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The MSP® Foundation Examination

Sample Paper 1

Answers and rationales

Q	A	Syllabus Topic	Assessment Criteria	Rationale
1	A	BM0201.4 - Benefits management	To identify the difference between a benefit and other benefits management related items.	a) Correct. A benefit is the measurable improvement resulting from an outcome which is perceived as an advantage by a stakeholder and which contributes towards one or more organizational objectives (Section 7.1). b) Incorrect. An opportunity is an uncertain event that could have a favourable impact on objectives or benefits (Section 11.1). It is not the benefit itself. c) Incorrect. An approved change in capability is a request for change to a service, function or operation (Section 11.4.1), which has been approved as part of the 'decide' step in the Issue Management Cycle (Section 11.5.3.4). d) Incorrect. Although in generic terms a transformational change may be considered to be beneficial to the business, it does not represent the measurable improvements as defined by those benefits which will result from the change. A transformation is a distinct change to the way an organization conducts all or part of its business (Glossary), and this takes place before a benefit can be achieved (Figure 7.4).
2	A	TF0205 - Transformational flow (FA – FF)	To identify the reasons for undertaking the Managing the Tranches process.	a) Correct. One of the reasons for the process of Managing the Tranches is to implement the governance strategies to ensure that the capabilities achieved are aligned to the organization's strategic direction (Section 16.1). b) Incorrect. Developing and approving the strategies is part of Defining a Programme (Figure 15.1). c) Incorrect. The Programme Brief is produced in Identifying a Programme (Figure 14.1). d) Incorrect. This is a test for closing a programme (Section 19.1). Each tranche is only concerned with its part of the Blueprint (Section 16.14).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
3	C	RM0202.1 - Risk and issue management	To identify sources of programme risks and issues.	a) Incorrect. Both are true. 1 is true because programme risks and issues can arise from changes to operations that degrade performance beyond acceptable levels (Section 11.1.1). 2 is true because programme risks and issues can arise from other projects and programmes (Section 11.1.1). b) Incorrect. Both are true. 1 is true because programme risks and issues can arise from changes to operations that degrade performance beyond acceptable levels (Section 11.1.1). 2 is true because programme risks and issues can arise from other projects and programmes (Section 11.1.1). c) Correct. Both are true. 1 is true because programme risks and issues can arise from changes to operations that degrade performance beyond acceptable levels (Section 11.1.1). 2 is true because programme risks and issues can arise from other projects and programmes (Section 11.1.1). d) Incorrect. Both are true. 1 is true because programme risks and issues can arise from changes to operations that degrade performance beyond acceptable levels (Section 11.1.1). 2 is true because programme risks and issues can arise from other projects and programmes (Section 11.1.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
4	B	PT0204.1 - Overview, principles and governance themes overview	To identify the characteristics of different types of programmes.	a)　　Incorrect. Although all MSP programmes have a vision, this describes a compliance programme that is initiated when an organization has no choice but to change as a result of an external event, such as legislative change (Section 1.6). b)　　Correct. A vision-led programme is likely to focus on innovation or strategic opportunity offered by the business environment (Section 1.6). c)　　Incorrect. Although all MSP programmes have a vision, this describes an emergent programme that is transitory, but which becomes a planned programme when its vision, context and direction have been defined and established (Section 1.6). d)　　Incorrect. Although all MSP programmes have a vision, this describes an emergent programme that evolves from concurrent, individual projects that have grown within an organization (Section 1.6).
5	B	LS0203 - Leadership and stakeholder engagement	To identify the purpose of stakeholder engagement in drafting a Vision Statement.	a)　　Incorrect. The Senior Responsible Owner is the producer of the Vision Statement (Table 5.1). b)　　Correct. One mechanism some programme leaders employ to influence key stakeholders is to conduct early 'visioning' workshops to help draft the programme Vision Statement (Section 6.2). c)　　Incorrect. Whilst a workshop may be the best way to engage key stakeholders in benefits identification (Section 7.4.1), this is not the purpose of a 'visioning' workshop. d)　　Incorrect. The Sponsoring Group authorizes the completed Vision Statement (Section 4.5.2).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
6	A	VS0201.1 - Vision To identify the purpose of a Vision Statement.	To identify the purpose of a Vision Statement.	a) Correct. The Vision Statement is used to communicate the end goal of the programme (Appendix A.4.28.2) to the broadest grouping of stakeholders (Section 5.2). b) Incorrect. The Programme Mandate describes the required outcomes from the programme based on strategic or policy objectives (Appendix A.4.16.2). It provides the strategic trigger at the start of a programme (Section 10.2.1). c) Incorrect. The Stakeholder Engagement Strategy defines the framework that will enable effective stakeholder engagement and communication (Appendix A.4.26.2). It is guidance for the programme team and not intended for distribution to a wide variety of stakeholders. d) Incorrect. The Blueprint is derived from the Vision Statement (Section 8.1) and is primarily a design document, defining both the current organization and the changed organization. As a result, it could be quite technical and, hence, less likely to be easily understood by a wide variety of stakeholders (Section 5.1).
7	B	TF0206 - Transformational flow (FA – FF)	To identify the reasons for Delivering the Capability.	a) Incorrect. This is a reason for the process Realizing the Benefits (Section 18.1). b) Correct. This is a reason for the process Delivering the Capability (Section 17.1). c) Incorrect. This is a reason for the process Closing a Programme (Section 19.1). d) Incorrect. This is a reason for the process Defining a Programme (Section 15.18).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
8	B	OP0206.2 - Organization and programme office	To identify the requirements of a Business Change Team member.	a) Incorrect. Whilst this may be helpful in understanding the context, programme management knowledge is provided by the Programme Manager (Section 4.8.2) and the Programme Office (Appendix C.5.2). Change management skills, operational knowledge and experience are needed by a member of a Business Change Team (Section 4.10). b) Correct. Operational experience is essential for the Business Change Team as its members consider the interests of those parts of the organization to be changed and ensure that they are thoroughly prepared for the transition (Section 4.10). c) Incorrect. Whilst members of the Business Change Team may raise issues, issue management experience is provided by the Programme Manager (Section 4.8.2) and Programme Office staff (Appendix C.5.2). d) Incorrect. Accountancy experience may be provided by other roles such as Programme Manager (Section 4.8.2), Programme Accountant (Section 4.13), and/or Programme Office (Appendix C.5.2) but is not a requirement for members of the Business Change Team.

