



***The MSP® Foundation Examination***

***Sample Paper 2***

***Answers and Rationales***

1 QA0102 - Quality and assurance management

C

To recall the assurance management principles.

- a) Incorrect. 'Creates a supportive culture' is a risk management principle (Section 11.1.2).
- b) Incorrect. 'Focusing on the benefits and threats to them' is a programme management principle (Section 2.2.4).
- c) Correct. Assurance is most effective when appropriate follow-up actions are taken to resolve any serious issues identified through planned assurance activity (Section 12.3.1.5).
- d) Incorrect. Maintaining the balance between the rate of change being offered by the Delivering the Capability process and the rate of change that the operational areas can cope with is a key principle of Managing the Tranches (Section 16.1).

2 VS0203 - Vision

D

To identify the typical contents of a Vision Statement.

- a) Incorrect. Definitions of improvements are more likely to be contained in Benefit Profiles which collectively define all benefits (Appendix A.4.1) whereas a Vision Statement is intended to be short and memorable (Appendix A.4.28).
- b) Incorrect. This is more likely to describe a Blueprint which is a design of the future organization developed from the Vision Statement (Section 8.1) whereas the Vision Statement provides an 'artist's impression' of the future (Appendix A.4.28).
- c) Incorrect. This describes a Benefits Map which illustrates the sequential relationship between project outputs, capabilities, outcomes and benefits (Appendix A.4.3) and such information is not intended to be part of a Vision Statement (Appendix A.4.28).
- d) Correct. The Vision Statement should provide a short, memorable and clear statement of the end goal of the programme which can be seen as an 'artist's impression' (Appendix A.4.28).

3 RM0102 - Risk and issue management

D

To recall the defined risk responses.

- a) Incorrect. It is expected that all those engaged in programme risk management will conform to the Risk Management Strategy but this is not one of the defined opportunity responses (Table 11.1).
- b) Incorrect. Every risk, having risk response actions, should be allocated at least one risk actionee (Section 11.3.3.4) but the allocation of a risk actionee is not one of the defined opportunity responses (Table 11.1).
- c) Incorrect. The Benefits Map may be useful in identifying risks as it illustrates dependencies between benefits and on project outputs (Appendix A), but it is not one of the defined opportunity responses (Table 11.1).
- d) Correct. Transfer the risk (threat or opportunity) is one of the defined opportunity responses (Table 11.1).

4 BM0206.2 - Benefits management

A

To identify areas of focus of the Programme Manager in the Benefits Management theme.

- a) Correct. The Programme Manager has a focus on developing the Benefits Realization Plan in consultation with other roles (Table 7.3).
- b) Incorrect. The Senior Responsible Owner approves the Benefits Realization Plan (Table A.3) but does not have a focus on developing it.
- c) Incorrect. This is an optional role (Section 4.13) which, if in place, provides assurance and overview of the Benefits Realization Plan but does not have a focus on developing it.
- d) Incorrect. The Programme Office will monitor progress against the Benefits Realization Plan (Table 7.3) but does not have a focus on developing the plan.

5 TF0204 - Transformational flow (FA – FF)

B

To identify the reasons for Defining a Programme.

- a) Incorrect. The governance strategies for the programme are not developed until Defining a Programme (Section 15.1).
- b) Correct. The governance strategies for the programme are developed in Defining a Programme (Section 15.1).
- c) Incorrect. The governance strategies for the programme may influence the way in which projects are started (Section 17.2) but they are developed in Defining a Programme.
- d) Incorrect. The governance strategies for the programme are developed in Defining a Programme before Realizing the Benefits begins (Figure 15.1).

6 PL0203.4 - Planning and control

A

To identify the areas of focus of the Programme Office for the governance theme Planning and Control.

- a) Correct. The Programme Office has a focus on establishing and operating the programme's information and configuration management systems, procedures and standards (Table 9.1).
- b) Incorrect. The Senior Responsible Owner authorizes the Resource Management Strategy, Monitoring and Control Strategy, Projects Dossier, Programme Plan, and the required monitoring and control activities but does not establish and operate the programme's information and configuration management systems. This is a focus of the Programme Office (Table 9.1).
- c) Incorrect. A Benefits Realization Manager provides assurance and overview of the Benefits Realization Plan (Section 4.13) and will use information from the programme's information and configuration management systems rather than operate the systems.
- d) Incorrect. Project teams will liaise with the Programme Office (Appendix C.5.1) but the latter has a focus on establishing and operating the programme's information and configuration management systems (Table 9.1).

7 PT0202.1 - Overview, principles and governance themes overview

C

To identify a description of a programme.

- a) Incorrect. Whilst a programme does require its projects to deliver fit for purpose outputs, this best describes a project (Table B.2).
- b) Incorrect. This describes business as usual (Glossary).
- c) Correct. This describes a programme (Section 7.2).
- d) Incorrect. All the current and future change activities form the corporate portfolio (Section 7.2).

8 OP0202.2 - Organization and programme office

D

To identify the responsibilities of the Programme Board.

- a) Incorrect. The Programme Manager is responsible for managing external suppliers to the programme (Section 4.8.1).
- b) Incorrect. The Sponsoring Group endorses the Senior Responsible Owner's proposal to close the programme (Section 19.3).
- c) Incorrect. The Senior Responsible Owner commissions assurance and audit reviews (Section 4.6.1).
- d) Correct. Members of the Programme Board are responsible for ensuring the programme delivers within its agreed boundaries (Section 4.7.1).

9 PL0101 - Planning and control

A

To recall the definition of a resource.

- a) Correct. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- b) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- c) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- d) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).

10 TF0205 - Transformational flow (FA – FF)

C

To identify the reasons for Managing the Tranches.

