



**The Practitioner Examination**

**LX22**

**Scenario Booklet**

This is a 2½-hour objective test. This booklet contains the Scenario upon which this examination is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided for a question must be applied only to that question.

Each of the eight questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated.

The examination is to be taken with the support of the MSP Guide only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the MSP Guide is to be used.

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## **Programme Scenario**

### **Service Improvement Programme**

(Note: The companies and people within the scenario are fictional)

### **Background**

A local government authority (LGA) covers a large rural area with a population of 150,000 people. The two main towns are Northfield and Southfield. The LGA has 275 full-time and part-time members of staff working in the Northfield and Southfield Town Halls.

Six months ago, following new legislation, the LGA started a project to create a single point of contact between the LGA and the people it serves. This project is called the 'one stop shop'. The LGA made a bid for funding from the National Government to provide additional support facilities and to update some local services around the region. Last week, the LGA heard that the bid had been successful. However, there are some constraints on the use of the funding:

- It must be used within three years of the date on which it was approved by the National Government
- It must be used to improve services to the public
- It must not be used to upgrade internal LGA facilities (unless the public will also gain from the improvement)
- It must not be spent on IT or related technical items.

### **The Programme**

The Head of Facilities Management has overall responsibility for the one stop shop and the use of the new funding. The new funding will allow three more projects to be started. The Head of Facilities Management has decided to combine all four projects into a programme. This will be known as the Service Improvement Programme. It will be run using MSP to help resolve conflicting priorities and coordinate the limited resources available.

Scenario continues on the next page

Scenario continued

### **Project 1 (One Stop Shop)**

Objectives:

- Create a one stop shop to deal with all enquiries from members of the public
- Train selected members of staff from all departments as service delivery agents and give them access to all the LGA's information systems
- Enable the public to contact the one stop shop by telephone or email, or by visiting its premises in the centre of Southfield
- Enable the public to raise concerns more easily with the elected members of the LGA
- Deal with at least 85% of the enquiries directly, with the remainder to be passed on to more specialized staff
- Use existing email links to issue work instructions from service delivery agents to the more specialized staff. These could cover, for example, dealing with rubbish left in the street, repairing an LGA-owned property, or replacing a street light.
- Provide tourist information facilities for the thousands of people who visit Southfield each year.

Dependencies:

- Implementation of the one stop shop must not happen at the same time as the relocation of staff under Project 3 (Southfield Town Hall).

### **Project 2 (Northfield Town Hall)**

Objectives:

- Refurbish Northfield Town Hall to include redecorating, rewiring, and fitting new carpets and blinds
- Provide a wheelchair access route into the building
- Provide a viewing area to enable the public to view meetings of elected members of the LGA
- Improve public facilities, including provision of a café, a waiting area and a public library.

Scenario continues on the next page

Scenario continued

### **Project 3 (Southfield Town Hall)**

Objectives:

- Demolish Southfield Town Hall, which has major structural problems
- Lease temporary office facilities for a two-year period during the building work
- Rebuild the town hall using external contractors.

Dependencies:

- Relocation of all Southfield staff into the temporary accommodation must be completed before implementation of the one stop shop, or delayed until afterwards. See Project 1 (One Stop Shop) for more details. A decision will be made once more detailed plans are available
- Work on Southfield planning approvals cannot start until the plans for Northfield Town Hall have been approved. This is because of resource limitations in the Architect's Department.

### **Project 4 (Public Toilets)**

Objectives:

- Refurbish all 20 sets of public toilets in the region
- Reduce running costs as a result of a reduction in vandalism.

Dependencies:

The Facilities Management Department will be able to refurbish two sets of toilets in parallel, as long as it is not working on Northfield Town Hall. It will only have the capacity to work on Northfield Town Hall and one set of toilets at the same time.

### **Timescale and Tranches**

Preliminary estimates for the duration of each project are:

- Project 1 (One Stop Shop) - expected completion date is approximately 12 months from now. This effectively comprises Tranche 1
- Project 2 (Northfield Town Hall) - will take approximately 12 months to complete after design approval has been gained
- Project 3 (Southfield Town Hall) - will take approximately 18 months to complete after final planning approval has been awarded
- Project 4 (Public Toilets) - each toilet block will take approximately three months to complete.

All the work needs to be completed within three years, to comply with the rules for the National Government funding.

The remaining tranche structure of the programme is not yet decided.

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Scenario continued

## Programme Organization

The Head of Facilities Management has received initial approval to start the programme with the four projects outlined above. The Head of Facilities Management hopes to be confirmed as Senior Responsible Owner (SRO) of the Service Improvement Programme soon.

