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***The Practitioner Examination***

Rationale

Exam Paper: EN\_MSP\_PRAC\_2011\_SamplePaper(LX21)\_QuestionBk\_v1.3

| <b>Question: 1, Syllabus: BM, Part: A, Type: CL, Syllabus Ref: BM0208, Level: 2</b> |   |            |   |
|---|---|------------|---|
| 1   | A | Correct:   | The Benefits Management Strategy covers the scope and explanation of which areas of the business will be covered by benefits management and realization activity (Appendix A.4.2.2).  |
|   | B | Incorrect: | The Benefits Map identifies the dependencies between benefits (Appendix A.4.3.2 and Figure 7.7).  |
|   | C | Incorrect: | Baseline performance levels are identified in the Blueprint (Section 7.4.3) and Benefit Profiles (Appendix A.4.1.2 and A.4.5.2).  |
|   | D | Incorrect: | Outline characteristics of the project outputs required to achieve the outcomes and for the benefit to be realized are described in the Benefit Profiles or in the Projects Dossier (Appendix A.4.1.2 and A.4.19.2).  |
| 2   | A | Incorrect: | The programme should evaluate whether the users will eventually enjoy adequate benefit value after bringing the outputs into business as usual (Section 12.1). The Quality and Assurance Plan should include schedules for these independent reviews (Appendix A.4.20.2). |
|   | B | Correct:   | The work needed to embed capabilities should be stated in the Benefits Realization Plan (Appendix A.4.4.2).   |
|   | C | Incorrect: | The Benefits Management Strategy describes functions, roles and responsibilities for benefits planning and realization (Appendix A.4.2.2).  |
|   | D | Incorrect: | The Information Management Strategy will describe any techniques used to control programme information (Appendix A.4.8.2).  |

**Question: 1, Syllabus: BM, Part: B, Type: MR, Syllabus Ref: BM0301, Level: 3**

|   |   |            |   |
|---|---|------------|---|
| 1 | A | Incorrect: | This refers to dependencies between benefits (short-term and longer-term benefits), and should be shown on the Benefits Map (Section 7.4.1.1 and Figure 7.7).   |
|   | B | Incorrect: | Dates for benefits reviews should not be included in the Benefits Management Strategy and are more likely to appear in Benefit Profiles or the Benefits Realization Plan, which includes appropriate milestones for Benefits Reviews to take a forward view of the likelihood of ongoing success (Appendix A.4.1.2 and A.4.4.2).  |
|   | C | Correct:   | The Benefits Management Strategy should include priorities for the different types of benefits (Appendix A.4.2.2). Benefit categories can be described as cashable or non-cashable (Section 7.3.2).   |
|   | D | Incorrect: | This information should be included in both the Benefits Realization Plan, which includes dates when specific outcomes will be achieved that enable the benefits, and the Benefits Map, which includes dependencies on project outputs (Appendix A.4.3.2).  |
|   | E | Correct:   | The Benefits Management Strategy should specify the measurement methods and processes as well as how and when reviews will be carried out (Appendix A.4.2.2).   |
| 2 | A | Incorrect: | The availability of the booking procedures so that training of shop managers can commence is the delivery of an output, which should be part of the Programme Plan (Appendix A.4.4.17.2). The Benefits Realization Plan should state dates when specific outcomes will be achieved (rather than outputs) that enable the benefits as well as handover and embedding activities, not dates for the delivery of outputs (Appendix A.4.4.2). |
|   | B | Correct:   | Appropriate milestones for Benefit Reviews to assess whether benefits are being achieved are part of the Benefits Realization Plan (Appendix A.4.4.2).  |
|   | C | Incorrect: | According to the Scenario, this represents the capability for Tranche 1. The delivery of capability and the milestone for an end-of-tranche review should be shown on the Programme Plan (Appendix A.4.17.2).   |
|   | D | Incorrect: | Milestones to assess whether project outputs are fit for purpose should be carried out by the project delivery team, and the outputs should be formally accepted by the Programme Manager (Section 17.7 and Table 17.1).  |
|   | E | Correct:   | Appropriate milestones for Benefit Reviews to assess whether benefits are being achieved are part of the Benefits Realization Plan (Appendix A.4.4.2).  |

| Question: 1, Syllabus: BM, Part: C, Type: AR, Syllabus Ref: BM0401, Level: 4 |        |  |   |
|--|--------|--|---|
| 1  | True:  | The business area of Facilities should be included in the Benefits Management Strategy because disposal of the Southtown building will provide an early (short term) benefit. In addition, the facilities will alter significantly and there will be changes to the use of the existing Northtown building (Sections 7.4.1, 7.4.2 and Appendix A.4.2.2). | True: Benefits Realization Plan should include timing of benefit realization and milestones for Benefit Reviews (Appendix A.4.2.2). The assertion is about which area is impacted upon (appropriate contents of the Benefits Management Strategy) but the reason is about the timing (listed in the Benefits Realization Plan, not the Benefits Management Strategy) so does not explain the assertion. Therefore, the answer is B. |
| 2  | False: | The level of granularity to be applied in the Benefit Realization Plan should be stated in the Benefits Management Strategy. It would, therefore, be appropriate to state if measurement is by shop or region (Appendix A.4.2.2).  | False: Measurement methods and processes to monitor and assess realization of benefits are in the Benefits Management Strategy, not the Benefits Realization Plan (Appendix A.4.2.2).   |
| 3  | True:  | The Benefits Management strategy sets out the rules of engagement on how to identify, map, monitor and review the Benefits Management Cycle. It would, therefore, be appropriate to identify this requirement for pre-transition measurement since each benefit must have a baseline. (Section 7.4.1.2, 15.7 and Appendix A.4.2.2).                      | True: Assessing the number of future attendees against the number of attendees currently using the existing facilities (baseline) will enable the measurement of the scale of improvement (Section 18.2.1). BECAUSE it is appropriate to measure the improvements against a baseline measure, it is appropriate to compare the performance of the existing training facilities with the new. Therefore, the answer is A.            |
| 4  | True:  | BCMs should engage with key individuals responsible for benefit delivery to ensure that measurement data on the number of staff attending training courses is collected in accordance with the Benefits Management Strategy (Section 7.4, Table 7.3).  | False: The Programme Manager is responsible for developing (being the producer of) the Benefits Management Strategy on behalf of the SRO (Table 7.3 and Table A.3).   |