- a) Incorrect. Programme governance is not developed until Defining a Programme (Section 15.1) and is then implemented in Managing the Tranches (Section 16.1).
- b) Incorrect. Programme governance is developed in Defining a Programme (Section 15.1) but not implemented until Managing the Tranches (Section 16.1).
- c) Correct. Programme governance is implemented in Managing the Tranches (Section 16.1).
- d) Incorrect. The governance of the programme is implemented in Managing the Tranches (Section 16.1).

11 BL0101 - Blueprint design and delivery

B

To recall the definition of each of the four elements of the POTI model.

- a) Incorrect. Options analysis involves the assessment of alternative ways to create or acquire the outputs described in the Blueprint (Section 8.3.1) but this does not represent a part of the POTI model (Section 8.2).
- b) Correct. The 'O' in the POTI model stands for 'organizational structure', and also includes staffing levels, roles, skills requirements, organizational culture, supply chain and style (Section 8.2).
- c) Incorrect. Effective opportunity management can be achieved by categorizing all opportunities as benefits (Section 11.2.7) but this does not represent a part of the POTI model (Section 8.2).
- d) Incorrect. The Programme Brief defines the outline vision (Section 14.1) but this does not represent a part of the POTI model (Section 8.2).

12 BC0204.1 - The business case

B

To identify main areas of focus of the Senior Responsible Owner for the governance theme Business Case.

- a) Incorrect. The Programme Office has a focus on supporting the Senior Responsible Owner in compiling and updating the Business Case, but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- b) Correct. The Senior Responsible Owner has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- c) Incorrect. The Programme Manager has a focus on preparing the Business Case (Table 10.2), but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- d) Incorrect. The Business Change Manager has a focus on identifying operational risks to the Business Case, but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).

13 TF0201.2 - Transformational flow (FA – FF)

C

To identify the purpose of the Programme Brief.

- a) Incorrect. The Benefits Realization Plan is used to track realization of benefits across the programme and set review controls but not to assess likely viability and achievability (Appendix A.4.4.1).
- b) Incorrect. The Programme Plan is used to control and track the progress and delivery of the programme and resulting outcomes but not to assess likely viability and achievability (Appendix A.4.17.1).
- c) Correct. The Programme Brief is used to assess whether the programme is viable and achievable (Appendix A.4.13.1) and provides an outline business case (Section 10.2.2).
- d) Incorrect. The Programme Preparation Plan details how Defining a Programme will be undertaken but does not assess the likely viability and achievability of the programme (Appendix A.4.18.1).

14 BM0202.1 - Benefits management

C

To identify the purpose of benefits management.

- a) Incorrect. This is a purpose of risk management (Section 11.1).
- b) Incorrect. This is a purpose of Quality and Assurance Management (Section 12.2).
- c) Correct. This is a purpose of benefits management (Section 7.1).
- d) Incorrect. This is an aspect of stakeholder engagement (Section 6.6).

15 QA0204.1 - Quality and assurance management

B

To identify the main areas of focus of the Senior Responsible Owner for the governance theme Quality and Assurance Management.

- a) Incorrect. The Design Authority can provide expert advice (Section 4.13) but does not sign off (approve) the governance arrangements for programme information, which is a task for the Senior Responsible Owner (Table 12.1).
- b) Correct. The Senior Responsible Owner consults with the Sponsoring Group on the approach to programme assurance and then signs off (approves) the Information Management Strategy which describes the governance arrangements for programme information (Table 12.1).
- c) Incorrect. The Programme Manager produces the governance arrangements. The Senior Responsible Owner signs off (approves) the Information Management Strategy which describes the governance arrangements for programme information (Table 12.1).
- d) Incorrect. The Programme Office could have an involvement in supporting the governance arrangements for programme information but the Senior Responsible Owner signs them off (approves them) as described in the Information Management Strategy (Table 12.1).

16 VS0201.2 - Vision

D

To identify the characteristics of a good Vision Statement.

- a) Incorrect. A Vision Statement should be easily understood by a wide variety of stakeholders (Section 5.2).
- b) Incorrect. A Vision Statement should be short and memorable (Section 5.2).
- c) Incorrect. A Vision Statement should describe a desirable future in terms of the interests of key stakeholders. Key benefits are implicit (Section 5.2).
- d) Correct. A Vision Statement should avoid target dates unless the vision is truly time-dependent (Section 5.2).

17 TF0101 - Transformational flow (FA – FF)

D

To recall the sequence of the transformational flow processes.

- a) Incorrect. Managing the Tranches follows Defining a Programme (Figure 13.1).
- b) Incorrect. Delivering the Capability occurs in parallel with Realizing the Benefits and both follow Defining a Programme (Figure 13.1).
- c) Incorrect. Realizing the Benefits occurs in parallel with Delivering the Capability and both follow Defining a Programme (Figure 13.1).
- d) Correct. Defining a Programme immediately follows Identifying a Programme (Figure 13.1).

18 OP0201 - Organization and programme office

B

To identify the purpose of the Organization Structure.

- a) Incorrect. The Business Case focuses on the viability of the programme, which would not include information on business change management responsibilities (Appendix A.4.6.2).
- b) Correct. Business change management responsibilities are part of programme management for which the roles and responsibilities are recorded in the Organization Structure (Appendix A.4.12.1).
- c) Incorrect. The Information Management Plan sets out the timetable for implementing and managing the Information Management Strategy (Appendix A.4.7.2).
- d) Incorrect. Although most of the plan will be executed by business change management staff, this is not where their responsibilities are recorded (Appendix A.4.4.2).

