
- C. Plans provide information needed to make viability decisions
- D. Plans define what the programme will control, and why

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 8

Which BEST describes the 'bring pace and value' principle?

- A. It enables governance across multiple organizations to be established
- B. It ensures that work is planned to align with key organizational events
- C. It ensures that the programme's importance to the organization is understood
- D. It accepts that programmes are fundamentally volatile, uncertain and complex

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 9

Which document is MOST LIKELY to describe the required levels of privacy?

- A. Governance approach
- B. Delivery approach
- C. Information approach
- D. Design approach

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 10

During which process would corrective action be taken to keep the programme on track?

- A. Plan progressive delivery
- B. Embed the outcomes
- C. Evaluate new information
- D. Deliver the capabilities

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

Which BEST describes a programme?

- A. A programme should respond to changes and new insights that emerge in its environment
- B. A programme should specify a linear project lifecycle for its constituent projects
- C. A programme's governance should be permanent and continue as part of business as usual
- D. A programme should consist of inter-related projects instead of process-related work

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

Why should the external environment of a programme be effectively monitored?

- A. To ensure the programme has a way of capturing knowledge
- B. To check that a mechanism for accessing sensitive data is in place
- C. To provide clarity around responsibilities within the programme
- D. To enable timely decisions on issues and risks to be made

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 13

Which is a result of the 'structure' theme applying the 'collaborate across boundaries' principle?

- A. Focus on achieving the programme's goals is maintained
- B. Safe landing points are offered giving opportunities to adjust to new information
- C. Progress towards the future state is both achieved and managed
- D. Programme resources are used effectively and efficiently

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 14

Which activity contributes MOST to achieving the 'bring pace and value' principle?

- A. Maintaining a compelling vision and design of the target operating model

- B. Supporting the programme in learning lessons and continual improvement to deliver the work at the right time
- C. Ensuring the right capabilities and resources are developed across the organization
- D. Defining the risk appetite and supporting evidence-based decision-making

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 15

Which action MOST LIKELY implements the share risk response?

- A. Producing a plan in case the situation changes
- B. Changing the way future work is planned
- C. Mitigating the impact or likelihood of a threat
- D. Collaborating with suppliers on risk management activities

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 16

Which is a reason to initiate the 'close the programme' process?

- A. Stakeholders are adopting new ways of workings
- B. The transition plans are being implemented
- C. Benefits are being realized and measured
- D. Programme resources are deemed to be better used elsewhere

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 17

Which principle supports the 'structure' theme by ensuring that the improvements resulting from programme outcomes align with intermediate landing points?

- A. Realize measurable benefits
- B. Deploy diverse skills
- C. Collaborate across boundaries
- D. Align with priorities

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

During which process would a project report progress?

- A. Design the outcomes
- B. Evaluate new information
- C. Embed the outcomes
- D. Deliver the capabilities

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 19

Which should the senior responsible owner focus on?

- A. Engaging stakeholders with a strategic interest in the programme
- B. Supporting the programme board with programme delivery
- C. Managing change across the organization
- D. Leading the programme on a day-to-day basis

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 20

Which process allows the organization to understand the improvements they seek from the programme?

- A. Design the outcomes
- B. Deliver the capabilities
- C. Plan progressive delivery
- D. Identify the programme

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 21

How does the 'organization' theme apply the 'deal with ambiguity' principle?

- A. By adapting structures and roles over time to align with business operations
- B. By overseeing the development of the required number of resources and their skills
- C. By facilitating interactions between organizational units and stakeholders
- D. By defining the risk appetite and enabling transparency of risks being taken

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 22

How is the accountability success factor achieved?

- A. By objectively assessing based on evidence
- B. By reporting findings through governance boards
- C. By maximising the impact and minimizing effort
- D. By ensuring work is conducted at the right time

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 23

Which is a purpose of the dependency network diagram?

- A. To show how a programme depends on a specific risk impact occurring
- B. To show how dependent the programme is on the support from a specific stakeholder
- C. To show what reports the programme will depend on to make key decisions
- D. To show how the start of transition depends on the completion of several project outputs

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 24

How does the 'design' theme apply the 'lead with purpose' principle?

- A. By clearly defining the skills necessary for the target operating model to be embedded effectively
- B. By maintaining an inspirational picture of the future state, supported by the target operating model
- C. By designing the benefits map and benefit profiles to be clear about the programme drivers
- D. By providing a clear view of the current programme plans and the risks involved

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 25

How does the 'knowledge' theme apply the principle 'lead with purpose'?

- A. By effectively creating and sharing knowledge, so that everyone can do their best work
- B. By giving knowledge to people, so that teams from multiple organizations work effectively together
- C. By making knowledge as clear as possible so that teams can adapt to new experiences
- D. By encouraging a culture of continual improvement demonstrating the value added by programme management

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

Which is a purpose of the 'evaluate new information' process?