Q	A	Syllabus Topic	Assessment Criteria	Rationale
9	D	QA0201.2 - Quality and assurance management	To identify the purpose of assurance in a programme.	a) Incorrect. It is the programme that must remain aligned with the corporate strategy (Section 2.2.1) not the other way round. b) Incorrect. This is not a purpose of assurance in a programme. Both corporate standards and the organization's risk management process are external to the programme (Appendix B.4). c) Incorrect. For MSP to become fully embedded in the organization, all staff should be made aware of the organization's commitment to programme management as part of induction (Appendix B.5.1). Senior management may want assurance that this has been done but it is not a purpose of assurance in a programme. d) Correct. Assurance provides the systematic set of actions necessary to provide confidence to the Senior Responsible Owner and stakeholders that the programme remains under control and on track to deliver, and is aligned with the organization's strategic objectives (Section 12.1).
10	D	TF0207 - Transformational flow (FA – FF)	To identify reasons for the process Realizing the Benefits.	a) Incorrect. This is done in the 'establishing a tranche' part of Managing the Tranches (Section 16.2). It does not include assessing organizational capacity which is done during pre-transition which is the first part of Realizing the Benefits (Section 18.2.5) b) Incorrect. A programme can close when the last tranche has been completed which includes completion of delivery of the capability (Section 19.1). Assessment of the organizational capacity would have taken place during the pre-transition phase of the last tranche (Section 18.2.5). c) Incorrect. Outcomes are achieved in transition (Section 18.3.5). Assessment of organizational capacity takes place before transition commences (Section 18.2.5 and 18.3.4). d) Correct. Assessment of organizational capacity is part of the assessment of readiness for change which is preparation for implementing the change and is carried out in pre- transition (Section 18.2.5).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
11	D	PT0103 - Overview, principles and governance themes overview	To recall the three critical organizational elements aligned by programme management.	a) Incorrect. 'Delivery mechanisms for change' is one of the three critical organizational elements aligned by programme management (Section 1.3). b) Incorrect. 'Business-as-usual environment' is one of the three critical organizational elements aligned by programme management (Section 1.3). c) Incorrect. Corporate strategy is one of the three critical organizational elements aligned by programme management (Section 1.3). d) Correct. Continuous improvement is not one of the three critical organizational elements aligned by programme management (Section 1.3).
12	C	LS0207.1 - Leadership and stakeholder engagement	To identify areas of focus of the Senior Responsible Owner for the governance theme	a) Incorrect. Whilst the Programme Manager has a focus on the day-to-day implementation of the whole stakeholder engagement process this does not include engaging key stakeholders such as the Sponsoring Group as this is a focus of the Senior Responsible Owner (Table 6.5). b) Incorrect. The Risk Manager provides expertise and management support for risk and issue management (Section 4.13) but is not responsible for communicating with the Sponsoring Group about individual risks. c) Correct. The Senior Responsible Owner has a focus on engaging key stakeholders early and at appropriate milestones throughout the programme (Table 6.5). The Sponsoring Group is a key stakeholder and would need to be made aware of significant challenges, which if managed badly could invalidate the whole programme. d) Incorrect. The Business Change Manager has a focus on delivering key communications to their own business operations (Table 6.5), not to the Sponsoring Group.

Q	A	Syllabus Topic	Assessment Criteria	Rationale
13	C	BL0203.2 - Blueprint design and delivery	To identify main areas of focus of the Programme Manager for the governance theme Blueprint Design and Delivery.	a) Incorrect. The Sponsoring Group defines the direction of the business which provides context, but it is the Programme Manager who works most closely with the Business Change Manager to ensure consistency of documents during Blueprint design (Table 8.1). b) Incorrect. The Senior Responsible Owner provides advice and direction to the Programme Manager and Business Change Manager when designing the Blueprint (Table 8.1) but it is the Programme Manager who works closely with the Business Change Manager to ensure that the documents are consistent and able to deliver the Business Case (Table 8.1). c) Correct. The Programme Manager's focus includes working closely with the Business Change Manager(s) to ensure that the Blueprint, Programme Plan, Benefits Realization Plan and Benefit Profiles are consistent and able to deliver the Business Case (Table 8.1). d) Incorrect. The Programme Office provides or locates information and resources that can assist with the design of the Blueprint (Table 8.1) and is not required to work closely with the Business Change Manager role to ensure that the Blueprint, Programme Plan, Benefits Realization Plan and Benefit Profiles are consistent and able to deliver the Business Case.
14	D	TF0203 - Transformational flow (FA – FF)	To identify reasons for Identifying a Programme.	a) Incorrect. This is a reason for the process Delivering the Capability (Section 17.1). b) Incorrect. This is part of the process Defining a Programme (Section 15.17). c) Incorrect. This is a reason for the process Realizing the Benefits (Section 18.1). d) Correct. This is a reason for the process Identifying a Programme (Section 14.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
15	D	PT0106 - Overview, principles and governance themes overview	To recall the governance themes.	a)　　Incorrect. A Benefits Management Strategy is the document which defines the approach to realizing benefits and is the framework within which benefits realization will be achieved (Appendix A.4.2.1). b)　　Incorrect. Design Authority is an optional programme role (Section 4.13). c)　　Incorrect. The Programme Office is the nerve centre and information hub of the programme (Section 4.11). d)　　Correct. Quality and Assurance Management is one of the nine governance themes (Figure 3.1).
16	D	LS0101 - Leadership and stakeholder engagement	To recall the definition of stakeholder.	a)　　Incorrect. A Business Change Team can be formed to help each of the Business Change Managers take the stakeholders in their operational areas through the change cycle (Section 4.10). Whilst members of the Business Change Team would be stakeholders, the Business Change Team is defined as a group of specialists appointed to support a Business Change Manager in the business change management aspects of benefits realization (Glossary). b)　　Incorrect. The Business Change Manager is the role responsible for benefits management from identification through to realization, and for ensuring the implementation and embedding of the new capabilities delivered by the projects (Glossary). Business Change Managers would be stakeholders. c)　　Incorrect. The Design Authority provides expert advice or has responsibility for some corporate function, service, standard or strategy (Section 4.13). Members of the Design Authority would be stakeholders. d)　　Correct. A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a programme (Section 6.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
17	D	OP0102 - Organization and programme office	To recall the elements of an effective programme organization.	a) Incorrect. A viable Business Case is required for authorization of each tranche in a programme (Section 16.14) but is not a feature of a programme's Organization Structure. b) Incorrect. The vision for a programme expresses the desired end-state in clear and concise language (Section 5.4) but is not a feature of a programme's Organization Structure. c) Incorrect. The Blueprint is a model of the future organization, its working practices and processes, the information it requires and the technology that supports its operations (Section 8.2) but it does not cover the programme Organization Structure. d) Correct. Effective programme organization means the combination of defined roles, clear accountabilities and responsibilities of each of these roles, and management structures and reporting arrangements (Section 4.1).