19 RM0103.1 - Risk and issue management

C

To recall the four risk management perspectives

- a) Incorrect. Financial management is a possible source of risk within a programme but 'financial' is not one of the organizational perspectives for risk management, which are the Strategic, Programme, Operational and Project perspectives (Section 11.1.1).
- b) Incorrect. The level of organizational maturity in programme delivery can be assessed using P3M3 and effectiveness measured against 7 perspectives (Section 12.3.2.4). However, 'maturity' is not one of the organizational perspectives for risk management (Section 11.1.1).
- c) Correct. 'Strategic' is one of the risk management organizational perspectives (Section 11.1.1).
- d) Incorrect. Benefits management is a possible source of risks within a programme but 'benefit' is not one of the organizational perspectives for risk management (Section 11.1.1).

20 LS0201.5 - Leadership and stakeholder engagement

D

To identify the purpose of Stakeholder Profiles.

- a) Incorrect. The Programme Manager develops and maintains the Stakeholder Profiles (Table 6.5).
- b) Incorrect. This is done prior to creating the Stakeholder Profiles (Section 6.6.1).
- c) Incorrect. This is part of the role of the Senior Responsible Owner (Table 6.5) but does not explain the purpose of the Stakeholder Profiles.
- d) Correct. Gathering information into a single source can provide useful insights into a programme's stakeholders (Section 6.6.2).

21 VS0101 - Vision

B

To recall the definition of a Vision Statement.

- a) Incorrect. A vision statement is a high-level description. It is the blueprint that gives the details. Ref 5.1
- b) Correct. The Vision Statement encapsulates the vision, which is a picture of a better future. Ref 5.1
- c) Incorrect. The Programme Brief is used to assess if the programme is viable and achievable. Ref A.4.13.
- d) Incorrect. The Stakeholder Engagement Strategy is the framework that will enable effective engagement and communication. Ref A.4.26.

22 PT0204.1 - Overview, principles and governance themes overview

D

To identify the triggers for vision-led programmes.

- a) Incorrect. A top down approach which has implications for the organization's cross-functional operations describes a trigger for a vision-led programme (Section 1.6).
- b) Incorrect. The translation of political priorities into changes to the business describes a trigger for a vision-led programme (Section 1.6).
- c) Incorrect. Development of new products and services that focus on innovation or opportunities offered by the business environment describes a trigger for a vision-led programme (Section 1.6).
- d) Correct. This requirement describes the trigger for an emergent programme (Section 1.6).

23 LS0206.2 - Leadership and stakeholder engagement

A

To identify participative communication approaches.

- a) Correct. Workshops are communication channels that require active participation from stakeholders (Section 6.6.4.2).
- b) Incorrect. A press release is a non-participative communication channel (Section 6.6.4.2).
- c) Incorrect. A static or rolling display as part of a site exhibition is a non-participative communication channel (Section 6.6.4.2).
- d) Incorrect. Video films are non-participative communication channels (Section 6.6.4.2).

24 PT0205.3 - Overview, principles and governance themes overview

A

To identify the governance responsibilities of the Business Change Manager.

- a) Correct. The Business Change Manager has a focus on the implementation of programme controls, as stipulated in the governance arrangements, where they impact on operations (Table 3.3).
- b) Incorrect. The Programme Manager implements programme governance strategies, but the Business Change Manager has a focus on 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, but the Business Change Manager has a focus on governance arrangements where they impact on operations (Table 3.3).
- d) Incorrect. The Senior Responsible Owner has a focus on the approval and compliance of the programme with governance strategies, but the Business Change Manager has a focus on the implementation of governance arrangements where they impact on operations (Table 3.3).

25 PL0205 - Planning and control

A

To identify the three types of dependencies that must be managed during a programme.

- a) Correct. Intra dependencies on other programmes or projects are the dependencies that are external to an individual programme. However, these are still within the perimeter of the organization's programme and project management environment, most likely linked to the scope of another programme or within a corporate portfolio (Section 9.3.2).
- b) Incorrect. Dependencies that can be managed within the boundary of the programme are internal dependencies that are within the programme (Section 9.3.2).
- c) Incorrect. External dependencies outside the programme environment are those dependencies that extend beyond the boundaries of all the programmes into other parts of the organization or even other organizations. These are dependencies that are outside of the control of the programme management environment, e.g. in business operations, other partners, external dynamics such as legislation, strategic decisions and approvals (Section 9.3.2).
- d) Incorrect. Dependencies which reflect how projects depend on each other are internal dependencies that are within the programme (Sections 9.3.2 and 9.2.4).

26 BC0201 - The business case

A

To identify the type of content in a Business Case.

- a) Correct. The Business Case contains information on benefits (Section 10.1).
- b) Incorrect. The terms of reference for the members of programme management team are described in the Organization Structure (Appendix A.4.12.2).
- c) Incorrect. The process for escalating risks is in the Risk Management Strategy (Appendix A.4.24.2).
- d) Incorrect. The Information Management Strategy would provide guidance on the confidentiality to be applied to the Business Case (Appendix A.4.8.2).

27 QA0202.3 - Quality and assurance management

C

To identify the purpose of configuration management.

- a) Incorrect. Process management in a programme ensures the deployment of processes with the appropriate level of specification and rigour to get the job done (Section 12.2.2.4).
- b) Incorrect. Effective supply chain management provides the capability for agile and flexible provision of resources and services as and when the programme needs them (Section 12.2.2.2).
- c) Correct. Configuration management tracks the interrelationships between the assets as well as the assets themselves (Section 12.2.2.6). It is concerned with the creation, maintenance and controlled change of configurations (Glossary).
- d) Incorrect. Information management in a programme provides the right information, in the right format, to the right people at the right time (Section 12.2.2.5).

28 TF0208 - Transformational flow (FA – FF)

C

To identify the tests for programme closure.