- A. To ensure that the investing organization(s) are ready to maximize the benefits to be realized
- B. To ensure the organization(s) involved understand the programme vision, benefits, risks, and the target operating model
- C. To analyse the drivers and initial justification to ensure they align to the organization's strategy, and that the investment is likely to be worthwhile
- D. To ensure that up-to-date information is considered as the programme progresses, taking into account each theme and principle

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 27

Which role is accountable for planning how the outcomes will become embedded?

- A. Business change manager

- B. Senior responsible owner
- C. Programme manager
- D. Sponsoring group

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 28

Which process analyses the drivers for a programme?

- A. Plan progressive delivery
- B. Evaluate new information
- C. Design the outcomes
- D. Identify the programme

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 29

Which activity BEST achieves the 'deploy diverse skills' principle?

- A. Planning delivery appropriately to achieve the future state and required outcomes of benefit
- B. Facilitating information sharing, enabling transparent, evidence-based decision-making
- C. Allocating the right resources to assurance activities, balancing independence, knowledge and cost
- D. Supporting stakeholders to have the information they need to understand priorities

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 30

Which document provides a schedule of organizational change activities?

- A. Stakeholder engagement and communications plan
- B. Financial plan
- C. Assurance plan
- D. Benefits realization plan

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 31

Which activity contributes MOST to achieving the 'align with priorities' principle?

- A. Changing the capabilities to be delivered in a tranche, based on new information
- B. Planning for the right level of assurance at the right time
- C. Keeping the design of the target operating model up-to-date
- D. Considering the positive and negative impacts of every decision

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 32

Identify the missing word(s) in the following sentence:

Cash flow is the net amount of cash and cash-equivalents that the programme requires to pay for [?] over time.

- A. aggregated risks
- B. dis-benefits
- C. resources
- D. threats

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 33

Which of these is a focus of the 'embed the outcomes' process?

- A. To realize and measure benefits
- B. To control the work required to manage each tranche of delivery
- C. To maintain an acceptable balance between delivery, transition, realization of benefits, and affordability
- D. To identify when the work has been completed as planned

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 34

What is the result of the 'decisions' theme applying the 'collaborate across boundaries' principle?

- A. It will provide comprehensive data that decision-makers can use to justify actions
- B. It will support prompt resolution from decision-makers across participating organizations
- C. It will stop the decision-makers from micro-managing the programme and its outcomes
- D. It will enable the whole team to make decisions in a swift and empowered manner

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 35

Which would be the BEST way to pass on tacit knowledge?

- A. Get the individual who needs the knowledge to talk to the person who has it
- B. Ensure the knowledge database is accessible to stakeholders
- C. Capture and write down the knowledge so that people can read it
- D. Store the knowledge in a structured knowledge database

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

During which process would you confirm the programme justification before proceeding with programme delivery?

- A. Embed the outcomes
- B. Plan progressive delivery
- C. Evaluate new information
- D. Deliver the capabilities

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 37

Which BEST describes the 'deploy diverse skills' principle?

- A. It defines and establishes effective governance across multiple organizations
- B. It identifies, in the budget, the cost of using specialized external skills
- C. It plans the delivery of capabilities at the best pace to achieve the outcomes of benefit
- D. It drives the design of coherent organizational capabilities to deliver outcomes of benefit

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 38

Which process ensures that all facts are available when they are required by the programme board?

- A. Design the outcomes
- B. Evaluate new information
- C. Close the programme
- D. Plan progressive delivery

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 39

Which activity contributes MOST to achieving the 'realize measurable benefits' principle?

- A. Ensuring outcomes are embedded into business as usual at landing points
- B. Revisiting the benefits and target operating model throughout the programme
- C. Clearly communicating current plans and the risks associated with them
- D. Supporting the identification, organization and spreading of knowledge

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 40

Which document describes how the programme will encourage a culture of reflecting on experience?

- A. Assurance approach
- B. Knowledge and learning approach
- C. Decision-making approach

D. Information approach

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 41

Which assurance success factor requires assurance activities to be tailored to the needs of the stakeholders?

- A. Coordination
- B. Independence
- C. Proportionality
- D. Accountability

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 42

Which TWO are objectives of the 'close the programme' process?

To ensure that knowledge acquired during the programme is retained and lessons learned are put in place for subsequent programmes.

To ensure that capabilities are fully integrated into business as usual.

To ensure that projects are started and closed in a controlled manner.

To ensure that the benefits and dis-benefits of the programme are understood and documented.

- A. 1 and 4
- B. 2 and 3
- C. 3 and 4
- D. 1 and 2

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 43

What is the purpose of programme governance?

- A. To control the work, ensuring transparency and creation of value by the programme
- B. To ensure the internal controls to protect assets, earning capacity, and the reputation of the organization
- C. To enable the organization to do the 'right' projects and programmes, and to do them 'correctly'
- D. To recognize uncertainty and a diverse range of risk types within a programme

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

Which action contributes MOST to achieving the 'lead with purpose' principle?