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|---|--------|--|--------|---|
| 5 | True:  | Benefits Reviews should involve stakeholders such as BCMs and those who can provide realistic information and evidence of what has been achieved to date (Section 7.4.4).  | True:  | For realized benefits, input from stakeholders, including the BCMs responsible for the changed operations should be sought to provide realistic information and evidence of what has been achieved to-date (Section 7.4.4). BECAUSE a Benefit Review should include individuals responsible for the changed operations to provide realistic information on operational efficiency, Entry 5 should include shop managers who are well placed to do this. Therefore, the answer is A. |
| 6 | False: | It is unlikely that there will be sufficient benefits to assess, at the time of the opening of the temporary training centre, to warrant a Benefit Review (Section 7.4.4). Benefit Reviews typically take place at the end of a tranche (Section 7.4.4), which includes transition activities (Section 8.3.3). | False: | A Benefit Review should take place at a time when the capability has been sufficiently embedded to assess the benefits against the Benefits Realization Plan (Section 7.4.4)  |

| <b>Question: 2, Syllabus: OP, Part: A, Type: MR, Syllabus Ref: OP0302, Level: 3</b> |   |            |   |
|---|---|------------|---|
| 1   | A | Incorrect: | Projects may be multidisciplinary or single discipline - defined by output, location or discipline (Section 9.2.4), but it is the business area affected by the outcomes that would be most likely to inform the appointment of BCMs (Section 4.9.2).       |
|   | B | Incorrect: | Projects may well be delineated by location (Section 9.2.4), but it is the business area affected that would be most likely to inform the appointment of BCMs (Section 4.9.2).  |
|   | C | Incorrect: | The appointments of the BCMs will normally be carried out as part of Defining a Programme (section 15.12), if not identified during Identifying a Programme (Section 14.4). The duration of the first tranche would have little effect on the appointments. |
|   | D | Correct:   | Each separate area of the business that is affected by the programme should have its own BCM or Business Change Team representation (Section 4.9.2).  |
|   | E | Correct:   | Monitoring business stability and ongoing capability to cope with the level of change is one of the responsibilities of the BCM (Section 4.9.1).  |
| 2   | A | Incorrect: | Qualifications in project or programme management are not a key attribute of the BCM role (Section 4.9.2).  |
|   | B | Incorrect: | BCM's are not allocated to the programme on a full-time basis, as having ongoing operational responsibility is a key attribute of the BCM role (Section 4.9.2).   |
|   | C | Incorrect: | Compliance with the property management strategy is more likely to be part of audit or assurance and is not a key attribute of the BCM role (Section 4.9.2).  |
|   | D | Correct:   | The BCM should demonstrate a detailed knowledge of the business environment and have direct business experience (Section 4.9.2).  |
|   | E | Correct:   | The BCM should have change management skills and enough experience to bring order to complex situations (Section 4.9.2).  |
| 3   | A | Incorrect: | Delivering accurate financial reports on business performance is not a key attribute of the Programme Manager (Section 4.8.2).  |
|   | B | Correct:   | Ability to develop and maintain effective working relationships is a key attribute of the Programme Manager (Section 4.8.2).  |
|   | C | Incorrect: | It is the SRO who has responsibility for creating and communicating the vision for the programme (Section 4.6.1).   |
|   | D | Incorrect: | Enthusiasm is not listed as a key attribute and by itself would not be sufficient to qualify someone to be a Programme Manager (Section 4.8.2).   |
|   | E | Correct:   | Credibility within the programme environment and ability to influence others are key attributes of the Programme Manager (Section 4.8.2).   |

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| 4 | A | Incorrect: | Ensuring that there is no scope conflicts between individually owned benefits is a key element of the Benefits Realization Manager role (Section 4.13).  |
|   | B | Correct:   | The Design Authority can own a corporate function such as property infrastructure to ensure there is appropriate alignment and control when changes are being planned and implemented (Section 4.13).  |
|   | C | Incorrect: | The BCM role (supported by the Business Change Team) is responsible for communicating the change and preparing the business areas for the transition (Section 4.9.1). The Risk Manager could be used to provide expertise and management support for risk and issue management (Section 4.13). |
|   | D | Incorrect: | Procurement expertise can be considered as an additional governance role to ensure compliance to corporate strategies (Section 4.13).  |
|   | E | Correct:   | The Design Authority can own a business model or corporate blueprint to ensure there is appropriate alignment and control when changes are being planned and implemented (Section 4.13).   |



**Question: 2, Syllabus: OP, Part: B, Type: CL, Syllabus Ref: OP0402, Level: 4**

|   |   |            |   |
|---|---|------------|---|
| 1 | A | Incorrect: | The Chief Financial Officer is a key decision-maker with regard to programme funding and should be a member of the Sponsoring Group (Section 4.5 and 4.5.2). Also, there is no requirement for the Sponsoring Group to have programme management experience (Section 4.5.2).  |
|   | B | Incorrect: | The Chief Financial Officer is a key decision-maker with regard to programme funding and should be a member of the Sponsoring Group (Section 4.5 and 4.5.2). The leaders of the programme do need to demonstrate leadership (Section 6.3). Although the Chief Financial Officer is concerned that Buyitall is trying to do too much, too soon, the scenario states that all of the members of the Corporate Board support the changes.  |
|   | C | Correct:   | The Chief Financial Officer is a key decision-maker with regard to programme funding and should be a member of the Sponsoring Group (Section 4.5 and 4.5.2). The Sponsoring Group is responsible for authorizing the funding (Section 4.5.2).   |
|   | D | Incorrect: | The Chief Financial Officer is a key decision-maker with regard to programme funding and should be a member of the Sponsoring Group (Section 4.5 and 4.5.2). It is true that the SRO is likely to be a peer member of the Sponsoring Group. However, this is not the reason why the Chief Financial Officer should be a member (Section 4.5).   |
| 2 | A | Correct:   | The HR Director is the manager accountable for the business area most affected by the proposed changes (from those in the additional information) and will therefore be in the best position to ensure the correct resources are available, and to influence and engage key stakeholders (Section 4.6.1 & Table 4.1). The SRO, chosen from the Sponsoring Group, should be the individual with the most appropriate and required authority, credibility, experience and skills to lead and direct the programme (Section 14.4). |
|   | B | Incorrect: | The HR Director is the individual with the most appropriate and required authority, credibility, experience and skills to lead and direct the programme (Section 14.4). Although the SRO has overall accountability for maintaining stable operations (Table 16.1), the monitoring of business stability is a responsibility of the BCM and while the HR Director is a very experienced change manager, this is not a reason to select them as the SRO (Section 4.6.1 and 4.9.1).   |
|   | C | Incorrect: | The delivery of training centres (facilities) is only an enabler to this programme and therefore the Facilities Director is not the individual with the most appropriate and required authority, credibility, experience and skills to lead and direct the programme (Section 14.4). Although project management experience is an important element in running the programme, this would not be a reason for appointing the SRO (Section 4.6.1).  |
|   | D | Incorrect: | The delivery of training centres (facilities) is only an enabler to this programme and therefore the Facilities Director is not the individual with the most appropriate and required experience and skills to lead and direct the programme (Section 14.4). The SRO leads the programme, providing clear leadership and direction throughout its life (Section 4.6.1).   |