18	D	PL0204.1 - Planning and control	To identify a purpose of programme control.	a) Incorrect. Managing a programme does not mean micro-management of the projects within it. Project managers should be allocated clear tolerances allowing them to manage provided the tolerances are not exceeded (Section 9.3). b) Incorrect. Programme control should minimize the impact of ambiguity (Section 9.1.1). It is not normally possible to remove all ambiguity within a programme. c) Incorrect. The programme organization will be designed so that appropriate members have a focus on programme control (Table 9.1), but this is not a purpose of programme control. d) Correct. Bringing certainty wherever possible is a purpose of programme control (Section 9.1.2).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
19	B	PT0102 - Overview, principles and governance themes overview	To recall the three core concepts of MSP.	a) Incorrect. Programme assurance is part of the Quality and Assurance Management theme but it is not one of the three core concepts (Section 1.1). b) Correct. The MSP framework is based on three core concepts which are the MSP principles, governance themes and the transformational flow (Section 1.1). c) Incorrect. The Blueprint is a programme document (Table A.2) but it is not one of the three core concepts (Section 1.1). d) Incorrect. Business Change Team is one of the defined roles (Section 4.10) but it is not one of the three core concepts (Section 1.1).
20	C	OP0101 - Organization and programme office	To recall the definition of the Sponsoring Group.	a) Incorrect. A group that is established to support the Senior Responsible Owner to deliver a programme is the Programme Board (Glossary). b) Incorrect. Business Change Managers may work together as a Business Change Team (Section 4.10). A group of Business Change Managers may be represented by a single individual taking the role of Business Change Authority (Glossary). They are not the Sponsoring Group. c) Correct. The group that provides the investment decision and top-level endorsement for the rationale and objectives of the programme is the Sponsoring Group (Glossary). d) Incorrect. The Programme Manager maximises the efficient allocation of resources (Section 4.8.1).
21	B	BM0202.2 - Benefits management	To identify the sequence of the steps in the path to benefit realization and corporate objectives.	a) Incorrect. Corporate objectives are achieved after benefits have been realized (Figure 7.4). b) Correct. The sequence is project outputs, capabilities, organizational changes, outcomes, benefits (Figure 7.4). c) Incorrect. Corporate objectives are achieved after benefits have been realized (Figure 7.4). d) Incorrect. Dis-benefits are not a step on the way to benefits, they are an alternative end point in the path (Figure 7.4).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
22	C	PT0202.2 - Overview, principles and governance themes overview	To identify the reasons for using programme management.	a)　　Incorrect. A programme co-ordinates, directs and oversees the implementation of a set of related projects and activities (Section 1.2). Although a programme could be used, it is not created simply to allow multiple projects to be developed concurrently. b)　　Incorrect. The Programme Office is the nerve centre and information hub of the programme (Section 4.11). However, justifying the costs of a support office is not a reason for using programme management (Section 1.4). c)　　Correct. Adopting a programme management approach such as MSP provides a structured framework that can help avoid insufficient focus on benefits (Section 1.4). d)　　Incorrect. There must be board-level involvement for a programme, (as members of the Sponsoring Group), because senior managers are responsible for the investment decision, defining the direction of the business and ensuring the ongoing alignment of the programme to the strategic direction of the organization (Section 4.5).
23	B	TF0208 - Transformational flow (FA – FF)	To identify the reasons for premature programme closure.	a)　　Incorrect. Benefits are self-sustaining is a test for planned closure, not premature closure (Section 19.1). b)　　Correct. Changes to corporate strategy could render a programme invalid and therefore result in premature closure (Section 13.1). c)　　Incorrect. No risks or issues are outstanding that are unacceptable to operations is a test for planned closure, not premature closure (Section 19.1). d)　　Incorrect. All planned work has been completed is a test for planned closure, not premature closure (Section 13.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
24	B	LS0201.2 - Leadership and stakeholder engagement	To identify the purpose of the Programme Communications Plan.	a) Incorrect. The Stakeholder Engagement Strategy defines the approach to delivering effective stakeholder engagement (Appendix A.4.26.1). b) Correct. The Programme Communications Plan sets out the timetable for managing stakeholder engagement (Appendix A.4.14.1). c) Incorrect. The Information Management Plan sets out the timetable and arrangements for implementing and managing the Information Management Strategy (Appendix A.4.7.1). d) Incorrect. It is the Stakeholder Engagement Strategy which defines how the impact of a stakeholder to a programme will be measured (Appendix A.4.26.2).
25	D	TF0101 - Transformational flow (FA – FF)	To recall the name of the Defining a Programme transformational flow process.	a) Incorrect. The full Business Case is created during the process Defining a Programme (Table A.2) but is not the name of one of the six transformational flow processes (Figure 13.1). b) Incorrect. Governance comprises the functions, responsibilities, processes and procedures that define how a programme is set up, managed and controlled (Glossary) but is not the name of a transformational flow process (Figure 13.1). c) Incorrect. The Programme Office is the nerve centre and information hub of a programme (Section 4.11) but is not the name of one of the six transformational flow processes (Figure 13.1). d) Correct. Defining a Programme is the name of a transformational flow process (Figure13.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
26	D	BM0101.2 - Benefits management	To recall how benefits are best described.	a) Incorrect. Faster is a suitable word to use to describe a benefit (Section 7.4.2.2 tip box). b) Incorrect. Lower is a suitable word to use to describe a benefit (Section 7.4.2.2 tip box). c) Incorrect. Increased is a suitable word to use to describe a benefit (Section 7.4.2.2 tip box). d) Iorrect. Better is not specific enough for further analysis (Section 7.4.2.2 tip box).