Apart from the Chief Executive Officer (CEO), three other members of the Corporate Board are keen to be involved, although their current workloads prevent them from playing a very active part:

- Head of Public Services
- Chief Financial Officer
- Head of Human Resources.

The Head of Facilities Management has one very experienced Project Manager available. The programme includes proposals to train three more Project Managers. Three members of staff have secretarial and financial skills and experience of using project management software. They are currently undertaking some Programme Office functions.

The Head of Facilities Management has identified an experienced senior member of staff as Business Change Manager (BCM) for the one stop shop. This person will be appointed once the programme is formally confirmed and **Defining a Programme** begins. A Business Change Team and other BCMs representing all other affected areas of the organization are required. The SRO and provisional BCM have already approached a number of suitable individuals.

## Benefits

The Service Improvement Programme should generate benefits in the areas of:

- Increased access to LGA services
- Increased participation in the democratic process as a result of increased access to LGA services
- Reduced number of complaints about the condition of LGA offices
- Compliance with the latest health and safety legislation and disability access legislation
- Reduced building maintenance and running costs
- Increased revenue from tourism
- Increased productivity of LGA staff.

## Funding

The total cost of the programme is estimated to be about €8.6 million. €1.5 million has already been allocated to Project 1 (One Stop Shop). The remainder will come from the National Government funding of €7.5 million. The balance of the National Government funding is to be held in reserve to meet any unexpected costs.

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Scenario continued

It is also hoped that some of the costs of the one stop shop can be paid for out of the National Government funding. This will release LGA money for other projects that cannot be funded under the national funding rules.

All financial commitments of more than €7,000 made by the LGA have to be formally approved by the LGA's Finance Committee. It is likely to take four months for expenditure on these complex projects to be approved and any contracts awarded.

## Current Status

When the National Government funding was awarded, the Head of Facilities Management commenced **Identifying a Programme**. The bid for National Government funding and a covering letter to the CEO were used as a draft Programme Mandate. Many people still need to be convinced of the value of MSP and the programme approach. These include the CEO, the members of the Corporate Board and the elected members of the LGA. The Head of Facilities Management is presenting plans for taking the work forward at the next full LGA meeting in three weeks' time. The presentation will include a description of the programme's objectives and outcomes, and an outline Business Case. Approval will signal the commencement of **Defining a Programme**. This will allow the creation of a Programme Board and the appointment of key members of the Programme Management Team.

Project 1 (One Stop Shop) is being run very efficiently by the current Project Manager. It is on time and within budget, and is expected to be completed in about 12 months' time.

## Risks and Issues

The LGA's CEO is not convinced of the need for a programme. The CEO feels that running each project individually would be much more likely to succeed and would deliver the critical, nationally-funded projects more effectively. The CEO does not see the need for skilled Project Managers, believing that anyone of middle management ability should be able to run a project.

Much of the work on the one stop shop, Northfield Town Hall and the public toilets will be undertaken by the LGA's facilities management staff. External contractors will be used to provide support as necessary.

The option of selling off the Southfield Town Hall to a developer and then building a new town hall elsewhere was rejected.

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Scenario continued

LGA policies are determined by the elected members of the LGA. The elected members are politicians who generally belong to large political parties. The Leader of the LGA is the most senior member of the largest political party. This party does not have an overall majority, so it has developed an effective political coalition with the main opposition party. The next local LGA election will be held in two years, and it is expected that there will be a change in the controlling party.

Any delays in completing the programme could result in the loss of the National Government funding.

End of Scenario

## Question 2: Risk and Issue Management - Additional Information

### Extract from Programme Board Minutes

#### Project 1 (One Stop Shop)

1. The Senior Finance Manager reported that the possibility of using National Government funding for some of the costs of the one stop shop is being investigated. This would release money for other projects.
2. The BCM for the one stop shop circulated a report proposing a new accommodation booking service for tourists looking for local hotel and guest house accommodation.

#### Project 2 (Northfield Town Hall)

3. Some new requirements for the rewiring of old electrical circuits need to be incorporated. Last month we asked an electrical contractor to make the necessary alterations to the drawings. It is understood that the additional work will cost under €40,000, although we await final quotations from the contractor.
4. The additional work on the electrical circuits in Northfield Town Hall may hold up its opening. Benefits in the area of 'increased access to LGA services' may be delayed as a result. The SRO has agreed to this potential impact.