- a) Incorrect. If the Business Case is no longer viable, this may be an indication that the programme no longer makes good business sense and it is not sensible to continue the programme to its intended end point. This may be a reason for premature closure (Section 19.1).
- b) Incorrect. It is not necessary to complete benefits realization prior to closing a programme. Post programme benefits realization activity can be managed as a separate piece of work, taken on by the business-as-usual area or by the corporate portfolio (Section 19.1).
- c) Correct. 'The Blueprint has been delivered' is one of the tests for whether a programme can close (Section 19.1). The capability that the programme will deliver is defined in the Blueprint (Section 2.2.6).
- d) Incorrect. Although programme closure may be scheduled any time after completion of the last project, when the capability has been delivered, the timing of it will depend on the amount of support required to ensure that the new operational environment is fully embedded (Section 19.1).

29 PT0203 - Overview, principles and governance themes overview

A

To identify elements of a programme management environment.

- a) Correct. 'Requirements to comply with industry standards or legislation' is a driver for change that is likely to result in implementation of a programme management approach (Figure 1.3).
- b) Incorrect. Opportunities for further benefits can be realized during a programme (Section 7.2), and therefore do not require the implementation of a programme management approach because one is already in place.
- c) Incorrect. The adaptation of existing stand-alone projects that are not a good strategic fit is likely to be part of the work done to align with strategic objectives or to fit within an emerging programme (Section 8.3.3) but is unlikely to result in implementation of a programme management approach.
- d) Incorrect. If the current arrangements for configuration management are ineffective they must be carefully designed to ensure that they operate effectively (Section 11.7) but this unlikely to result in implementation of a programme management approach.

30 BL0203.1 - Blueprint design and delivery

C

To identify areas of focus of the Senior Responsible Owner in Blueprint Design and Delivery.

- a) Incorrect. This is an area of focus of the Business Change Manager (Table 8.1).
- b) Incorrect. This is an area of focus of the Programme Office (Table 8.1).
- c) Correct. This is an area of focus of the Senior Responsible Owner (Table 8.1).
- d) Incorrect. This is an area of focus of the Programme Manager (Table 8.1).

31 TF0202.1 - Transformational flow (FA – FF)

A

To identify the purpose of the Programme Preparation Plan.

- a) Correct. A Programme Preparation Plan for the Defining a Programme process is produced, so that the Sponsoring Group are fully aware of, and willing to commit to, the cost, time and resource that will be required in the next part of the programme (Section 14.6).
- b) Incorrect. The Programme Definition Document is used to consolidate or summarize the information that is used to define the programme (Appendix A.4.15.1), and is developed during the Defining a Programme process.
- c) Incorrect. The Programme Brief is used to assess whether the programme is viable and achievable (Appendix A.4.13.1), and covers the whole programme not just the Defining a Programme process.
- d) Incorrect. The Resource Management Plan shows the arrangements for implementing the Resource Management Strategy (Appendix A.4.22.1).

32 LS0204 - Leadership and stakeholder engagement

C

To identify the appropriate level of stakeholder engagement.

- a) Incorrect. For a stakeholder with a low level of influence over a programme and a medium interest in the programme, the mode of engagement is likely to require the maintenance of their interest or keeping them informed (Figure 6.4).
- b) Incorrect. For a stakeholder with a low level of influence over a programme and a low interest in the programme, the mode of engagement is likely to require keeping them informed (Figure 6.4).
- c) Correct. For a stakeholder with a high level of influence over a programme and a high interest in the programme, the mode of engagement is likely to be one that seeks to ensure strong buy-in (Figure 6.4).
- d) Incorrect. For a stakeholder with a medium level of influence over a programme and a medium interest in the programme, the mode of engagement is likely to involve active consultation or maintain interest (Figure 6.4).

33 TF0203 - Transformational flow (FA – FF)

A

To identify reasons for Identifying a Programme.

- a) Correct. An idea is turned into a tangible business concept in Identifying a Programme (Section 14.1).
- b) Incorrect. It is in Defining a Programme that the tangible business concept described in the Programme Brief is used as the starting point for developing the programme definition information in more detail (Section 15.1)
- c) Incorrect. Managing the Tranches is where the governance for the programme is implemented (Section 16.1), after the business concept has been further defined.
- d) Incorrect. The business concept will have been developed into a full programme definition in Defining a Programme (Section 15.1), prior to commencement of Realizing the Benefits.

34 RM0204.4 - Risk and issue management

B

To identify the purpose of progress reporting as part of risk management.

- a) Incorrect. A Risk Management Strategy defines the programme approach to risk management (Appendix A.4.24.1) but does not contain all the information needed to allow the overall risk trends to be monitored.
- b) Correct. Programmes use progress reports, whether as separate documents or incorporated within other progress reports, to monitor overall risk and issue trends across the entire programme (Section 11.2.11).
- c) Incorrect. Project briefs are developed by a programme to give each project a thorough and rapid start (Section 9.2.4).
- d) Incorrect. A Risk Register is used to capture and actively manage the risks to a programme (Appendix A.4.25.1). Information within the Risk Register needs to be aggregated and analysed to allow the overall risk trends to be monitored.

35 BC0203 - The business case

D

To identify 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. They do not include the cost of the development of the outputs (Table 10.1).
- b) Incorrect. Benefit realization costs are costs such as those for setting up and implementing measurement, monitoring, and reporting on benefit realization. They do not include the cost of the development of the outputs (Table 10.1).
- c) Incorrect. These are costs such as those associated with programme roles but do not include the costs incurred by projects (Table 10.1).
- d) Correct. Costs incurred by the projects in acquiring and delivering the enabling outputs are sometimes referred to as investment or development costs (Table 10.1). Project outputs enable the capabilities defined in the Blueprint (Section 17.1).

36 PT0103 - Overview, principles and governance themes overview

C

To recall the three critical organizational elements aligned by programme management.