27	C	OP0207 - Organization and programme office	To identify the purpose of the Programme Office.	a) Incorrect. Both are true. 1 is true because the Programme Office can provide some aspects of assurance for the programme (Appendix C.5.1). 2 is true because with appropriate expertise, it may be a centre of excellence for all programmes and projects within the organization (Appendix C.5.1). b) Incorrect. Both are true. 1 is true because the Programme Office can provide some aspects of assurance for the programme (Appendix C.5.1). 2 is true because with appropriate expertise, it may be a centre of excellence for all programmes and projects within the organization (Appendix C.5.1). c) Correct. Both are true. 1 is true because the Programme Office can provide some aspects of assurance for the programme (Appendix C.5.1). 2 is true because with appropriate expertise, it may be a centre of excellence for all programmes and projects within the organization (Appendix C.5.1). d) Incorrect. Both are true. 1 is true because the Programme Office can provide some aspects of assurance for the programme (Appendix C.5.1). 2 is true because with appropriate expertise, it may be a centre of excellence for all programmes and projects within the organization (Appendix C.5.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
28	A	To identify the elements of a programme management environment.	PT0203 - Overview, principles and governance themes overview	a) Correct. Transformed operations and services enable benefits realization (Figure 1.2). b) Incorrect. Programmes initiate, monitor and align projects and related activities (Figure 1.2). c) Incorrect. Projects and related activities create new capabilities (Figure 1.2). d) Incorrect. Strategies, policies, initiatives and targets, define scope and prioritize programmes (Figure 1.2).
29	B	RM0202.2 - Risk and issue management	To recall the three perspectives associated with managing programme risks and issues.	a) Incorrect. Project dependencies are a source of risk, but not a perspective. Ref 16.4, 11.1.1 b) Correct. One of the three perspectives is risks and issues escalated from operational areas. Ref 16.4 c) Incorrect. Transition activities are a source of risk, but not a perspective. Ref 16.4, 11.1.1 d) Incorrect. Constraints and assumptions are a source of risk, but not a perspective. Ref 16.4, 11.1.1
30	A	OP0205.2 - Organization and programme office	To identify the responsibilities of a Business Change Manager.	a) Correct. The Business Change Manager is responsible for ensuring development and business responsibility for Benefit Profiles (Section 4.9.1). b) Incorrect. The Programme Manager is responsible for managing communications with stakeholders (Section 4.8.1), which includes ensuring effective communications with the project teams (Table 6.5). c) Incorrect. The Programme Manager is responsible for managing the programme's budget(Section 4.8.1). d) Incorrect. The Sponsoring Group is responsible for providing and ensuring the ongoing organizational context for the programme (Section 4.5.2).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
31	A	LS0202 - Leadership and stakeholder engagement	To identify the differences between leadership and management.	a) Correct. Management tends to focus on the 'how' and the 'when' (Table 6.1). b) Incorrect. Leadership tends to clarify the 'as is' state and vision of the future (Table 6.1). c) Incorrect. Leadership tends to be more concerned with direction (Table 6.1). d) Incorrect. Leadership tends to focus on, meaning, purpose and realized value (Table 6.1).
32	A	BL0101 - Blueprint design and delivery	To recall the definition of each of the four elements of the POTI model.	a) Correct. The 'P' in POTI stands for processes, and also covers business models of operations and functions including changes to operational costs and performance levels (Section 8.2). b) Incorrect. The programme will deliver the capability defined in the Blueprint (Section 8.2.1) but the 'P' in POTI does not refer to 'programme'. c) Incorrect. Projects will deliver outputs to the programme which will deliver the capability defined in the Blueprint (Section 8.3.1) but the 'P' in POTI does not refer to 'project'. d) Incorrect. The Organization section of the Blueprint contains information about the people required for the future operation of the organization, but the 'P' in POTI refers to the processes section (Section 8.2).
33	D	PL0201.2 - Planning and control	To identify the purpose of a Programme Plan.	a) Incorrect. It is the Programme Preparation Plan which is prepared to plan the programme definition activities (Appendix A.4.18.1). b) Incorrect. The Programme Mandate describes the required outcomes from the programme (Appendix A.4.16.1). c) Incorrect. It is the Resource Management Strategy which describes how resources will be managed and acquired (Appendix A.4.23.1). d) Correct. The Programme Plan is used to control and track the progress and delivery of the programme and resulting outcomes (Appendix A.4.17.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
34	B	BC0204.2 - The business case	To identify the areas of focus of the Programme Manager for the governance theme Business Case.	a) Incorrect. The Business Change Manager ensures the full cost of change is captured in the Business Case and manages costs associated with business change and benefits realisation (Table 10.2) but management of the overall expenditure of the programme is the focus of the Programme Manager (Table 10.2). b) Correct. The Programme Manager has a focus on managing the programme's expenditure against the overall investment defined in the Business Case (Table 10.2). c) Incorrect. The Programme Office supports the Senior Responsible Owner and the Programme Manager in compiling and updating the Business Case, but does not manage the programme's expenditure against the investment in the overall Business Case (Table 10.2). d) Incorrect. Members of the Programme Board are individually answerable to the Senior Responsible Owner for their areas of responsibility and delivery within the programme by ensuring the programme delivers within its agreed boundaries (Section 4.7.1).
35	A	PT0205.1 - Overview, principles and governance themes overview	To identify areas of focus of the Senior Responsible Owner for governance.	a) Correct. The Senior Responsible Owner has a focus on ensuring the programme is compliant with governance strategies (Table 3.3). b) Incorrect. The Business Change Manager has a focus on the implementation of governance arrangements where they impact on operations (Table 3.3). c) Incorrect. The Programme Office has a focus on the application of governance arrangements on behalf of the Programme Manager as appropriate (Table 3.3). d) Incorrect. The Programme Manager has a focus on the design and implementation of the programme governance strategies (Table 3.3).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
36	B	BM0206.3 - Benefits management	To identify areas of focus in Benefits Management.	a) Incorrect. The Programme Manager supports the Business Change Manager but does not identify the benefits (Table 7.3). b) Correct. The Business Change Manager has a focus on identifying and quantifying the benefits with the support of relevant stakeholders, the Programme Manager and members of the project teams (Table 7.3). c) Incorrect. The Programme Office monitors and maintains information on benefits but does not identify them (Table 7.3). d) Incorrect. Each member of the Programme Board commits to the Senior Responsible Owner to monitor the defined benefits achievement in the area they represent (Section 4.7.1).