#### Project 3 (Southfield Town Hall)

5. The Health and Safety Inspector has served a notice on the LGA to stop using the west wing of the building. This is because of structural problems. The public facilities in the west wing have, therefore, been closed. All members of staff will relocate from the west wing as soon as essential works in the east wing are completed. Some members of staff will move into usable areas of Northfield Town Hall whilst minor works there are continuing. However, this will interrupt much of the Northfield rewiring work. Many of the Southfield staff moves are now likely to coincide with the opening of the one stop shop.

#### Project 4 (Public Toilets)

6. Two weeks ago, the Business Change Team asked the SRO to agree to add closed-circuit television (CCTV) outside the toilet entrances. The Programme Office was unaware of this request, and the project team is not familiar with the requirements for CCTV installation. The SRO asked the Programme Manager to ensure that the correct procedure is followed in the future.

### **Additional Programme Information**

The Service Improvement Programme has now been running for 16 months. However, due to a recent clarification of the funding rules, it is no longer possible to use National Government funding for the remainder of the programme. It has, therefore, been decided that the programme will have to close prematurely. The LGA needs to demonstrate that the resources were used effectively in order to secure funding for future programmes.

The one stop shop has now been operating successfully for almost four months. It has, to date, fulfilled all of the various stakeholders' expectations.

#### **Project 2 (Northfield Town Hall)**

This is progressing well and the current planned end date is now only four months away. This work will be completed as planned.

#### **Project 4 (Public Toilets)**

Seven of the twenty toilet blocks have been completed. The LGA has found alternative sources of funding for this work and, as a result, it will be passed to the Facilities Management Department for completion.



***The Practitioner Examination***

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***Question Booklet***

***Candidate Number:*** .....

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Syllabus areas covered:

Question 1 - Benefits Management

Question 2 - Risk and Issue Management

Question 3 - Leadership and Stakeholder Engagement

Question 4 - Blueprint Design and Delivery

Question 5 - Quality and Assurance Management

Question 6 - Overview, Principles and Governance Themes Overview

Question 7 - Transformational Flow - Identifying a Programme

Question 8 - Transformational Flow - Closing a Programme

Question Number 1

Syllabus Area Benefits Management

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	A	1

**Using the Scenario, answer the following question.**

Remember to select 2 answers to each question.

- |   |                                                                                                                  |
|---|------------------------------------------------------------------------------------------------------------------|
| 1 | Which <b>2</b> roles should focus on preparing the service delivery agents for the opening of the one stop shop? |
| A | Head of Public Services.                                                                                         |
| B | Programme Manager.                                                                                               |
| C | BCM for the one stop shop.                                                                                       |
| D | Programme Office staff.                                                                                          |
| E | Team leader for the one stop shop, who is part of the Business Change Team.                                      |

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	B	4

Answer the following questions.

Remember to select 2 answers to each question.

1	Which <b>2</b> should be categorized as economic benefits?
A	Reduced costs to maintain the public toilets.
B	Avoidance of penalties for non-compliance with disability access legislation.
C	Increased facilities for members of the public at Northfield.
D	More cost-effective maintenance for Southfield Town Hall.
E	Faster response to reports of rubbish left in the street.
2	Which <b>2</b> are dis-benefits arising from the provision of improved telephone and email access to LGA services?
A	Increased level of disturbances at public meetings.
B	Increased numbers of unimportant calls made to the LGA.
C	Higher staff turnover levels.
D	Faster reporting of vandalism to street lights.
E	Increased number of duplicate reports of rubbish left in the street.
3	Which <b>2</b> items are programme benefits?
A	Additional tourist information facilities.
B	Refurbished public toilets.
C	Completion of the one stop shop.
D	Increased tourism revenue in Southfield.
E	Increased number of members of the public viewing LGA meetings.
4	Which <b>2</b> should <b>NOT</b> to be the subject of a Benefit Profile?
A	LGA services are more accessible to the public.
B	Members of staff are relocated in the new Southfield Town Hall.
C	The public can contact the one stop shop by email or telephone.
D	Increased productivity of LGA staff.
E	Increased tourism revenue generated in Southfield.

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	C	5

Using the Benefit Description below, answer the following question.