- a) Incorrect. Realizing benefits is the goal of the Benefits Management theme (Section 7.1) and under-pins the Corporate Strategy, which is one of the elements (Section 1.3).
- b) Incorrect. The 'to-be' state is a future state designed in the Blueprint (Section 8.2.2) and eventually becomes the business-as-usual environment. It is not one of the three critical organizational elements aligned by programme management (Section 1.3).
- c) Correct. Programme management aligns three critical organizational elements: corporate strategy, delivery mechanisms for change, and business-as-usual environment (Section 1.3).
- d) Incorrect. The Senior Responsible Owner is responsible for maintaining alignment of the programme with the organization's strategic direction (Section 4.6.1). The competence of the Senior Responsible Owner is relevant to how well that person fulfils this responsibility, but it is not one of the three elements (Section 1.3).

37 OP0101 - Organization and programme office

C

To recall defined roles in a programme.

- a) Incorrect. This describes the role of the Programme Manager (Section 4.8).
- b) Incorrect. This describes the role of the Business Change Manager (Section 4.9).
- c) Correct. This describes the role of the Senior Responsible Owner (Section 4.6).
- d) Incorrect. This describes the role of the Programme Office (Section 4.11).

38 VS0202.3 - Vision

B

To identify the areas of focus of the Business Change Manager for the governance theme Vision.

- a) Incorrect. The Programme Manager has a focus on designing the delivery of the capability to align with the Vision Statement, but it is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- b) Correct. The Business Change Manager has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- c) Incorrect. The Senior Responsible Owner has a focus on ensuring the organization is capable of achieving the proposed transformation, but it is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- d) Incorrect. The Sponsoring Group authorizes the Vision Statement (Section 4.5.2), which contains a description of the end goal of the programme. It is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).

39 BM0101.1 - Benefits management

A

To recall the critical validation tests for a benefit.

- a) Correct. 'How and when will the achievement of the benefit be measured' is a critical validation test for a benefit (Section 7.4.2.2).
- b) Incorrect. The 'as-is' state is taken as a baseline against which new performance measures are compared (Section 7.4.3), but it is not one of the four critical tests for a benefit (Section 7.4.2.2).
- c) Incorrect. Each benefit should have an operational owner, identified in the Benefit Profile (Section 7.4.1.3), but this is not one of the four critical tests for a benefit.
- d) Incorrect. Understanding the impact of benefits on stakeholders is part of Benefits Management (Section 7.3.4), but it is not one of the four critical tests for a benefit (Section 7.4.2.2).

40 BL0201 - Blueprint design and delivery

D

To identify the type of content of a Blueprint.

- a) Incorrect. Organizational structure, staffing levels, roles, skills requirements, organizational culture, supply chain and style are in the Blueprint (Section 8.2).
- b) Incorrect. Processes, business models of operations and functions, including operational costs and performance levels, are in the Blueprint (Section 8.2).
- c) Incorrect. Information and data requirements for the future business operations are in the Blueprint (Section 8.2).
- d) Correct. This is not a part of the Blueprint which contains the organization structure for the future organization, not for the programme team (Section 8.2).

41 OP0203.2 - Organization and programme office

D

To identify responsibilities of the Senior Responsible Owner.

- a) Incorrect. The Programme Office coordinates all communication activities (Section 4.11), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- b) Incorrect. BCMs ensure effective communications with the areas of the business they represent (Section 4.9.1), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- c) Incorrect. The Programme Manager is responsible for managing communications with stakeholders in general (Section 4.8.1), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- d) Correct. The Senior Responsible Owner maintains the interface with key senior stakeholders, keeping them engaged and informed, and is the most likely to build good relationships with all of them (Section 4.6.1).

42 LS0207.2 - Leadership and stakeholder engagement

B

To identify areas of focus of the Programme Manager for the governance theme Leadership and Stakeholder Engagement.

- a) Incorrect. The Senior Responsible Owner ensures the creation, implementation and maintenance of the overall Stakeholder Engagement Strategy (Table 6.5).
- b) Correct. The Programme Manager has a focus on developing and maintaining the Stakeholder Profiles (Table 6.5) which are compiled from analysis of the information collected (Section 6.6.2).
- c) Incorrect. The Benefits Realization Manager provides assurance and overview of the Benefit Profiles (Section 4.13) and is therefore independent of their development and analysis (Section 12.3.1.1).
- d) Incorrect. The Programme Office maintains information relating to the stakeholders (Table 6.5) but does not have a focus on the analysis of the Stakeholder Profiles.

43 OP0207 - Organization and programme office

D

To identify the purpose of a Programme Office.

- a) Incorrect. Initiating assurance reviews of supplier performance is a focus for the Programme Manager (Table 12.1).
- b) Incorrect. Ensuring that business change lessons learned are implemented is a focus of the Business Change Manager (Table 12.1). A programme office provides guidance and expertise but does not implement change management improvements (Appendix C.2).
- c) Incorrect. Commissioning assurance and audit reviews is a responsibility of the Senior Responsible Owner (Section 4.6.1).
- d) Correct. Providing specialist skills across the programme is a purpose of the Programme Office (Appendix C.5.1).

44 RM0101.1 - Risk and issue management

A

To identify the definition of an opportunity.

- a) Correct. An opportunity is an uncertain event that could have a favourable impact on objectives or benefits (Section 11.1 and 11.2.7).
- b) Incorrect. A threat is an uncertain event that could have a negative impact on objectives or benefits (Section 11.1).
- c) Incorrect. An issue is a relevant event that has happened (Glossary).
- d) Incorrect. A health check is not an uncertain event. It is a planned event that provides a snapshot of the status of a programme (Appendix D).

45 QA0101 - Quality and assurance management

A

To recall the techniques that may be used to help assure that the programme is being delivered optimally.

