Strategic Programme Leadership

CIPS L6M5

Version Demo

Total Demo Questions: 9

Total Premium Questions: 99

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Topic Break Down

Topic	No. of Questions
Topic 1, Understand the concepts of strategic programmes and projects	23
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QUESTION NO: 1

Which of the following statements about NEC contracts are true? Select all that apply

A. The suite of contracts is commonly known as the Rainbow Suite

B. The contracts are commonly used in the private sector

C. The contracts are commonly used in the IT and financial industries

D. The contracts are designed to be flexible and allow for a range of payment options

E. The contracts use simple English in the present tense

ANSWER: D E

Explanation:

“The contracts are designed to be flexible and allow for a range of payment options” is correct because NEC is a family of standard forms designed for different procurement and project-delivery circumstances. Within the NEC Engineering and Construction Contract, the main option clauses provide alternative pricing and payment mechanisms, including priced contracts, target contracts, cost-reimbursable arrangements and management contracting. This enables parties to select an approach that reflects the allocation of cost and delivery risk appropriate to the project, while retaining the NEC management framework. NEC explains the purpose and collaborative project-management focus of its contract family at NEC: Why use NEC?.

“The contracts use simple English in the present tense” is also correct. Plain-language drafting is a defining NEC characteristic: clauses are deliberately concise and written in clear, direct language, generally using the present tense. This supports practical administration by making obligations, notices, time limits and actions easier for project participants to identify and apply during delivery. The NEC contract family’s emphasis on clarity and active management is described in its official overview at About NEC.

QUESTION NO: 2

Which of the following pieces of information is required to create a Bill of Quantities? Select all that apply

A. volume of materials used

B. quality of materials

C. dimensions of materials

D. price of material

E. manufacturer of material

ANSWER: A C D

Explanation:

A Bill of Quantities provides a structured, measurable schedule of the work and materials required for a construction project. “volume of materials used” and “dimensions of materials” are essential because quantities must be derived by measurement from the project drawings and other design information. These measurements allow work to be classified consistently and expressed in suitable units, such as cubic metres, square metres, linear metres, or item numbers. This is the core purpose of a bill: giving tenderers a common quantified basis on which to prepare their offers.

“price of material” is also required when producing a priced or costed Bill of Quantities. Tenderers apply rates and prices to the quantified items, enabling the bill to establish tender totals, support cost comparison, and provide a basis for valuing changes and interim payments during delivery. In practice, the employer or cost consultant may issue an unpriced bill for tender, with suppliers or contractors completing the pricing, but the resulting priced bill necessarily combines measured quantities with prices. The RICS New Rules of Measurement describe the standard approach used to quantify building works for this purpose; see RICS New Rules of Measurement. Further procurement guidance on using Bills of Quantities is available from UK Government construction procurement guidance.

QUESTION NO: 3

Joey is preparing an NEC contract for the construction of a new school.

He includes a **lump-sum price** of **£5 million**.

The contractor **receives payment** upon **completion of specific milestones**.

Q: In which section of the contract should this be detailed?

Answer Options:

A. Option A

B. Z Clause

C. W1 Option

D. X Clause

ANSWER: A

Explanation:

Option A is correct because it is the NEC Engineering and Construction Contract's priced-contract arrangement using an activity schedule. The contractor tenders a total of the Prices, which in this case may be £5 million, and breaks that total into priced activities. Each activity represents a defined item or milestone of work. In the normal NEC payment assessment process, the amount due includes the prices for activities shown on the activity schedule that have been completed, subject to the contract's assessment provisions. This makes Option A appropriate where payment is intended to follow completion of specified milestones rather than measurement of quantities actually carried out or reimbursement of defined cost. The activity schedule must therefore be prepared with sufficiently clear, objective completion criteria so that the Project Manager can assess whether an activity has been completed and include its stated price in the payment certificate. NEC describes its main options, including Option A, as the core mechanisms for allocating pricing and payment risk within the ECC. Further information is available from NEC's Engineering and Construction Contract overview and NEC's contract FAQ resource.

QUESTION NO: 4

The Human-Relations Model describes a type of organization with a set of values. Which TWO of the following apply?

A. high levels of flexibility

B. low levels of flexibility

C. a focus on internal business functions

D. a focus on the external environment

ANSWER: A C

Explanation:

The Human-Relations Model is positioned in the internal-focus and flexibility quadrant of the Competing Values Framework. Therefore, *high levels of flexibility* is correct because this model values adaptability in how people work together, responsiveness to employee needs, and less emphasis on rigid control or formal hierarchy. Its leadership orientation emphasises facilitation, mentoring, team development, cohesion, and the building of commitment. These characteristics support communication, participation, and collaborative problem-solving.

A focus on internal business functions is also correct because the model concentrates on the organisation's people, relationships, morale, and capability within the business. Strategic programme leaders operating in this environment should foster trust, engagement, cross-functional cooperation, and employee development so that change is accepted and sustained. In the Competing Values Framework, this combination of an internal orientation and flexibility is commonly associated with the "clan" culture, which reflects the Human-Relations Model's emphasis on belonging, participation, and shared values. CIPS learners can therefore identify the model through these two linked dimensions: an inward organisational focus and a flexible, people-centred approach. See the Competing Values Framework overview and the University of Michigan's Competing Values Framework resource.