- A. Providing everyone in the programme with access to knowledge and information
- B. Providing manageable tranches of delivery contributing to clear intermediate landing points
- C. Maintaining a compelling vision and design of the target operating model
- D. Working within clear delegated limits of authority and only escalating decisions when needed

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 45

Identify the missing word in the following sentence:

"Assurance provides transparency and confidence to the sponsoring group that the programme will meet its objectives by focusing activities on the most [?] aspects of the programme."

- A. Important
- B. Beneficial
- C. Risky
- D. Expensive

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 46

Which role should be assigned to take responsibility for resolving any issue?

- A. Issue owner
- B. Change agent
- C. Programme manager
- D. Business change manager

Answer: ([SHOW ANSWER](#))

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NEW QUESTION: 47

Which factor often results in an organization choosing to manage a change investment as a programme?

- A. The number of internal and external stakeholders that the organization needs to engage with
- B. The governance applied to ensure that the organization's individual investments offer strategic value
- C. The need to change embedded ways of working and culture in order to implement strategy effectively
- D. The need to comply with the organization's standards and procedures for the management of risks

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 48

During which process would you manage the transition from old to new ways of working?

- A. Plan progressive delivery
- B. Design the outcomes
- C. Embed the outcomes
- D. Identify the programme

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 49

Which statement about knowledge is CORRECT?

- A. It provides confidence to the sponsoring group that the programme will meet its objectives
- B. It is a delivery mode that enables identification of waste and the work to eliminate this
- C. It is an activity that is required to achieve some aspect of the programme
- D. It usually only becomes explicit when there is an investment of effort

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 50

Which is a COMMON reason for organizations to invest in programmes of change?

- A. The need to deliver effectively to meet the demand for increased regulatory compliance
- B. The need to deliver outputs using a linear mode of delivery
- C. The need to maintain an appropriate system of corporate controls
- D. The need for an organization to align its many investments to the organization's varied strategic objectives

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 51

Which process checks that a programme is worth the time and resources needed to plan the programme?

- A. Deliver the capabilities
- B. Embed the outcomes
- C. Identify the programme
- D. Evaluate new information

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 52

Which is a purpose of the 'close the programme' process?

- A. To ensure the organization(s) involved understand the programme vision, benefits, risks and the target operating model
- B. To ensure the programme is justified before deciding whether or not to proceed
- C. To ensure that the investing organization(s) are ready to maximize the benefits to be realized from the programme work

D. To ensure that the investing organization(s) make the required changes to adopt new ways of working and realize benefits

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 53

What is often referred to as enterprise or organizational agility?

- A. A mix of internal and external programme resource competency and capability
- B. Defined, repeated and reviewed programme management processes
- C. Continual improvement activity that identifies and eliminates waste
- D. Flexibility and responsiveness to organizational drivers and emerging information

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 54

What is a benefit of the 'evaluate new information' process?

- A. It helps to improve understanding and accelerate action-taking
- B. It ensures that the capabilities delivered by the programme are fully integrated into BAU
- C. It is possible to identify when the work of the programme has been completed
- D. It ensures that the projects are started correctly and remain aligned with the target operating model

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 55

Which is a COMMON challenge encountered by organizations that MSP is designed to address?

- A. An organization's failure to manage the delivery of its projects effectively
- B. An organization's failure to influence the prevailing culture during previous attempts to lead change
- C. An organization's failure to change the external drivers that influence a programme's objectives
- D. An organization's failure to have the same benefits management practices across the organization

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 56

Which BEST describes the 'collaborate across boundaries' principle?

- A. It addresses the need to re-align to conflicting and changing organizational objectives and strategy
- B. It drives the design and delivery of coherent organizational capabilities to achieve embedded outcomes
- C. It embraces the volatile, uncertain and complex nature of programmes enabling informed decisions
- D. It facilitates the implementation of effective cross-organizational governance that does not already exist

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 57

Which process focuses on the need to ensure business stability when transitioning from old to new ways of working?

- A. Identify the programme
- B. Embed the outcomes
- C. Evaluate new information
- D. Close the programme

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 58

Which project delivery mode aims to complete the delivery of outputs within a single pass through sequential phases?

- A. Linear project
- B. Continual improvement
- C. Hybrid project lifecycle
- D. Iterative project

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 59

Which statement BEST describes the 'check' phase of the Plan Do Check Act cycle when used to manage a risk?

- A. It is where risk responses are implemented to manage the identified and prioritized risks
- B. It involves validating whether a risk has been managed effectively or whether further action is needed
- C. It is where initial risk responses that have been implemented are revised to reflect current priorities
- D. It involves understanding the risk tolerances and how it will affect the programme's risk appetite

Answer: ([SHOW ANSWER](#))

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