**Benefit Description: Increased public participation in the democratic process as a result of increased access to LGA services for all members of the public.**

Column 1 is a list of **true statements** about the programme that might be found in the Benefit Profile for the benefit described above. Column 2 includes a selection of Benefit Profile headings. For each statement in Column 1, decide if it is an appropriate entry, and select from Column 2 the heading under which it is **MOST** likely to be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Members of the public are using the one stop shop to contact the LGA.	A This information is <b>UNLIKELY</b> to be specified in the Benefit Profile
2	The cost of providing disabled access and the Northfield viewing area will be €400,000.	B Programme or organizational objective supported
3	The programme is expected to achieve National Government targets for participation in the democratic process by disabled people.	C Key performance indicators (KPIs) in the business operations that will be affected by the benefit
4	The LGA's Finance Committee is <b>NOT</b> convinced that the proposed viewing area represents real value for money.	D Benefit realization and business change costs
5	Percentage of electorate voting at LGA elections will be recorded.	E The project(s) within the programme directly related to the realization of the benefit
		F Outcomes that will need to be in place to enable the benefit realization
		G Related issues and risks

Question Number 2

Syllabus Area Risk and Issue Management

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	A	1

Answer the following question about the programme risk management cycle.  
Remember to select 2 answers to each question.

1	<p>As a result of the belief that there is no need for skilled Project Managers, inexperienced Project Managers may be used, which could result in projects delivering late, over budget or not at all. Which <b>2</b> entries should be added to the Risk Register entry as part of the <b>implement</b> step of the risk management cycle?</p>
A	The Programme Manager will book appropriate training for all newly appointed Project Managers.
B	Probability = high.
C	This risk could be managed by either recruiting Project Managers externally or by the Programme Office monitoring the projects closely.
D	The Programme Office will monitor progress reports from all projects on a monthly basis to look for delays and overspend.
E	The risk will not be fully removed by the chosen response actions and the remaining risk is rated as probability = medium, impact = high.

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	B	6

**Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about the extract from the Programme Board Minutes.**

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	Entry 1 should be managed as a risk rather than an issue.	BECAUSE	An opportunity is an uncertain event that could have a favourable impact on benefits.
2	Entry 2 should <b>NOT</b> be logged as an issue unless the BCM suggests a course of action.	BECAUSE	The Issue Owner should be the person that raised the issue.
3	Entry 3 should be managed as a 'stakeholder question', which is a type of issue.	BECAUSE	A question about an aspect of the programme is a type of issue.
4	The SRO's decision about the risk described in entry 4 should be categorized as an acceptance response.	BECAUSE	The acceptance response means that the organization accepts the risk and that its full impact could occur.
5	Entry 5 should be owned jointly by the BCM for Southfield Town Hall and the Project Manager for Project 3 (Southfield Town Hall).	BECAUSE	The Issue Owner should be whoever is best placed to take the necessary action.
6	The requirement for CCTV cameras in entry 6 should be regarded as a separate issue to the failure to follow procedures.	BECAUSE	The Issue Management Strategy defines how issues will be categorized.

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	C	3

**Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.**

1	<p>The Programme Manager has decided that entry 5 is an issue that should be managed at programme level. Is this an appropriate application of MSP for the programme?</p> <p>A No, because only Project 2 (Northfield Town Hall) will be impacted upon by the change.</p> <p>B No, because more than one project may be impacted upon.</p> <p>C Yes, because project-level threats and opportunities could cancel each other out at the programme level.</p> <p>D Yes, because change is required to the work of two or more projects.</p>
2	<p>The procedure referred to in entry 6 has been documented in the Monitoring and Control Strategy. Is this an appropriate application of MSP for the programme?</p> <p>A No, because this procedure is a change control procedure.</p> <p>B No, because issues can occur at any time in a programme.</p> <p>C Yes, because this procedure is a business change management procedure.</p> <p>D Yes, because the Monitoring and Control Strategy defines how projects will be monitored.</p>
3	<p>Which role would be <b>MOST</b> likely to provide assistance to the Programme Manager in ensuring the 'correct procedure' referred to in entry 6 is followed?</p> <p>A Benefits Realization Manager because that role can provide expert advice on the realization of the expected benefits.</p> <p>B Benefits Realization Manager because that role should check that Benefit Profiles are not duplicated.</p> <p>C Programme Risk Manager because that role would be responsible for registering all changes for later investigation.</p> <p>D Programme Risk Manager because that role should provide expertise for the management of issues.</p>

Question Number 3

Syllabus Area Leadership and Stakeholder Engagement

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	A	1

**Using the Scenario and the information provided below, answer the following question.**

**The MSP guidance suggests that four categories (users/beneficiaries, governance, influencers and providers) could be used to group stakeholders. These groupings are being used for the programme.**

Remember to select 2 answers to each question.

1	Which <b>2</b> statements correctly categorize programme stakeholders?
A	New staff members employed to run the café at Northfield Town Hall should be categorized as users/beneficiaries.
B	The Finance Committee should be included under the single category of users/beneficiaries.
C	The CEO of the LGA should be included in all four categories of stakeholder.
D	The staff of the Westfield and Northfield Gazette, a popular local newspaper, should be categorized as users/beneficiaries and influencers.
E	The service delivery agents should be categorized as governance.