- a) Correct. The P3M3 maturity assessment is an assurance management technique that assesses the level of organizational maturity in programme delivery, which will have a direct bearing on how well an organization is able to support its programmes (Section 12.3.2.4).
- b) Incorrect. This is a technique that is used to calculate financial value, such as in risk evaluation (Section 11.2.8).
- c) Incorrect. Organizational governance is an area to which an assurance management technique might be applied, but it is not an assurance management technique (Section 12.3.2.4).
- d) Incorrect. A Benefits Map shows the relationship between outputs, capabilities, outcomes, benefits and the objectives (Section 7.4.1.1). It would aid the completeness of benefits management, but it is not an assurance management technique.

46 PT0106 - Overview, principles and governance themes overview

A

To recall the governance themes.

- a) Correct. Leadership and Stakeholder Engagement is one of the nine governance themes (Section 3).
- b) Incorrect. 'Designing and delivering a coherent capability' is a programme management principle (Section 2.2).
- c) Incorrect. Managing the Tranches is a process in the transformational flow (Section 16).
- d) Incorrect. 'Assurance review' is a technique used within the governance theme of Quality and Assurance Management (Section 12.3.2.3).

47 OP0204.2 - Organization and programme office

A

To identify the responsibilities of the Programme Manager.

- a) Correct. The Programme Manager facilitates the appointment of individuals to the project delivery teams (Section 4.8.1).
- b) Incorrect. The Business Change Manager may know of people who would make good project team members but it is the responsibility of the Programme Manager to facilitate the appointments to projects (Section 4.8.1).
- c) Incorrect. The Design Authority is an optional role which may have responsibilities for some corporate functions (Section 4.13) and provide information needed, but the Programme Manager facilitates the appointment of individuals to project delivery teams (Section 4.8.1).
- d) Incorrect. The Senior Responsible Owner appoints members of the Programme Board but the Programme Manager facilitates the appointment of individuals to project delivery teams (Section 4.8.1).

48 RM0207.2 - Risk and issue management

B

To identify main areas of focus of the Programme Manager for the governance theme Risk and Issue Management.

- a) Incorrect. The Business Change Manager ensures that the Risk Management Cycle includes operational risks, but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- b) Correct. The Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- c) Incorrect. The Risk Manager is an optional role who provides expertise and management support for risk management (Section 4.13), but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- d) Incorrect. The Senior Responsible Owner initiates assurance reviews of risk and issue management effectiveness, but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).

49 RM0201.2 - Risk and issue management

D

To identify descriptions of risk probability.

- a) Incorrect. 'Proximity' reflects the fact that risks will occur at particular times in the future and the value will vary according to when they occur (Section 11.2.10).
- b) Incorrect. Thresholds define the exposure to risks on one level that, if exceeded, requires escalation and reaction from the level above (Section 11.2.3).
- c) Incorrect. Tolerance is the threshold level of risk exposure, which if exceeded, will trigger an escalation (Section 11.2.3).
- d) Correct. The uncertainty associated with risks is expressed as the probability of them becoming issues (Section 11.2.8).

50 BM0201.1 - Benefits management

C

To identify the description of an output.

- a) Incorrect. A capability is the completed set of project outputs required to deliver an outcome; it exists prior to transition (Table 7.1).
- b) Incorrect. A benefit is a measurable improvement resulting from an outcome. It is perceived as an advantage by one or more stakeholders and contributes towards one or more organizational objective(s) (Table 7.1).
- c) Correct. An output is the deliverable or output developed by a project from a planned activity (Table 7.1).
- d) Incorrect. An outcome is a new operational state achieved after the transition of the capability into live operations (Table 7.1).

51 PL0204.2 - Planning and control

D

To identify ways that live projects are monitored.

- a) Incorrect. A programme should not micro-manage a project (Section 9.3). Information on risks will only be relevant at the programme level if tolerance is exceeded and exception reports are raised (Section 17.6).
- b) Incorrect. Project briefs are developed by the programme to give each project a thorough and rapid start (Section 9.2.4). Therefore, these are in place prior to project development and delivery, so would not be a key focus of the monitoring of project progress.
- c) Incorrect. These are the dependencies that are external to an individual programme but are still within the perimeter of the organization's programme and project management environment, most likely linked to the scope of another programme or within a corporate portfolio (Section 9.3.2). Therefore, this is not a key area of focus for a programme monitoring the progress of its projects.
- d) Correct. Changes need to be formally managed to avoid insidious scope creep (Section 17.6.1).

52 OP0103.2 - Organization and programme

office C

To recall the typical membership of the Programme Board.

- a) Incorrect. Although a person fulfilling the role of project executive could be appointed to the sponsoring group, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2
- b) Incorrect. Although a person fulfilling the role of project executive could be appointed as the senior responsible owner, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2
- c) Correct. Project executives should be considered as optional attendees of the programme board to provide advice and expertise. Ref 4.7.2
- d) Incorrect. Although a person fulfilling the role of project executive could be appointed as a business change manager, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2

53 LS0202 - Leadership and stakeholder

engagement C

To identify leadership and management.

- a) Incorrect. Leadership is focused on realized value (Table 6.1).
- b) Incorrect. Leadership is more concerned with direction, effectiveness and purpose (Table 6.1).
- c) Correct. Management is concerned with speed, efficiency and quality (Table 6.1).
- d) Incorrect. Leadership is inclined to clarify the 'what' and the 'why' (Table 6.1).

54 QA0203.4 - Quality and assurance management

B

To identify the purpose of the Quality and Assurance Strategy.

- a) Incorrect. The Quality and Assurance Plan identifies who will undertake activities for quality, assurance, review and control. It describes how and when the programme will carry out audits, health checks and reviews (Appendix A.4.20.2), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).
- b) Correct. The Quality and Assurance Strategy provides information on how to ensure the integration of different types of assurance activity across the programme (Section 12.3.3.1).
- c) Incorrect. The Information Management Plan sets out the activities and timetable for putting the governance designed in the Information Management Strategy into practice (Section 9.3.4.2), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).
- d) Incorrect. The Information Management Strategy defines the required activities to ensure the rigorous management of programme information (Section 9.3.4.1), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).