37	C	OP0202.2 - Organization and programme office	To identify the responsibilities of the Sponsoring Group.	a) Incorrect. The Programme Manager's focus is on developing and implementing the programme's strategies for handling risks and issues (Table 11.2). b) Incorrect. Even if the Chief Executive Officer were on the Sponsoring Group the role responsible for resolving strategic issues between programmes is the Sponsoring Group not the Chief Executive Officer (Section 4.5.2). c) Correct. The Sponsoring Group is responsible for resolving strategic issues between programmes (Section 4.5.2). d) Incorrect. The Programme Board is responsible for resolving strategic and directional issues between projects within the programme (Section 4.7.1).
38	D	RM0204.6 - Risk and issue management	To identify a purpose of the Risk Register.	a) Incorrect. Risk appetite is the amount of risk the organization is willing to accept (Section 11.2.2). b) Incorrect. Tolerance thresholds define exposure to risk that if exceeded requires escalation (Section 11.2.3). c) Incorrect. The Risk Management Strategy describes the programme approach to risk management (Appendix A.4.24.1). d) Correct. The Risk Register is used to capture and actively manage risks to the programme (Appendix A.4.25.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
39	D	PT0201 - Overview, principles and governance themes overview	To identify the characteristics of a programme.	a) Incorrect. Although programmes involve the delivery of new capability the focus of a programme is more on direction and delivery of strategy (Appendix B.2). b) Incorrect. The Sponsoring Group resolves inter-programme escalations the programme focus is on resolving inter-project escalations (Appendix B.2). c) Incorrect. Although it may be necessary to produce short-term 'quick-wins' (Section 7.3.5) the Business Case focus is more on the balance of benefits realisation against project and programme costs (Appendix B.2). d) Correct. A programme is characterised by significant focus on the rigour of benefit profiling and realization (Appendix B.2).
40	B	OP0208.4 - Organization and programme office	To identify the Programme Organization areas of focus for the Programme Office.	a) Incorrect. The Business Change Manager is responsible for defining the benefits required of the programme (Section 4.9.1). b) Correct. Advising and providing guidance on roles and responsibilities within the programme team is an area of focus for the Programme Office (Table 4.1). c) Incorrect. The Programme Manager is responsible for reporting progress of the programme at regular intervals to the Senior Responsible Owner (Section 4.8.1). d) Incorrect. The Programme Manager is responsible for maximizing efficient allocation of resources and skills within the Projects Dossier (Section 4.8.1).
41	A	TF0204 - Transformational flow (FA – FF)	To identify the reasons for Defining a Programme.	a) Correct. This is a reason for the process Defining a Programme (Section 15.1). b) Incorrect. This is a reason for the process Realizing the Benefits (Section 18.1). c) Incorrect. The Programme Preparation Plan is developed and approved in Identifying a Programme, which occurs prior to Defining a Programme (Section 14.8). d) Incorrect. This is a reason for the process Managing the Tranches (Section 16.1).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
42	D	OP0203.2 - Organization and programme office	To identify the responsibilities of the Senior Responsible Owner.	a) Incorrect. The Programme Manager is the day-to day agent on behalf of the Senior Responsible Owner (Section 4.8.1), whose responsibility it is to secure the investment required to set-up and run the programme (Section 4.6.1). b) Incorrect. Although the Sponsoring Group has overarching authority over the programme (Section 4.5.2), it is the Senior Responsible Owner who secures the investment required to set-up and run the programme (Section 4.6.1). c) Incorrect. Although Programme Board members take the lead in supporting the Senior Responsible Owner (Section 4.7), it is the Senior Responsible Owner who secures the investment required to set-up and run the programme (Section 4.6.1). d) Correct. The Senior Responsible Owner secures the investment required to set up and run the programme (Section 4.6.1).
43	D	LS0206.2 - Leadership and stakeholder engagement	To identify 'participative' communications channels from amongst other channels.	a) Incorrect. Announcements are non-participative communication channels (Section 6.6.4.2). b) Incorrect. Newsletters are non-participative communication channels (Section 6.6.4.2). c) Incorrect. Bulletins (and announcements) are non-participative media which are typically distributed via the intranet or email, or placed on bulletin boards (Section 6.6.4.2). d) Correct. Seminars are a participative communication channel (Section 6.6.4.2).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
44	A	TF0201.1 - Transformational flow (FA – FF)	To identify the type of content of the Programme Mandate	a) Correct. The Programme Mandate articulates the direction, constraints, priorities and aspirations for the programme (Section 14.3). b) Incorrect. The Resource Management Strategy identifies and defines the resources required to deliver the programme (Appendix A.4.23.1). c) Incorrect. The Projects Dossier describes the outputs required from projects (Section 9.2.4 and Appendix A4.19.1), which would then be documented in greater detail in project briefs (Section 9.2.4). d) Incorrect. The Programme Mandate forms the basis of the production of the Programme Brief not the other way round (Section 14.5).
45	A	BM0203.1 - Benefits management	To identify the activities involved in the 'review' step of the Benefits Management Cycle.	a) Correct. During the 'review' step a benefits review should take place that should assess the level of benefits achieved against the Benefits Realization Plan (Section 7.4.4). b) Incorrect. 'Optimize and look for other benefits' is concerned with looking for opportunities to find new benefits or optimize existing benefits. This is done after the assessment of the level of benefits achieved against the Benefits Realization Plan (Section 7.5). c) Incorrect. The 'identify' step identifies benefits and maps them (Section 7.4.1). It is not concerned with assessing the level of benefits achieved against the Benefits Realization Plan, this occurs later in benefits reviews (Section 7.4.4). d) Incorrect. The 'plan' step plans for delivery of the benefits which comes before benefits achievement (Section 7.4.2).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
46	C	RM0206 - Risk and issue management	To identify the defined risk management responses.	a)　　Incorrect. Transfer the risk　aims to pass part of the risk to a third party, but the risk still exists (Table 11.1). b)　　Incorrect.　Reduce a threat　is a proactive action to reduce the probability of an event occurring and/or its impact if the event occurs (Table 11.1). c)　　Correct.　Exploit an opportunity　is about making the uncertain situation certain by taking action to seize an opportunity by addressing its cause (Table 11.1). d)　　Incorrect.　Share the risk　seeks for multiple parties to share the pain/gain, but the risk still exists (Table 11.1).