**Question: 2, Syllabus: OP, Part: C, Type: CL, Syllabus Ref: OP0402, Level: 4**

|   |   |            |   |
|---|---|------------|---|
| 1 | A | Incorrect: | From the additional information, the Facilities Compliance Manager does not appear to have the defined attributes of a Programme Manager including an understanding of the wider objectives of the programme (Section 4.8.1 and 4.8.2).   |
|   | B | Incorrect: | There is no requirement for the Programme Manager to be a line manager responsible for one of the key areas of change – this would be more suited to the BCM role (Section 4.8.2 and 4.9.2).  |
|   | C | Incorrect: | Strong technical knowledge of the products being developed by a programme is NOT a key attribute of a Programme Manager. The Programme Manager needs an understanding of the wider objectives of the programme (Section 4.8.2).   |
|   | D | Correct:   | The Independent Consultant has a good knowledge of project management and this is a key attribute of an effective Programme Manager (Section 4.8.2).  |
| 2 | A | Correct:   | The Training Manager has 15 years' experience in change management, and bringing order to complex situations during times of change is a key attribute of a BCM (Section 4.9.2).  |
|   | B | Incorrect: | It is the role of the Benefits Realization Manager, not the BCM, to provide assurance and overview of the Benefits Realization Plan (Section 4.13).   |
|   | C | Incorrect: | The Southtown Training Centre Manager would not be able to continue with existing ongoing operational responsibilities and this is a key attribute of a BCM (Section 4.9.2). The BCM must be 'business-side' in order to provide a bridge between the programme and business operations (Section 4.9.1).  |
|   | D | Incorrect: | The Southtown Training Centre is being sold so the Southtown Training Centre Manager would not be able to continue with existing ongoing operational responsibilities. As this is a key attribute of a BCM, they would not be suitable for this role. (Section 4.9.2).  |
| 3 | A | Incorrect: | The Chief Financial Officer is a member of the Corporate Board and it is therefore more appropriate for the Chief Financial Officer to sit on the Sponsoring Group in a strategic decision-making capacity. The Programme Board is responsible for resolving strategic and directional issues between projects (Section 4.7.1 and 4.5).                           |
|   | B | Incorrect: | The Chief Financial Officer is a member of the Corporate Board and it is therefore more appropriate for the Chief Financial Officer to sit on the Sponsoring Group in a strategic decision-making capacity. The Programme Board could include a representative of corporate functions such as finance - for example, the Finance Manager (Section 4.7.2 and 4.5). |
|   | C | Correct:   | The Northtown Training Centre Manager is Project Executive for three key projects and, therefore, should be a member of the Programme Board because the Programme Board should include (optionally) the Project Executives of the projects in the programme (Section 4.7.2).  |
|   | D | Incorrect: | The Northtown Training Centre Manager is Project Executive for three key projects and, therefore, should be a member of the Programme Board but the fact that the Programme Board may be formed early in Defining a Programme is not the reason for the appointment (Section 4.7 and 4.7.2).  |

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|---|---|------------|--|
| 4 | A | Incorrect: | The Sponsoring Group is responsible for the investment decision, defining the direction of the business and ensuring strategic alignment. The CEO of ABC is clearly an effective business leader but does not meet these criteria in this programme. The Sponsoring Group should lead by example, embracing the values implied by the transformational change (Section 4.5 and 4.5.3). |
|   | B | Incorrect: | The Sponsoring Group is responsible for the investment decision, defining the direction of the business and ensuring strategic alignment. The CEO of ABC does not meet these criteria in this programme. The Programme Board may include lead suppliers, but not the Sponsoring Group (Section 4.5 and 4.7.2).   |
|   | C | Incorrect: | It is appropriate for the Facilities Director to sit on the Sponsoring Group in a strategic decision-making capacity. Facilitation of the appointment of individuals to project delivery teams is a responsibility of the Programme Manager (Section 17.2); the Sponsoring Group concentrates on how the programme aligns with corporate strategic direction (Section 4.5 and 4.8.1).  |
|   | D | Correct:   | It is appropriate for the Facilities Director to sit on the Sponsoring Group in a strategic decision-making capacity. The Sponsoring Group should include those responsible for defining the direction of the business (frequently at Director level) (Section 4.5).   |

| <b>Question: 3, Syllabus: BL, Part: A, Type: CL, Syllabus Ref: BL0208, Level: 2</b> |   |            |  |
|---|---|------------|--|
| 1   | A | Incorrect: | The blueprint, benefits maps and the programme plan are designed together, with the emerging business case acting as the moderator (Section 15.6). The Blueprint is delivered by the Programme Plan (Figure 8.4), which shows the relative sequencing of all the projects in the Projects Dossier. The Projects Dossier provides a list of projects required to deliver the Blueprint (Appendix A.4.5.2).  |
|   | B | Incorrect: | The blueprint, benefits maps and the programme plan are designed together, with the emerging business case acting as the moderator (Section 15.6). The Blueprint is delivered by the Programme Plan, which shows the relative sequencing of all the projects in the Projects Dossier. The Projects Dossier provides a list of projects required to deliver the blueprint (Appendix A.4.19.2).              |
|   | C | Incorrect: | The blueprint, benefits maps and the programme plan are designed together, with the emerging business case acting as the moderator (Section 15.6). The Blueprint is delivered by the Programme Plan (Figure 8.4), which shows the relative sequencing of all the projects in the Projects Dossier. The Projects Dossier provides a list of projects required to deliver the blueprint (Appendix A.4.19.2). |
|   | D | Correct:   | The Blueprint is delivered by the Programme Plan (Figure 8.4), which shows the relative sequencing of all the projects in the Projects Dossier. The Projects Dossier provides a list of projects required to deliver the blueprint (Appendix A.4.19.2).  |
| 2   | A | Correct:   | The Blueprint informs the Business Case and the Business Case justifies the Blueprint (Figure 8.4) - it is important to consider whole-life costs within the Business Case (Section 10.3.2).   |
|   | B | Incorrect: | The Programme Brief is produced during Identifying a Programme and is an input to Defining a Programme but is not updated after the end of Identifying a Programme (Table A2).   |
|   | C | Incorrect: | The Risk Management Strategy provides governance controls to deliver the Blueprint. The approach to risk management would not be affected by detailed content of the Blueprint (Appendix A.4.24.2).  |
|   | D | Incorrect: | The Vision Statement should be a constant and stable foundation for the programme. A change to the processes should not require a change to the Vision (Section 5.3). The Vision is expanded and developed into the Blueprint (Figure 8.3).  |