QUESTION NO: 5

A local authority requires a specialist waste-treatment facility. It wants one supplier to design, build and operate the facility for fifteen years, but intends to retain ownership of the asset throughout the operating period.

Which contractual model is most suitable?

A. DBO

B. DBOO

C. EPC

D. Management Contracting

ANSWER: A

Explanation:

DBO is correct because Design, Build and Operate contracting places responsibility for designing, constructing and operating the asset with one delivery organisation for an agreed period, while ownership remains with the client. This can support integrated accountability for the facility's design, construction, commissioning and operational performance.

DBOO would involve the supplier owning the asset as well as designing, building and operating it. EPC/turnkey contracting normally focuses on delivery of a completed facility and does not necessarily include a long-term operating obligation. Management contracting does not provide the same single-party design, build and operational responsibility.

QUESTION NO: 6

Which project management methodology outlines a process for closing a project?

Answer Options:

A. Monte Carlo

B. Critical Path

C. MRP

D. Prince2

ANSWER: D

Explanation:

Prince2 is correct because it is a structured project-management method that explicitly includes the *Closing a Project* process. This process ensures that the project is formally brought to an orderly conclusion rather than simply ending when its outputs are delivered. It includes confirming that products have been accepted, reviewing whether the project met its objectives, transferring responsibility for any outstanding actions or benefits management, and recommending project closure to the project board. A closing report captures performance against the approved plan, including lessons that can improve future projects, while a benefits review plan supports continued measurement of intended outcomes after closure where required. This formal governance is particularly valuable in strategic programmes and procurement-related projects, as it provides accountability, confirms acceptance by the customer or users, and preserves organisational learning. PRINCE2 therefore provides a defined lifecycle and clear responsibilities for authorising closure, ensuring that the organisation obtains a controlled and documented end to the project. The official PRINCE2 overview identifies its process-based approach and lifecycle governance: PeopleCert PRINCE2. Further detail on the method and its principles is available from PRINCE2.com.

QUESTION NO: 7 - (SIMULATION)

Below are descriptions of five companies in the UK. Each company has a unique organisational culture and a key **Cultural Web Influence** that shapes its structure and operations.

Your task is to **match the correct type of organisational culture and cultural web influence** to each company.

Company Descriptions

Company 1

Description: Authority is **centred around the founder**. There are **strict financial systems** and a **reward/bonus scheme** for meeting targets.

Company 2

Description: Employees operate **independently** and often bring in their own clients. There is a **strong corporate identity and branding**.

Company 3

Description: **Strict hierarchy** determines salary and job titles. The organisation is described as **bureaucratic** and follows **stringent rules**.

Company 4

Description: Employees **work in small teams or individually** on projects. There is a strong emphasis on **weekly team meetings** where tasks for the upcoming week are discussed.

Company 5

Description: **Authority is held by senior leadership** who make all decisions. There are **few rules**, and culture is **reinforced by storytelling about past successes**.

Organisational Culture Types

- Power (x2)
- Role (x2)
- Person
- Task

Cultural Web Influences

- Symbols
- Organisation Structure
- Control System
- Stories
- Ritual
- Power Structure

Company	Culture Type (Drag the correct answer)	Cultural Web Influence (Drag the correct answer)
Company 1	______	______
Company 2	______	______
Company 3	______	______
Company 4	______	______
Company 5	______	______

ANSWER: See the explanation for the answer

Explanation:

Match the companies as follows:

Reasoning: Company 1 has authority concentrated in its founder and is governed through financial controls and performance rewards. Company 2 is centred on autonomous professionals, while its corporate identity is expressed through branding. Company 3's hierarchy, defined roles, and bureaucracy indicate a role culture shaped by organisation structure. Company 4 is project/team-oriented, and the weekly meeting is a recurring ritual. Company 5 has decision-making concentrated among senior leaders, with stories of previous achievements reinforcing the culture.

Note: *Power Structure* is the unused cultural-web influence option.

QUESTION NO: 8 - (SIMULATION)

Which elements define an organization's culture? *(Select all that apply.)*

✓ Beliefs and assumptions

✓ Ways of interacting

✓ The physical environment

✓ Attitudes and customs

ANSWER: See the explanation for the answer

Explanation:

Select all four options:

Beliefs and assumptions
Ways of interacting
The physical environment
Attitudes and customs

Organizational culture is reflected in the shared beliefs and assumptions of its people, how they interact, the working environment, and established attitudes and customs. Financial standing, if presented as an option, is not itself an element that defines organizational culture.

QUESTION NO: 9

A company is appraising a proposed supplier-development programme. The initial investment is £250,000. The present value of expected benefits is £310,000 and the present value of additional operating costs is £40,000.

What is the Net Present Value of the programme?

A. £20,000 positive

B. £60,000 positive

C. £20,000 negative

D. £100,000 positive

ANSWER: A

Explanation:

The Net Present Value is £20,000. NPV compares the present value of all expected benefits with the present value of all costs. In this case, £310,000 less £40,000 less the initial investment of £250,000 produces a positive NPV of £20,000.

A positive NPV indicates that, using the selected discount rate and assumptions, the programme is expected to create value. The decision should still consider strategic fit, delivery risk, affordability and the reliability of the underlying forecasts.