47	A	QA0202.1 - Quality and assurance management	To identify programme and project quality management.	a)　　Correct: Quality management of the programme focuses on the strategic priorities, and projects focus on outputs (Section 12.1). b)　　Incorrect. Quality management within a project is focused on ensuring that the outputs will meet acceptance criteria (Section 12.1). c)　　Incorrect. Projects deliver outputs. Project quality activities focus on delivering fit for purpose (project) outputs meeting clear requirements (Table B.2). d)　　Incorrect. Quality management in a programme must ensure there is a full understanding of the corporate priorities and that the programme's Blueprint and schedules remain aligned to them (Section 12.1).
48	D	OP0104.1 - Organization and programme office	To recall the core functions of a Programme Office.	a)　　Incorrect. The Programme Manager is responsible for managing communications with stakeholders (Section 4.8.1). b)　　Incorrect. The Programme Assurance role involves assessing the adequacy and timeliness of the information produced (Section12.2.2.5) not the provision of the information (Section 4.12). c)　　Incorrect. Business Change Managers provide a bridge between the programme and business operations (Section 4.9.1) but do not provide an information hub for the programme. d)　　Correct. The Programme Office is the nerve centre and information hub of a programme (Section 4.11).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
49	B	VS0202.3 - Vision	To identify the areas of focus of the Business Change Manager for the governance theme Vision.	a) Incorrect. It is the role of the Senior Responsible Owner to ensure that the organization is capable of achieving the transformation described (Table 5.1). b) Correct. An area of focus of the Business Change Manager is assessing the impact of the Vision Statement on business operations (Table 5.1). c) Incorrect. It is the role of the Programme Manager to develop programme documentation aligned to the Vision Statement (Table 5.1). d) Incorrect. It is the role of the Senior Responsible Owner to gain Sponsoring Group endorsement and senior support and commitment for the vision (Table 5.1).
50	D	LS0204 - Leadership and stakeholder engagement	To identify the relationship between a stakeholder's importance to a programme and its impact on them with the level and type of stakeholder engagement the programme should undertake with them.	a) Incorrect. Neither is true. 1 is false because 'conduct active consultation' is more appropriate for stakeholders with medium interest and medium influence (figure 6.4). 2 is false because 'hold face-to-face meetings' is more appropriate for stakeholders with high interest and high influence. (Figure 6.4). b) Incorrect. Neither is true. 1 is false because 'conduct active consultation' is more appropriate for stakeholders with medium interest and medium influence (figure 6.4). 2 is false because 'hold face-to-face meetings' is more appropriate for stakeholders with high interest and high influence. (Figure 6.4). c) Incorrect. Neither is true. 1 is false because 'conduct active consultation' is more appropriate for stakeholders with medium interest and medium influence (figure 6.4). 2 is false because 'hold face-to-face meetings' is more appropriate for stakeholders with high interest and high influence. (Figure 6.4). d) Correct. Neither is true. 1 is false because 'conduct active consultation' is more appropriate for stakeholders with medium interest and medium influence (figure 6.4). 2 is false because 'hold face-to-face meetings' is more appropriate for stakeholders with high interest and high influence. (Figure 6.4).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
51	A	TF0102 - Transformational flow (FA – FF)	To recall the names of the distinct sets of activities in Realizing the Benefits.	a) Correct. Manage pre-transition is one of the three sets of activities in Realizing the Benefits (Figure 18.1). b) Incorrect: Although managing stakeholders would occur during Realizing the Benefits, it is not one of the sets of named activities (Figure 18.1). c) Incorrect. Although managing resources would occur during Realizing the Benefits, it is not one of the sets of named activities (Figure 18.1). d) Incorrect. Although managing capability would occur during Realizing the Benefits, it is not one of the sets of named activities (Figure 18.1).
52	B	VS0101 - Vision	To recall the definition of a Vision Statement.	a) Incorrect. A Benefit Profile describes a single benefit or dis-benefit, with its attributes and interdependencies (Section 7.4.1.3). b) Correct. The Vision Statement provides a high-level summary impression of the desired future state (Section 5.1). c) Incorrect. The primary purpose of the Blueprint is specification and ensuring coherence of the entire future state and the solution set that will underpin it (Section 8.2.1). The Vision Statement is a description at a summary level which is expanded and developed into the Blueprint (Section 8.1). d) Incorrect. A Benefits Map shows the relationship between outputs, capabilities, outcomes, benefits and the objectives supported (Section 7.4.1.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
53	A	OP0201 - Organization and programme office	To identify the purpose of the Organization Structure.	a) Correct. The roles, responsibilities and reporting lines in the programme's management team are recorded in the Organization Structure (Appendix A.4.12.1). b) Incorrect. Information on the organization structure to support future business operations is in the Blueprint (Appendix A.4.5.2). c) Incorrect. Responsibilities for management and maintenance of information are recorded in the Information Management Strategy (Appendix A.4.8.2). d) Incorrect. Responsibilities for the individual actions identified in the plan are recorded in the Information Management Plan (Appendix A.4.7.2).
54	C	RM0205.2 - Risk and issue management	To identify the definition of a risk actionee.	a) Incorrect. Implementation of a risk response is carried out by the role of a risk actionee (Section 11.3.3.4) and not the role of the Senior Responsible Owner. The individual who is the Senior Responsible Owner could take on the additional role of risk actionee if appropriate. b) Incorrect. A risk owner is responsible for the management and control of a risk, while a risk actionee implements the response allocated to them (Appendix A.4.25.2 and Section 11.3.3.4). c) Correct. A risk actionee is responsible for the implementation of risk responses. They support and take direction from the risk owner (Section 11.3.3.4). d) Incorrect. Implementation of a risk response is carried out by the role of a risk actionee (Section 11.3.3.4) and not the Programme Manager. The individual who is the Programme Manager could take on the additional role of risk actionee if appropriate.

Q	A	Syllabus Topic	Assessment Criteria	Rationale
55	D	QA0102 - Quality and assurance management	To recall the assurance management principles.	a) Incorrect. Leading change is a programme management principle (Section 2.2). b) Incorrect. Adding value is a programme management principle (Section 2.2). c) Incorrect. Empowered decision-making is one of the key principles for effective leadership of a programme (Section 4.3). d) Correct. Integrated assurance is one of the assurance management principles. It is concerned with the planning, co-ordination and provision of assurance activities from the start of the programme through to delivery of benefits in a way which provides greater assurance with less effort (Section 12.3.1.2).