| <b>Question: 3, Syllabus: BL, Part: B, Type: MR, Syllabus Ref: BL0301, Level: 3</b> |   |            |  |
|---|---|------------|--|
| 1   | A | Correct:   | Distance learning is part of the description of the new business model for the training function (Appendix A.4.5.2).   |
|   | B | Incorrect: | An explanation of how resource requirements will be achieved as well as the need for subject matter experts belongs in the Resource Management Strategy (Appendix A.4.23.2).   |
|   | C | Incorrect: | Staff opinions and attitudes are part of the organizational culture or style and so should be in the Organization section of the Blueprint (Appendix A.4.5.2).   |
|   | D | Incorrect: | The process and timing for Benefits Review should be in the Benefits Management Strategy/Benefits Realization Plan (Appendix A.4.2.2 and A.4.2.2).   |
|   | E | Correct:   | The outsourcing is part of the description of the new business model for the training function (Appendix A.4.5.2).   |
| 2   | A | Incorrect: | That the instructions will be presented in the form of a process flow is possibly too detailed for inclusion in the Blueprint but, in any case, would be included in the Processes section (Appendix A.4.5.2).   |
|   | B | Correct:   | An improvement in customer satisfaction is one of the objectives of the programme. Analysis of results of customer satisfaction surveys is valid information and data required to effectively manage future business operations (Appendix A.4.5.2).  |
|   | C | Incorrect: | The target or future operating costs should be included in the Blueprint, but within the Processes section (Appendix A.4.5.2).   |
|   | D | Correct:   | Ongoing records of staff training will be needed as part of the information and data required to effectively manage the future business operations. These will be required to help to achieve the stated objective of being recognized as one of the top five training providers (Appendix A.4.5.2). |
|   | E | Incorrect: | If included in the Blueprint, this information would be in the Processes section (Appendix A.4.5.2).   |

| Question: 3, Syllabus: BL, Part: C, Type: AR, Syllabus Ref: BL0401, Level: 4 |        |  |  |
|--|--------|--|--|
| 1  | True:  | Specifying that most courses are non-residential should be part of the description of the new business model for training (Appendix A.4.5.2).  | True: Processes and business models can be expressed in as a flow or process graphics (Appendix A.4.5.2). Specifying that most courses are to be delivered as non-residential courses is part of the content, rather than an indication of the format in which the new business model will be expressed. Therefore, the answer is B. |
| 2  | False: | The organization structure in the additional information describes the organization structure for the programme and not for the future state of Buyitall's training function (Appendix A.4.5.2).                 | False: The Blueprint should describe the Organization Structure required to support future business operations not that of the programme organization (Section 8.2.1 and Appendix A.4.5.2).  |
| 3  | False: | The IT network is an IT system and is therefore a valid entry within the Technology section to support the future business operations (Appendix A.4.5.2).  | True: The description of processes to support future business operations should be provided in the Processes section of the Blueprint (Appendix A.4.5.2).  |
| 4  | False: | Information relating to delivery (the Southtown centre is to be sold) is describing the 'journey' (how to get to the future state) and should not be included in the future state Blueprint (Section 8.1).       | True: Equipment and buildings for future business operations should be included in the Technology section (Appendix A.4.5.2).  |
| 5  | False: | This is a risk and should be recorded in the Risk Register, not in the Blueprint (Appendix A.4.25.2).  | True: Information and data required to effectively manage the future business operations should be documented in the Information section (Appendix A.4.5.2).   |
| 6  | True:  | Staff training records are a type of information that will be required in the future state, and information on staff training will be needed to monitor performance of the Training function (Appendix A.4.5.2). | True: It is correct that data required for ongoing operations after a programme has finished should be included in the Blueprint (Appendix A.4.5.2). Staff training records are required for ongoing operations. Therefore, the answer is A.   |



**Question: 4, Syllabus: PL, Part: A, Type: CL, Syllabus Ref: PL0206, Level: 2**

|   |   |            |   |
|---|---|------------|---|
| 1 | A | Incorrect: | The Programme Plan should include a dependency network, illustrating project input and output relationships (Appendix A.4.17.2).  |
|   | B | Incorrect: | The Programme Plan is not a master plan of all activities within the programme. When constituent project plans are developed later, they will be aligned to, but not embedded in, the programme plan in all their detail (Section 9.2).   |
|   | C | Correct:   | The Programme Plan should identify any risk response activities that have been made to mitigate programme risks (Appendix A.4.17.2).  |
|   | D | Incorrect: | The use of shared resources is ultimately controlled by the programme by means of the Programme Plan and Resource Management Strategy (Section 9.2.1).  |
| 2 | A | Incorrect: | The Projects Dossier contains a summary description of the projects. Dependencies between projects should be included in the Projects Dossier, but dependencies between tasks within each project would be contained within the project plans (Section 9.2.4 and Appendix A.4.19.2).  |
|   | B | Incorrect: | Chains of benefits (dependencies between benefits) are described in the Benefits Map (Section 7.4.1.1 and Appendix A.4.3.2). The Projects Dossier contains high-level information and estimates for the projects and includes the contribution the project will make to programme benefits (Section 9.2.4 and Appendix A.4.19.2). |
|   | C | Incorrect: | Transition activities are included in the Programme Plan/Benefits Realization Plan, but not in the Projects Dossier (Section 9.2.4 and Appendix A.4.17.2).  |
|   | D | Correct:   | The Projects Dossier includes information on existing projects to be adopted/absorbed by the programme (Section 9.2.4 and 15.10).   |