55 OP0206.2 - Organization and programme office

C

To identify the responsibilities of a Business Change Team.

- a) Incorrect. A member of the Business Change Team requires operational knowledge and experience (Section 4.10).
- b) Incorrect. A member of the Business Change Team requires operational knowledge and experience (Section 4.10).
- c) Correct. A member of a Business Change Team does not need configuration management experience. This is provided by the Programme Manager and Programme Office (Table 11.2).
- d) Incorrect. A member of the Business Change Team requires change management skills (Section 4.10).

56 LS0101 - Leadership and stakeholder engagement

C

To recall the definition of stakeholder.

- a) Incorrect. Members of the programme organization are stakeholders, but the definition is not limited to these types of stakeholders (Section 6.1).
- b) Incorrect. Programme leaders influence and persuade stakeholders, and are themselves stakeholders. However, the definition is not limited to these types of stakeholders (Section 6.1).
- c) 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).
- d) Incorrect. Members of the Business Change Team are stakeholders, but the definition is not limited to this group of people (Section 6.1).

57 BM0205.3 - Benefits management

D

To identify the purpose of a Benefit Profile.

- a) Incorrect. The Benefits Realization Plan is used to track realization of benefits across the programme and set review controls (Appendix A.4.4.1) but will not have sufficient detail to fully understand how to manage a dis-benefit.
- b) Incorrect. The Business Case may have some information about dis-benefits (Appendix A.4.6.2) but not sufficient to understand how to manage a dis-benefit.
- c) Incorrect. A Risk Register is not used to manage dis-benefits as a dis-benefit is not a risk. Dis-benefits are anticipated when a change is conceived and, while there may be uncertainty relating to its extent, the dis-benefit itself is not a risk because it is planned to be realized (Section 7.1).
- d) Correct. A Benefit Profile is used to define each benefit (and dis-benefit), providing a detailed understanding of what will be involved and how the benefit will be realized. It therefore provides an understanding of how to manage it (Appendix A.4.1.1).

58 TF0207 - Transformational flow (FA – FF)

B

To identify the reasons for the process Realizing the Benefits.

- a) Incorrect. Starting projects takes place during Delivering the Capability (Section 17.2).
- b) Correct. Monitoring the progress of the projects to ensure that the outputs are fit for purpose and can be integrated into operations such that the benefits can be realized is a reason for the process Realizing the Benefits (Section 18.1).
- c) Incorrect. Aligning projects with programme objectives takes place during Delivering the Capability (Section 17.5).
- d) Incorrect. The Business Case is confirmed during Defining a Programme (Fig.15.1) and maintained and reviewed in Managing the Tranches (Section 10.6.3).

59 OP0205.2 - Organization and programme office

B

To identify the responsibilities of a Business Change Manager.

- a) Incorrect. Members of the Programme Board provide support in ensuring the viability and integrity of the Blueprint (Section 4.7.1), but the Business Change Manager is responsible for designing it (Section 4.9.1).
- b) Correct. The Business Change Manager is responsible for designing the future operating model ('to-be' state) and ensuring that it is contained and maintained within the programme Blueprint (Section 4.9.1).
- c) Incorrect. The Programme Manager is responsible for facilitating the development of the Blueprint (Section 4.8.1) but not for designing the content of the future state.
- d) Incorrect. The Design Authority is an optional role which may have responsibilities for some corporate functions (Section 4.13) and so may provide some relevant information. However, this role does not have responsibility for designing the content of the Blueprint.

60 PT0101.3 - Overview, principles and governance themes overview

A

To recall the definition of programme management.

- a) Correct. Programme management is the coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits of strategic importance (Glossary).
- b) Incorrect. Configuration management is the technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of a Product (Glossary).
- c) Incorrect. Portfolio management is the totality of an organization's investment (or segment thereof) in the changes required to achieve its strategic objectives (Glossary).
- d) Incorrect. Quality assurance management is management of planned systematic processes that will be used to provide confidence that outputs will match their defined quality criteria (Glossary).

61 LS0205.1 - Leadership and stakeholder engagement

B

To identify the objectives of the communications process.

- a) Incorrect. Keeping awareness and commitment high is an objective of the communications process (Section 6.6.4).
- b) Correct. The Issue Register is used to describe issues and their impacts (Appendix A.4.10.1).
- c) Incorrect. Explaining what changes will be made, and when, is an objective of the communications process (Section 6.6.4).
- d) Incorrect. Describing the desired future end state to stakeholders is an objective of the communications process (Section 6.6.4).

62 PT0207 - Overview, principles and governance themes overview

B

To identify the characteristics of the seven principles that improve the probability of a programme achieving its objectives.

- a) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- b) Correct. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- c) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- d) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).

63 LS0203 - Leadership and stakeholder engagement

C

To identify the purpose of 'visioning' workshops.

- a) Incorrect. The Programme Mandate is confirmed in Identifying a Programme (Section 14.3). This is not part of a 'visioning' workshop.
- b) Incorrect. The first Benefit Profiles for end benefits are initially created from information in the Vision Statement and the Programme Brief (Section 15.8). Therefore they will be created sometime after a 'visioning' workshop.
- c) Correct. 'Visioning' workshops can be used to engage the right stakeholders early, even including clients and suppliers (Section 6.2).
- d) Incorrect. The Blueprint is created after the creation of the Vision Statement (Section 8.1) and is refined at the end of each tranche (Section 16.14). 'Visioning' workshops are only concerned with the development of the Vision Statement.

64 PT0201 - Overview, principles and governance themes overview

D

To identify programme characteristics.

- a) Incorrect. This is a characteristic of a project (Table B.2).
- b) Incorrect. This is a characteristic of a portfolio (Table B.2).
- c) Incorrect. This is a characteristic of a portfolio (Table B.2).
- d) Correct. This is a characteristic of a programme (Table B.2).