56	A	BC0202 - The business case	To identify key questions answered by a Business Case during the life of the programme.	a) Correct. The Stakeholder Engagement Strategy provides this information (Section 6.6.3). b) Incorrect. The Business Case provides this information (Section 10.4). c) Incorrect. The Business Case provides this information (Section 10.4). d) Incorrect. The Business Case provides this information (Section 10.4).
57	B	BM0204.2 - Benefits management	To identify the type of content in a Benefit Profile.	a) Incorrect. A Benefit Profile is created for each benefit, with a description and an operational owner (Section 7.4.1.3). b) Correct. Stakeholder attitudes may be analysed alongside their interests and influences and used to inform the development of the Programme Communications Plan (Section 6.6.2.2). c) Incorrect. The minimum contents of a Benefit Profile should be those used for the benefits validation tests (Section 7.4.2.2). One of these validation tests is 'measurement'. d) Incorrect. A Benefit Profile is created for each benefit, with a description and an operational owner (Section 7.4.1.3).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
58	C	RM0207.3 - Risk and issue management	To identify areas of focus for the Business Change Manager in the governance theme of Risk and Issue Management.	a) Incorrect. This is an area of focus for the Business Change Manager in the governance theme of Risk and Issue Management (Table 11.2). b) Incorrect. This is an area of focus for the Business Change Manager in the governance theme of Risk and Issue Management (Table 11.2). c) Correct. This is an area of focus for the Programme Manager in the governance theme of Risk and Issue Management (Table 11.2). d) Incorrect. This is an area of focus for the Business Change Manager in the governance theme of Risk and Issue Management (Table 11.2).
59	A	PT0101.2 - Overview, principles and governance themes overview	To recall the definition of a project.	a) Correct. A project is a temporary organization that is created for the purpose of delivering one or more business outputs according to a specified Business Case (Glossary). b) Incorrect. A Business Change Team is a group of specialists appointed to support a Business Change Manager in the business change management aspects of benefits realization (Glossary). c) Incorrect. A programme is a temporary flexible organization structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to an organization's strategic objectives (Glossary). d) Incorrect. A Programme Office provides the information hub and standards custodian for a programme and its delivery objectives (Glossary).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
60	D	TF0202.1 - Transformational flow (FA – FF)	To identify the purpose of a Programme Preparation Plan.	a) Incorrect. At the time of producing the Programme Preparation Plan this is not yet relevant information. The Resource Management Strategy describes how the programme will acquire and manage the resources required to achieve the business change and will be created during Defining a Programme (Appendix A.4.23.1). b) Incorrect. The Programme Plan is used to control and track the progress and delivery of the programme and resulting outcomes (Appendix A.4.17.1) c) Incorrect. The programme organization is defined in the Organization Structure (Section 4.14) which is created in Defining a Programme after the production of the Programme Preparation Plan (Table A.2). d) Correct. The Programme Preparation Plan is produced to provide the information about the cost, time and resource required for Defining a Programme (Section 14.6).
61	B	PL0202 - Planning and control	To identify the type of content of a Projects Dossier.	a) Incorrect. The Programme Preparation Plan is concerned only with how Defining a Programme will be undertaken (Appendix 4.18.1). b) Correct. The Projects Dossier contains dependencies with other projects (Section 9.2.4). c) Incorrect. The Resource Management Plan will show how resources are managed between the programme and projects (Appendix A.4.22.1). d) Incorrect. The Organization Structure describes the relationship between people in the programme (Appendix A.4.12.1) but not the relationship between projects.

Q	A	Syllabus Topic	Assessment Criteria	Rationale
62	B	PT0207 - Overview, principles and governance themes overview	To identify the characteristics of the seven principles that improve the probability of a programme achieving its objectives.	a) Incorrect. Self-validating in that they have been proven in practice (Section 2.1). b) Correct. Remaining aligned to corporate strategy is not a characteristic of a programme management principle. It is one of the seven principles (Section 2.2). c) Incorrect. Universal in that they apply to every programme (Section 2.1). d) Incorrect. Empowering because they give practitioners of this framework some added ability or power to influence and shape transformational change towards success (Section 2.1).
63	A	OP0204.2 - Organization and programme office	To identify the responsibilities of the Programme Manager.	a) Correct. The Programme Manager is responsible for managing the internal and external suppliers to the programme (Section 4.8.1). b) Incorrect. Activities may be delegated to the Programme Office, but the Programme Manager is responsible for managing internal and external suppliers to the programme (Section 4.8.1). c) Incorrect. The Senior Responsible Owner has a focus on ensuring the programme has the necessary resources (Table 4.1), but the Programme Manager is responsible for managing internal and external suppliers to the programme (Section 4.8.1). d) Incorrect. The Programme Manager is responsible for managing internal and external suppliers to the programme (Section 4.8.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
64	C	PT0206 - Overview, principles and governance themes overview	To identify the characteristics of strategies and plans.	a) Incorrect. Programme plans describe the explicit activities, including their timing and resourcing, that are required to implement the programme governance strategies (Section 1.10). b) Incorrect. Corporate policy arises as a result of corporate strategy and lays out the rules for all parts of the organization to follow when implementing that particular aspect of management (Section 1.10). c) Correct. Programme governance strategies are developed during the course of implementing an MSP programme and describe why and how something will be undertaken within the programme (Section 1.10). d) Incorrect. Corporate strategy defines the organization's approach to achieving its corporate objectives in any given area of its business (Section 1.10).
65	D	QA0203.2 - Quality and assurance management	To identify the purpose of the Information Management Strategy.	a) Incorrect. The Quality and Assurance Plan identifies who will be responsible for quality, assurance, review and control ensuring that information is controlled correctly (Section 12.3.3.2), but does not describe the systems to be used. b) Incorrect. The Information Management Plan sets out the activities and timetable for putting the governance designed in the Information Management Strategy into practice, but it does not describe the systems to be used (Section 9.3.4.2). c) Incorrect. The Quality and Assurance Strategy focuses on ensuring that there is integrated assurance of the programme (Section 12.3.3.1). d) Correct. The Information Management Strategy describes the measures, systems and techniques that will be used to maintain and control programme information which covers all data and records (Appendix A.4.8.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
66	B	PL0205 - Planning and control	To identify one of the three types of dependencies that must be managed during a programme.	a) Incorrect. 1 is false. It describes intra dependencies on other programmes or projects which are within the organization (Section 9.3.2). 2 is true. It correctly describes external dependencies outside the programme environment (Section 9.3.2). b) Correct. 1 is false. It describes intra dependencies on other programmes or projects which are within the organization (Section 9.3.2). 2 is true. It correctly describes external dependencies outside the programme environment (Section 9.3.2). c) Incorrect. 1 is false. It describes intra dependencies on other programmes or projects which are within the organization (Section 9.3.2). 2 is true. It correctly describes external dependencies outside the programme environment (Section 9.3.2). d) Incorrect. 1 is false. It describes intra dependencies on other programmes or projects which are within the organization (Section 9.3.2). 2 is true. It correctly describes external dependencies outside the programme environment (Section 9.3.2).