| <b>Question: 4, Syllabus: PL, Part: B, Type: MR, Syllabus Ref: PL0301, Level: 3</b> |   |            |   |
|---|---|------------|---|
| 1   | A | Correct:   | The Programme Plan should show dependencies between projects (Section 9.2.4 and Appendix A.4.17.2).   |
|   | B | Incorrect: | Project plans are aligned to, but not embedded in, the Programme Plan, which shows when the outputs will be delivered to the business. The focus is on interdependencies between the projects (Section 9.2.4 and Appendix A.4.17.2).  |
|   | C | Incorrect: | The procurement approach would be identified in the Resource Management Strategy, not included in the Programme Plan (Section 9.2.2 and Appendix A.4.23.2).   |
|   | D | Incorrect: | How the programme intends to engage with all stakeholders including channels should be recorded in the Stakeholder Engagement Strategy (Appendix A.4.26.2). The schedule of communication activities should be recorded in the Programme Communications Plan (Appendix A.4.14.2). |
|   | E | Correct:   | The Programme Plan should include transition planning information and the Benefits Realization Plan should include transition activities (Appendix A.4.17.2 and Figure 9.1).  |
| 2   | A | Incorrect: | The Monitoring and Control Strategy defines escalation routes and controls, but specific risk responses would be in the project or programme Risk Register (Appendix A.4.25.2).   |
|   | B | Incorrect: | Current customer satisfaction levels would be recorded in the relevant Benefit Profile (Appendix A.4.1.2).  |
|   | C | Correct:   | The Monitoring and Control Strategy should describe what controls will be in place, including project decision authority and tolerance (Section 9.3.1 and Appendix A.4.11.2).   |
|   | D | Correct:   | The flexibility of the programme (or margin) should be reflected in the Monitoring and Control Strategy (Glossary, Section 9.3.1 and Appendix A.4.11.2).  |
|   | E | Incorrect: | The Stakeholder Engagement Strategy will describe how the programme will engage with stakeholders and should answer the specific question of how to manage stakeholder objections (Appendix A.4.26.2).  |



| <b>Question: 4, Syllabus: PL, Part: C, Type: AR, Syllabus Ref: PL0401 PL0403, Level: 4</b> |        |  |   |
|--|--------|--|---|
| 1  | True:  | Project decision authority should be stated in the Monitoring and Control Strategy and buying or leasing each training centre is a key decision which may have to be referred from the project to programme level. This could be supported by the information that is in the Resource Management Strategy about expenditure approval procedures which might state that any expenditure over €x has to be referred to programme management (Appendix A.4.11.2). | False: It is the Quality and Assurance Plan that describes how and when the programme will carry out audits, health checks and reviews (Appendix A.4.20.2).   |
| 2  | False: | The design and specifications of the IT network for the training centres is not necessary information for controlling and tracking progress and delivery of the programme and resulting outcomes. Details of the future organization are described in the Blueprint (Section 8.2). Project Briefs should include high-level descriptions for project outputs (Section 9.3.3).  | False: Project Briefs should include high-level descriptions for project outputs (Section 9.3.3) not the Programme Plan (Appendix A.4.17.2).  |
| 3  | True:  | The Resource Management Strategy identifies how the resource requirements of the programme will be achieved (Appendix A.4.23.2).   | False: The Resource Management Plan should include a schedule of activities to implement the Resource Management Strategy and monitoring activities to track resource usage of projects (Appendix A.4.22.2).  |
| 4  | True:  | According to the scenario, the new training methods capability is currently planned to be delivered as part of Tranche 3 at the end of month 24. Buyitall has not tested to see whether staff will use the new distance learning training methods effectively. Therefore, it would make sense for a project to be set up to test the validity of these assumptions (Section 8.3.3).  | True: Early tranches may be designed as pilots or proof of concept (Section 8.3.3). Hence, it would make sense to commission a new project in an early tranche to test out the validity of the Programme Business Case. Therefore, the answer is A. |

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| 5 | True: | Projects should be given tolerances set by the programme (Section 9.3) and a thorough Project Brief, including how and when the project needs to escalate to the programme (Section 9.3.3).  | True: | The boundary is the scope of what a programme will cover (Glossary and Table A.1). The Assertion is describing project tolerances relating to the timing of the opening of centres, whereas the Reason is about the scope or boundary of the programme, not when it is needed. Therefore, the answer is B. |
| 6 | True: | The Project Brief should state how, when and in what format the project will report progress to the programme (Section 9.3.3). The identification of a site for the temporary training centre would be a key milestone to be reported. | True: | When the programme starts projects, part of the Project Brief explains when and how the project reports to the programme (Section 9.3.3 and 17.6). It is because projects should be given clear guidance on reporting that it should be clearly stated in the Project Brief. Therefore, the answer is A.   |

| <b>Question: 5, Syllabus: BC, Part: A, Type: CL, Syllabus Ref: BC0209, Level: 2</b> |   |            |   |
|---|---|------------|---|
| 1   | A | Incorrect: | The Sponsoring Group is accountable for approving the Programme Brief, which contains the outline Business Case, at the end of Identifying a Programme (Section 14.8, Table 14.1 and Table A3).   |
|   | B | Incorrect: | It is the outline Business Case, created as part of the Programme Brief (Appendix A.4.13.2), which is approved at the end of Identifying a Programme (Section 14.8 and Table 14.1). An approved Business Case is an output of Defining a Programme (Figure 15.1).   |
|   | C | Incorrect: | The Programme Mandate is the trigger for the programme and is confirmed during Identifying a Programme (Section 14.1 and Figure 14.1). The Programme Brief uses the Programme Mandate to flesh out the programme's specific objectives, required benefits, potential risks, outline costs and timescales, as well as options for delivery (Section 14.5). The Programme Brief is the first indication of whether the programme has understood its remit (Section 12.4.1).                               |
|   | D | Correct:   | The Programme Mandate should contain the strategic objectives and might contain a suggested Business Case (Section 10.2.1 and Appendix A.4.16.2).   |
| 2   | A | Incorrect: | The use of a Programme Brief, rather than a complete, highly detailed Business Case, in Identifying a Programme helps to avoid futile, time-consuming, work on detailed cost analysis, investment appraisals etc., when the overall concept of the proposed programme may not be viable for reasons other than financial justification (Section 14.5). The final Business Case is confirmed during Defining a Programme when the arrangements for managing the programme are developed (Section 15.15). |
|   | B | Correct:   | The full Business Case is developed during Defining a Programme (Section 10.6.2). In Defining a Programme, the Business Case should be developed in tandem with the Blueprint, the Programme Plan etc. (Section 10.3) and approved at the end of Defining a Programme (Figure 15.1).  |
|   | C | Incorrect: | The Business Case is approved at the end of Defining a Programme (Figure 15.1). The Business Cases for the programme is constantly monitored, reviewed regularly and updated as necessary to ensure progress remains aligned to strategic objections (Section 10.3).  |
|   | D | Incorrect: | In Defining a Programme, the Business Case should be developed in tandem with the Blueprint, the Programme Plan etc. (Section 10.3) and approved at the end of Defining a Programme (Figure 15.1).  |