65 RM0203 - Risk and issue management

A

To identify the description of risks, including causes, events and effects of threats and opportunities.

- a) Correct. A threat is an uncertain event which could have a negative impact on objectives or benefits (Glossary).
- b) Incorrect. Issues are events that have happened (Section 11.1).
- c) Incorrect. A constraint is a source of an issue (Section 11.4.1).
- d) Incorrect. Contingency is a part of a plan (Section 9.2.3) or a budget (Section 10.3.2) for use if the risk becomes an issue.

66 BM0203.2 - Benefits management

D

To identify reasons that benefit management continues beyond the end of the programme.

- a) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- b) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- c) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- d) Correct. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).

67 PT0105 - Overview, principles and governance themes overview

C

To recall the seven principles which improve the probability of a programme achieving its objectives.

- a) Incorrect. Focusing on the benefits and threats to them is a programme management principle (Section 2.2).
- b) Incorrect. Leading change is a programme management principle (Section 2.2).
- c) Correct. All assets that are created by the programme are recorded as programme configuration items and controlled by configuration management (Section 11.7), but this is not one of the seven programme management principles (Section 2.2).
- d) Incorrect. Learning from experience is a programme management principle (Section 2.2).

68 PT0104 - Overview, principles and governance themes overview

C

To recall the three types of programme.

- a) Incorrect. Compliance is one of the three types of programme (Section 1.6).
- b) Incorrect. Vision-led is one of the three types of programme (Section 1.6).
- c) Correct. A feasibility study is one of the possible types of project work required in a programme (Section 8.3.3), but this is not one of the three programme types which are vision-led, emergent and compliance (Section 1.6).
- d) Incorrect. Emergent is one of the three types of programme (Section 1.6).

69 OP0209 - Organization and programme office

B

To identify project board roles that could be filled by those with programme management responsibilities.

- a) Incorrect. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- b) Correct. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- c) Incorrect. 1 is false. This is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- d) Incorrect. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).

70 PL0202 - Planning and control

C

To identify the type of content of a Projects Dossier.

- a) Incorrect. The Programme Preparation Plan details how Defining a Programme will be undertaken (Appendix A.4.18.1).
- b) Incorrect. The Blueprint may contain future operational costs (Section 8.2) but not the costs for developing project outputs.
- c) Correct. The Projects Dossier provides outline information on the anticipated budget for each project (Section 9.2.4).
- d) Incorrect. The Information Management Plan sets out the timetable and arrangements for implementing and managing the Information Management Strategy (Appendix A.4.7.1).

71 OP0102 - Organization and programme office

D

To recall the three features of an effective programme organization.

- a) Incorrect. Changes happen in programmes and configuration management provides the control for managing these changes (Section 11.6), but it is not one of the three features of an effective programme organization (Section 4.1).
- b) Incorrect. Health checks can be used to provide an impartial view of a programme during its lifecycle to assess whether or not it will meet its objectives. (Section 12.3.2.3), but they are not one of the three features of an effective programme organization (Section 4.1).
- c) Incorrect. Sound overview of the Benefit Profiles and Benefits Realization Plan is required and may be allocated to a Benefits Realization Manager (Section 4.13), but it is not one of the three features of an effective programme organization (Section 4.1).
- 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).

72 RM0206 - Risk and issue management

D

To identify the defined risk responses for threats.

- a) Incorrect. Exploiting an uncertain event is a response to an opportunity (Table 11.1).
- b) Incorrect. Communication is an important part of the Risk Management Cycle (Section 11.3.1) but it is not one of the defined risk responses (Table 11.1).
- c) Incorrect. Enhancing the likelihood of an event occurring is a response to a risk opportunity (Table 11.1).
- d) Correct. Removing the cause of a potential problem is a way of removing a threat, which is the 'avoid' response to a threat (Table 11.1).

73 TF0206 - Transformational flow (FA – FF)

B

To identify the reasons for Delivering the Capability.

- a) Incorrect. The purpose of the Managing the Tranches process is to implement the defined programme management governance strategies for the programme, ensure that the capability delivery is aligned to the strategic direction of the organization, and enable the release of benefits (Section 16.1).
- b) Correct. Delivering the Capability provides new outputs that enable the capabilities in the Blueprint (Section 17.1).
- c) Incorrect. Benefits Management is a governance theme and not a transformational flow process (Section 3.1).
- d) Incorrect. The purpose of the Realizing the Benefits process is to manage the benefits from their initial identification to their successful realization (Section 18.1).

74 VS0203 - Vision

C

To identify the type of content of a Vision Statement.

- a) Incorrect. The Programme Plan is more detailed and is used to control and track the progress and delivery of the programme and resulting outcomes (Appendix A.4.17.1).
- b) Incorrect. Programme Communications Plan sets out the timetable and arrangements for implementing and managing the Stakeholder Engagement Strategy (Appendix A.4.14.1).
- c) Correct. The Vision Statement provides a clear statement of end goal of the programme, which is short and memorable (Section 5.2).
- d) Incorrect. The Organization Structure provides a description of the management roles, responsibilities and reporting lines in the programme (Appendix A.4.12.1).

75 RM0205.1 - Risk and issue management

C

To identify the purpose of the risk owner.

- a) Incorrect. The risk owner is responsible for managing the implementation of the selected actions to address the threats or to maximize the opportunities (Section 11.3.3.4).
- b) Incorrect. The risk owner is responsible for tracking of the selected actions to address the threats or to maximize the opportunities (Section 11.3.3.4).
- c) Correct. It is the risk actionee who is responsible for the implementation of risk response actions. They support and take direction from the risk owner (Section 11.3.3.4).
- d) Incorrect. The risk owner is responsible for reporting the implementation of the selected actions to address the threats or to maximize the opportunities (Section 11.3).