67	B	RM0203 - Risk and issue management	To identify the description of a risk.	a) Incorrect. The probability of a risk is the rating of the likelihood of the risk occurring (Figure 11.3). b) Correct. An opportunity is a risk which if it materializes has a favourable impact on objectives or benefits (Section 11.1). c) Incorrect. The proximity of a risk is an estimation of the timescale for when the risk might materialize (Section 11.2.10). d) Incorrect. Tolerance thresholds define the exposure to risks on one level that, if exceeded, requires escalation and reaction from the level above (Section 11.2.3).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
68	A	BC0201 - The business case	To identify the purpose of a Business Case.	a)　　Correct. The Business Case is actively maintained throughout the programme and continually updated with new information on benefits, costs and risks, so that the ongoing viability of the programme can be assessed (Section 10.1). b)　　Incorrect. The Programme Preparation Plan details how Defining a Programme will be undertaken (Appendix A.4.18.1). It does not test the viability of a programme. c)　　Incorrect. The Programme Mandate is an input at the beginning of the programme (Section 14.3). While the confirmed mandate is known as the embryonic business case, it will not change after Identifying a Programme (Table A.2). d)　　Incorrect. The Benefits Map illustrates the sequential relationship between benefits. It does not contain enough information to assess the viability of the programme (Appendix A.4.3.1).
69	B	PT0104 - Overview, principles and governance themes overview	To recall the three types of programmes.	a)　　Incorrect. 'Emergent' is a type of programme (Section 1.6). b)　　Correct. A programme may be undertaken for a strategic reason, but 'strategic' is not one of the three types of programme (Section 1.6). c)　　Incorrect. 'Compliance' is a type of programme (Section 1.6). d)　　Incorrect. 'Vision-led' is a type of programme (Section 1.6).
70	A	PL0101 - Planning and control	To recall the definition of a resource.	a)　　Correct. Any input required by a project or a programme is known as a 'resource' (Section 9.2.1). b)　　Incorrect. An outcome is achieved as a result of the activities undertaken to effect the change (Glossary). c)　　Incorrect. The logical grouping of projects and activities together to enable effective management of a programme is known as a workstream (Glossary). d)　　Incorrect. A benefit is a measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders (Glossary).

Q	A	Syllabus Topic	Assessment Criteria	Rationale
71	C	RM0101.3 - Risk and issue management	To recall the definition of a configuration item.	a) Incorrect. A baseline is a reference level against which an entity is monitored and controlled (Glossary). b) Incorrect. Risk appetite is the amount of risk the organization, or subset of it, is willing to accept (Glossary). c) Correct. All assets created by the programme are identified and recorded as separate configuration items (Section 11.7). d) Incorrect. Margin is defined as the flexibility that a programme has for achieving its Blueprint, benefits and Business Case (Glossary).
72	D	QA0204.3 - Quality and assurance management	To identify the main areas of focus for the Business Change Manager in the governance theme Quality and Assurance Management.	a) Incorrect. Although the Programme Manager has a focus on ensuring lessons learned are implemented in general, the Business Change Manager has a focus on those relating to changes to the business (Table 12.1). b) Incorrect. The Programme Office provides information that will assist in ensuring that lessons learned are implemented, but it does not have a focus on the implementation (Table 12.1). c) Incorrect. The Senior Responsible Owner initiates assurance audits, but the Business Change Manager has a focus on ensuring business change lessons learned are implemented (Table 12.1). d) Correct. The Business Change Manager has a focus on ensuring business change lessons learned are implemented (Table 12.1).
73	C	BC0203 - The business case	To identify different types of programme cost.	a) Incorrect. Transition costs are the costs incurred during the introduction of project outputs into business operations and until new practices are embedded (Table 10.1). b) Incorrect. These are costs such as those associated with programme roles and programme management activities but do not include the costs of fixed assets (Table 10.1). c) Correct. Capital costs are normally for fixed assets (Table 10.1). d) Incorrect. Benefits realization costs are costs such as those for setting up and implementing measurement, monitoring, and reporting on benefits realization (Table 10.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
74	B	BL0202.1 - Blueprint design and delivery	To identify the purpose of tranches.	a) Incorrect. The Business Case is used to assess the impact on a programme of any changed business driver (Section 10.5), but checking the impact on corporate strategy is done outside of the programme and is not an activity in, or a purpose of, a tranche. b) Correct. Many programmes choose not to deliver all the new capability at the same time because such a major concentrated change is often too big a risk. The Programme Plan is designed to show when and how the new capability will be delivered in step changes. These step changes are achieved through a series of tranches (Section 8.1). c) Incorrect. This is a purpose of the Blueprint (Section 8.2). d) Incorrect. The Monitoring and Control Strategy define how the programme will apply internal controls to itself (Appendix A.4.11.1).

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Q	A	Syllabus Topic	Assessment Criteria	Rationale
75	D	QA0101 - Quality and assurance management	To recall techniques used in assurance management.	a) Incorrect. Benefits management is the identification, definition, tracking, realization, and optimization of benefits within and beyond a programme (Glossary). Assurance can help ensure benefits management is undertaken correctly but benefits management is not one of the assurance management techniques.
				b) Incorrect. Stakeholder analysis helps gain an understanding of the influences, interests and attitudes of the stakeholders towards the programme (Section 6.6.2) but it is not one of the assurance management techniques.
				c) Incorrect. Asset management identifies tracks and protects the programme's assets (i.e. anything that is of material value to its success) (Section 12.2.2.6). Assurance can help ensure asset management is undertaken correctly but asset management is not one of the assurance management techniques.
				d) Correct. The level of organizational maturity in programme delivery will have a direct bearing on how well an organization is able to support its programmes. The Portfolio, Programme, Project Management Maturity Model (P3M3) has been developed to offer a specific Programme Management Maturity Model (PgM3) to enable organizations to assess their effectiveness (Section 12.3.2.4).