| <b>Question: 5, Syllabus: BC, Part: B, Type: CL, Syllabus Ref: BC0401, Level: 4</b> |   |            |  |
|---|---|------------|--|
| 1   | A | Incorrect: | It is true that the objectives of the programme include re-designing the training provision. However, the design of the Northtown training facilities should not be described in the Business Case (Appendix A.4.6.2). This information would be more appropriate for the Technology section of the Blueprint (Appendix A.4.5.2).  |
|   | B | Correct:   | The design of the Northtown training facilities should be described in the Blueprint, not the Business Case. The Blueprint includes a description of the technology required for the future business operations. This is the reason why entry 1 should be moved (Appendix A.4.5.2).  |
|   | C | Incorrect: | The design of the Northtown training facilities should be described in the Blueprint. It is true that the Blueprint describes staffing levels but entry 1 is describing building capacity (technology) not the organization structure required (Appendix A.4.5.2).   |
|   | D | Incorrect: | The Strategic Objectives section of the Business Case would not include the benefits of using the training centre. It is true that the Business Case includes costs of the programme under the expected costs and overall timescales section (Section 10.1 and Appendix A.4.6.2).  |
| 2   | A | Correct:   | All costs of implementation should be included in the Business Case. The cost of running the temporary training centre is a cost incurred to move/support the operational unit until new practices are embedded. This explains why it should be in the Business Case (Table 10.1).   |
|   | B | Incorrect: | All costs of implementation should be included in the Business Case. However, the costs for the temporary training centres is a transition cost not a programme management cost (Table 10.1).  |
|   | C | Incorrect: | Benefits realization and business change costs should be included in the Benefit Profiles, which are then fed into the Business Case (Section 10.3, Table 10.1 and Appendix A.4.6.2).  |
|   | D | Incorrect: | Benefits realization and business change costs should be included in the Benefit Profiles which are then fed into the Business Case (Section 10.3, Table 10.1 and Appendix A.4.6.2).   |
| 3   | A | Incorrect: | The Business Case is developed by iteration through stages of formulation and analysis and should include information which needs to be further analysed during later parts of the programme (Section 10.3).   |
|   | B | Correct:   | The Business Case is developed by iteration through stages of formulation and analysis, and should include information that needs to be further analysed during later parts of the programme (Section 10.3). It is usual that at the start of a programme not all costs will be known. It is true that project costs should be included in the programme Business Case. This explains why, when the project costs become known, they should be included in the Business Case (Section 10.3). |
|   | C | Incorrect: | Programme management costs should be included in the Business Case (Table 10.1).   |
|   | D | Incorrect: | The Resource Management Plan is a source of information for programme management costs. However, these costs should be included in the Business Case in order to test the viability of the programme, not because of where they are sourced from (Table 10.1).   |

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| 4 | A | Incorrect: | The increase in the proportion of staff receiving training is a benefit. Any costs of measuring this benefit should be included in the Business Case as benefit realization costs. These costs would be included in the relevant Benefit Profile which is a source of information for the Business Case (Table 10.1 and Appendix A.4.6.2). |
|   | B | Incorrect: | The increase in the proportion of staff receiving training is a benefit. Any costs of measuring this benefit should be included in the Business Case as benefit realization costs. These costs would be included in the relevant Benefit Profile not the Benefits Management Strategy (Table 10.1 and Appendix A.4.1.2).                   |
|   | C | Incorrect: | It is true that costs of delivering enabling outputs are described as project costs. However, these are benefit realization costs, so this is not the reason why these costs should be included (Table 10.1).  |
|   | D | Correct:   | The increase in the proportion of staff receiving training is a benefit. Any costs of measuring this benefit should be included in the Business Case as benefit realization costs and this explains why these costs should be included (Table 10.1).   |

| Question: 5, Syllabus: BC, Part: C, Type: AR, Syllabus Ref: BC0401, Level: 4 |        |   |   |
|--|--------|---|---|
| 1  | False: | The 'do nothing' option should be considered within a Business Case. It should be first considered in the Programme Brief (Section 14.5) and then carried through to the Business Case (Sections 10.2.2, 10.3).   | False: It is often beneficial to explore the impact of the 'do nothing' option-which will presumably not lead to programme benefits (Section 14.5, Programme Brief, Sections 10.2.2 and 10.3). The Business Case should include options and approaches that have been considered (Appendix A.4.6.2).  |
| 2  | True:  | Each option in the Business Case will be considered including likely costs, benefits and risks. Therefore, each option should include the reason(s) that support why one option is better than the others in the organizational context (Section 10.3 and Appendix A.4.6.2).  | True: The Business Case should be used to assess the ongoing viability of the programme as the programme progresses (Section 10.1). The assertion is talking about comparing options put forward for consideration, BUT the reason is referring to ongoing information about the selected option. Therefore, the answer is B.                                       |
| 3  | False: | Because this is the option selected by Buyitall, it must be one of the options considered (Section 10.3, Appendix A.4.6.2).   | True: The Business Case will give more detail on the expected benefits, risk profile, etc. for the selected option (Appendix A.4.6.2).  |
| 4  | True:  | According to the scenario, Tranche 3 delivers the listed capability and, as a minimum, the Business Case should be reviewed at the end of each tranche (Section 10.4). The investment appraisal should be reviewed as more information becomes available regarding actual programme spend, as well as other information such as revised estimates for benefits (Section 10.5 and Table 10.2). | True: The Business Case does include the information to show the balance between the value of the benefits and the risks to achieving them (Section 10.1). The assertion is about the need to review the investment appraisal against actual expenditure, BUT the reason is referring to the balance between benefits, costs and risks. Therefore, the answer is B. |

| <b>Question: 6, Syllabus: LS, Part: A, Type: MG, Syllabus Ref: LS0305, Level: 3</b> |              |   |
|---|--------------|---|
| 1   | Correct [A]: | BCMs are responsible for engaging those operating new working practices (Table 6.5).  |
| 2   | Correct [F]: | The SRO is responsible for leading the engagement with high-impact stakeholders, such as the Corporate Board, and anticipating stakeholder issues that may arise (Table 6.5).   |
| 3   | Correct [F]: | The SRO should be proactive and visible as the driving force behind the programme, as well as engage key stakeholders early and at appropriate milestones throughout the programme (Section 4.6.2 and Table 6.5).   |
| 4   | Correct [A]: | The BCM for the shops would be responsible for engaging with the affected stakeholders (Table 6.5).   |
| 5   | Correct [D]: | Projects should report in an agreed format to help aggregate the information at the programme level in line with the Monitoring and Control Strategy (Section 17.6.1). The Project Manager for Project 3 (Training Design) would therefore be responsible for reporting progress on its development (Section 17.6.1). |
| 6   | Correct [C]: | The Programme Manager is responsible for controlling and aligning project communications (Table 6.5).   |



**Question: 6, Syllabus: LS, Part: B, Type: MR, Syllabus Ref: LS0304 LS0305, Level: 3**

|   |   |            |  |
|---|---|------------|--|
| 1 | A | Correct:   | Shareholders have an interest in how large expenditure impacts on company profits. Key messages should be targeted at and consultations undertaken with the relevant people (Section 6.6.1). Successful communications are based on stakeholder identification and analysis - sending the right message to the right audience (Section 6.6.4).   |
|   | B | Correct:   | Shareholders have an interest in how the sale of Southtown will impact on the value of assets and, therefore, profitability. Key messages should be targeted at and consultations undertaken with the relevant people (Section 6.6.1). Successful communications are based on stakeholder identification and analysis - sending the right message to the right audience (Section 6.6.4).   |
|   | C | Incorrect: | Detailed changes to job descriptions are not usually reported to shareholders, because shareholders are more interested in the impact on profitability than in operational changes. Key messages should be targeted at and consultations undertaken with the relevant people (Section 6.6.1). Successful communications are based on stakeholder identification and analysis - sending the right message to the right audience (Section 6.6.4).  |
|   | D | Incorrect: | Details of contractual discussions are commercially confidential and not usually reported to shareholders. Key messages should be targeted at and consultations undertaken with the relevant people (Section 6.6.1). Successful communications are based on stakeholder identification and analysis - sending the right message to the right audience (Section 6.6.4).   |
|   | E | Incorrect: | Information on project design issues is not usually reported to shareholders, as they are more interested in overall progress than progress of individual projects and their issues. Key messages should be targeted at and consultations undertaken with the relevant people (Section 6.6.1). Successful communications are based on stakeholder identification and analysis - sending the right message to the right audience (Section 6.6.4). |
| 2 | A | Incorrect: | Given the numbers of staff involved, as referenced in the scenario (385 shops) this would not be the most likely method of cascading routine progress (Section 6.6.4 and Table 6.4).   |
|   | B | Correct:   | Articles and bulletins in staff publications are an appropriate way of passing on information about progress to staff working in the shops (Section 6.6.4 and Table 6.4).  |
|   | C | Incorrect: | Workshops can be a useful way of communicating with targeted groups of stakeholders for a specific purpose, but are unlikely to be appropriate for passing on routine progress information to large numbers of people (Section 6.6.4 and Table 6.4).   |
|   | D | Correct:   | Displays on notice boards are an appropriate way of passing on information to large numbers of people (Section 6.6.4 and Table 6.4).   |
|   | E | Incorrect: | Regular press releases would be unlikely to be an appropriate channel for programme progress information because this could broadcast sensitive information to other stakeholders (Section 6.6.4 and Table 6.4).   |



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| 3 | A | Incorrect: | According to the scenario, this is a facilities management operational function, and the BCM for Training would be responsible only for engaging and leading those operating new working practices through the transition in their organization or area (Table 6.5).   |
|   | B | Correct:   | It is likely that the BCM for Training would be responsible for this, as the administrative staff are a stakeholder group that is affected by the new arrangements (Table 6.5).  |
|   | C | Incorrect: | It is a function of the SRO to brief the Sponsoring Group and gathering strategic guidance on changing business drivers (Table 6.5).   |
|   | D | Incorrect: | It is not a BCM responsibility to communicate on project progress to the Programme Manager (Table 6.5). This should be the Project Manager or  |
|   | E | Correct:   | It is a BCM responsibility to brief and liaise with their Business Change Team (Table 6.5).  |
| 4 | A | Incorrect: | The communication of operational changes such as changes to terms and conditions as a result of the programme would be the responsibility of the Business Change Team or, perhaps, the relevant line manager or HR department (Table 18.1 and Table 6.5). In addition, according to the scenario, terms and conditions are not part of Project 6.  |
|   | B | Correct:   | A Project Manager is responsible for escalating unacceptably high project risks to the Programme Manager (Section 17.6.1).   |
|   | C | Incorrect: | The Business Change Team is responsible for delivering key communications messages to their business operations. At a higher level, the SRO, is responsible for engaging key stakeholders (such as operational staff) early and at appropriate milestones throughout the programme (Table 6.5). According to the scenario, new training methods are also not part of Project 6.  |
|   | D | Correct:   | A Project Manager (Project Team) is responsible for managing delivery of the project to the programme within agreed scope and tolerances, and reporting progress to the programme as defined in the Project Brief (Sections 9.3.3 and 17.2) and communicating with project teams. The Programme Manager will need to ensure 'any departures (outside agreed tolerances) from previously published project plans are assessed for impact on the rest of the programme.' (Section 17.6.1). |
|   | E | Incorrect: | Responsibility for reporting operational issues and risks, and progress on embedding the new capabilities belongs to the BCM and associated Business Change Team (Table 18.1 and Table 11.2). In addition, according to the scenario, revised working practices are not part of Project 6.   |

| <b>Question: 7, Syllabus: FA, Part: A, Type: MR, Syllabus Ref: TF0301, Level: 3</b> |   |            |  |
|---|---|------------|--|
| 1   | A | Incorrect: | Vision Statements communicate the end goal of the programme, and should not include lower level detail such as new terms and conditions for trainers (Section 5.2). The Programme Brief contains an Outline Vision Statement for the programme, containing a clear statement of the end goal of the programme (Appendix A.4.13.2).                     |
|   | B | Correct:   | Buyitall wishes to be recognized as one of the top five internal training providers in its industry sector (Scenario). The Programme Brief contains an Outline Vision Statement for the programme, containing a clear statement of end goal of the programme (Appendix A.4.13.2).  |
|   | C | Incorrect: | Options for delivery that are known about at this stage should be discussed elsewhere in the Programme Brief (Appendix A.4.12.2).  |
|   | D | Incorrect: | Specific locations may change and the Outline Vision Statement should provide a consistent description of the desired future state even as details change (Section 5.1, 5.2 and 5.3).  |
|   | E | Correct:   | Vision Statements should describe how the future is better than the present, and describe a desirable future in terms of key stakeholders (Section 5.2).   |
| 2   | A | Incorrect: | The Resource Management Strategy identifies the procurement approach and refers to current contract frameworks (Appendix A.4.23.2).  |
|   | B | Incorrect: | The Programme Preparation Plan contains a description of the deliverables from Defining a Programme, together with the boundaries and margins within which the team will work during Defining a Programme (Section 14.6 and Appendix A.4.18.2).  |
|   | C | Correct:   | The Programme Brief contains an assessment of the current state and how the current business operates and performs in the areas that will be impacted by the change (Appendix A.4.18.2).   |
|   | D | Incorrect: | The Programme Brief contains an initial listing of the candidate projects or activities required together with rough timescales and explanation of any projects that will be terminated (Appendix A.4.13.2). It is the Programme Plan that includes an explanation of the grouping of projects and major activities into tranches (Appendix A.4.17.2). |
|   | E | Correct:   | The Programme Brief contains an outline description of benefits and could take the form of a Benefits Map (Section 14.5 and Appendix A.4.13.2).  |

| <b>Question: 7, Syllabus: FA, Part: B, Type: MG, Syllabus Ref: TF0301, Level: 3</b> |              |  |
|---|--------------|--|
| 1   | Correct [B]: | According to the Scenario, an increase in the proportion of staff receiving training is one of the benefits of the programme because it is advantageous to all staff (Appendix A.4.13.2).  |
| 2   | Correct [C]: | Programme staff is a programme resource requirement and is included within the term 'effort' (Appendix A.4.13.2).  |
| 3   | Correct [B]: | This is an example of a benefit. The benefit is an improvement (increased staff productivity) perceived as advantageous by the corporate stakeholder (Appendix A.4.13.2 and Glossary).   |
| 4   | Correct [A]: | The Blueprint is a model of the future organization and the technology that supports it (Section 8.2). It is the responsibility of the projects to develop more detailed designs and specifications to meet the requirements for the 'to-be' model (Section 15.6). |
| 5   | Correct [D]: | The uncertainty phrased in the statement indicates a risk (Appendix A.4.13.2 and Section 11.1)   |
| 6   | Correct [B]: | This describes an economic benefit (releasing cash from the sale), which can be measured in financial terms (Section 7.1, 7.3.1 and Glossary).   |
| 7   | Correct [F]: | This is an assessment of performance of the current state of the training (Appendix A.4.13.2).   |
| 8   | Correct [B]: | The shop managers will see the 'increased workload' as a measurable decline resulting from the operation of the new administration processes. This is a dis-benefit (Glossary).  |

| <b>Question: 8, Syllabus: FD, Part: A, Type: CL, Syllabus Ref: TF0303, Level: 3</b> |   |            |   |
|---|---|------------|---|
| 1   | A | Incorrect: | The SRO is responsible for leading the programme and providing overall direction for the delivery of the programme. Therefore, they are accountable for aligning projects with programme objectives (Section 4.6.1 and Table 17.1).                         |
|   | B | Correct:   | The Programme Manager is responsible for ensuring that the delivery of new products meets programme requirements. Therefore, they are responsible for aligning projects with programme objectives (Section 4.8.1 and Table 17.1).                           |
|   | C | Incorrect: | At most, the BCM role would be consulted (Table 17.1).  |
|   | D | Incorrect: | The Project Manager is not responsible for aligning projects with programme objectives, it is the Programme Manager. The Project Manager should deliver the scope of the project within any tolerances set by the programme (Section 9.3.3 and Table 17.1). |
| 2   | A | Correct:   | The SRO is accountable for aligning projects with programme objectives (Section 4.6.1 and Table 17.1).  |
|   | B | Incorrect: | The Programme Manager is responsible for ensuring that the delivery of new products meets programme requirements. Therefore, they are responsible for aligning projects with programme objectives (Section 4.8.1 and Table 17.1).                           |
|   | C | Incorrect: | The BCM role would be consulted to determine if they believe that the revised working practices output will contribute to the programme's objectives (Section 4.9.1 and Table 17.1).  |
|   | D | Incorrect: | The SRO is accountable for aligning projects with programme objectives. The Programme Manager is responsible for ensuring that the projects deliver the scope of the project within any tolerances set by the programme (Table 17.1).                       |

**Question: 8, Syllabus: FD, Part: B, Type: CL, Syllabus Ref: TF0302, Level: 3**

|   |   |            |   |
|---|---|------------|---|
| 1 | A | Incorrect: | When briefing a Project Manager (compiling a Project Brief), the Programme Manager needs to ensure that the Project Manager understands the reporting requirements and configuration management standards to be applied (Sections 9.3.3 and 17.2).  |
|   | B | Correct:   | The Vision Statement should be sufficiently flexible to encompass changes in boundaries of this nature, without any change to the Vision Statement being required. Furthermore, the Vision Statement is unlikely to show specific dates for delivery of specific benefits (Section 5.2).  |
|   | C | Incorrect: | It is likely that the implementation of Project 9 (Pilot Implementation) will lead to the realization of some of the benefits earlier than originally planned. This should be reflected in the appropriate Benefit Profiles (Section 7.4.1).  |
|   | D | Incorrect: | The Programme Plan should include a dependency network illustrating project input and output relationships (Appendix A.4.17.2).   |
| 2 | A | Incorrect: | All projects should be listed in the Projects Dossier. Feasibility studies are particularly relevant in programmes that are transformational in nature as they are able to test the validity of new approaches (Appendix A.4.19.2 and Section 8.3.3).   |
|   | B | Incorrect: | Actions relating to poor quality are likely to be issues and not risks. Therefore, they would be recorded in the Issue Register and not the Risk Register (Appendix A.4.10.2).  |
|   | C | Correct:   | In this case, the introduction of a pilot project, early benefits should arise because staff would be provided with earlier access to enhanced training and development. It is often necessary to produce short-term 'quick wins' to keep stakeholders supportive of the initiative (Sections 7.3.5 and 8.3.3). This should result in early benefits realization in the region local to the pilot implementation. |
|   | D | Incorrect: | The Vision Statement should not include a list of projects (Section 5.2).   |

| <b>Question: 8, Syllabus: FD, Part: C, Type: MG, Syllabus Ref: TF0301, Level: 3</b> |              |   |
|---|--------------|---|
| 1   | Correct [D]: | The Quality and Assurance Strategy should provide guidance on the standards to which the programme should conform and the quality criteria to be applied (Appendix A.4.21.2).   |
| 2   | Correct [A]: | The facilities to be offered by the new training centres would be part of the Technology section of the Blueprint (Appendix A.4.5.2).   |
| 3   | Correct [C]: | A request for change is a type of issue (Section 11.4.1). The principal areas of issues in a programme include the management of interdependencies between the programme and its projects, and between the programme and its wider context (Section 11.1.1) and should therefore be recorded on the Programme Issue Register.   |
| 4   | Correct [G]: | The Projects Dossier should show what contribution each project will make to the programme Blueprint and benefits (Appendix A.4.19.2 and Section 9.2.4).  |
| 5   | Correct [E]: | The Risk Management Strategy should explain the programme's approach to risk management i.e. for managing events which may or may not occur (Appendix A.4.24.2).  |
| 6   | Correct [F]: | The identified risks need to be reviewed and challenged. Information relating to a specific risk will be recorded in the Risk Register. This is a programme risk because, if it occurs, it will impact on another project within the Projects Dossier. The scenario states that Project 1 (Sell Southtown) is critically dependent on Project 2 (Outsource Specialized Training) (Sections 11.1.1, 17.6.2 and Appendix A.4.25.2). |

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