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	B	6

**Using the Scenario, answer the following question.**

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The SRO should appoint a Communications Manager as the single point of contact between the programme and its stakeholders.	BECAUSE	MSP identifies the Communications Manager as an additional governance role to be considered, if required.
2	The BCM for the one stop shop should be responsible for informing the Leader of the LGA about constraints on the use of the National Government funding.	BECAUSE	The SRO should delegate key communications with business operations to the responsible BCMs.
3	The level of support from members of the public who will use the LGA's new facilities should be shown in the Programme Communications Plan.	BECAUSE	The Programme Communications Plan includes the level of support from each stakeholder.
4	The Stakeholder Profiles for users of LGA facilities should show what benefits they will gain from the improvements.	BECAUSE	Stakeholder Profiles should identify the levels of support for the programme for each stakeholder.
5	The Programme Communications Plan should identify the main environmental messages for the public.	BECAUSE	The Programme Communications Plan identifies the objectives for each communication.
6	The Programme Communications Plan should identify the information required to achieve formal approval from the LGA's Finance Committee.	BECAUSE	The Programme Communications Plan executes the Stakeholder Engagement Strategy.

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	C	3

**Using the Scenario, answer the following questions.**

1	<p>The Programme Communications Plan states: 'The BCM for Northfield Town Hall is responsible for informing Northfield Town Hall staff about how their work will be managed during the refurbishment.' Is this an appropriate application of MSP for the programme?</p> <p>A No, because the Programme Manager should align communications activities.</p> <p>B No, because the Programme Manager should develop the Programme Communications Plan.</p> <p>C Yes, because the BCM should identify those who will gain and those who will lose out in their area of the business.</p> <p>D Yes, because the BCM should make key communications to their operational area.</p>
2	<p>The Programme Communications Plan states: 'The level of support for the programme from the LGA's elected members needs to be increased'. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the Stakeholder Profiles should contain current and target levels of support for each stakeholder.</p> <p>B No, because the Stakeholder Profiles should indicate the areas of the programme that stakeholders are interested in.</p> <p>C Yes, because the Programme Communications Plan includes target audiences for each communication.</p> <p>D Yes, because the Programme Communications Plan contains current and target levels of support for each stakeholder.</p>
3	<p>The Programme Communications Plan states: 'Articles in the local newspaper will be used to announce the opening of the one stop shop to as many potential users as possible.' Is this an appropriate application of MSP for the programme?</p> <p>A No, because email should be used to distribute general information about the programme.</p> <p>B No, because press and media are only useful for getting messages about the programme to an external audience.</p> <p>C Yes, because local newspapers can reach a high percentage of the local community who may also use the one stop shop.</p> <p>D Yes, because using press and media helps confirm to the programme team that their work is important to the local community.</p>

Question Number 4

Syllabus Area Blueprint Design and Delivery

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	A	3

Using the Scenario, and the tranche information below, answer the following questions about the **INTERMEDIATE** future state(s) described in the Blueprint.

**Tranche 1 effectively consists of Project 1 (One Stop Shop), which is expected to be completed in 12 months' time. Tranche 2 has been defined as concluding with the completion of the Northfield Town Hall refurbishment and the relocation of Southfield staff into the temporary accommodation that will be required until Tranche 3 is delivered.**

1	Which option should be documented under <b>processes</b> in the <b>intermediate</b> future state Blueprint for Tranche 1?
A	All service delivery agents are trained in the one stop shop processes.
B	Waiting area, café and public library in Northfield Town Hall.
C	All staff operational in the new Southfield Town Hall.
D	Single point of contact to deal with customer enquiries.
2	Which option should <b>NOT</b> be included under <b>technology</b> in the <b>intermediate</b> future state Blueprint for Tranche 2?
A	Office requirements for the Southfield temporary accommodation.
B	The number of complaints received from members of staff who have moved to the temporary accommodation.
C	Personal computers (PCs) needed to handle email between the service delivery agents and staff working in the Southfield temporary accommodation.
D	Waiting area, café and public library in Northfield Town Hall.
3	Which option should <b>NOT</b> be included under <b>information</b> in the <b>intermediate</b> future state Blueprint for Tranche 2?
A	Customer feedback scores following the opening of the refurbished facilities.
B	The productivity of staff working in the temporary accommodation in Southfield.
C	The number of staff members who will work in the café and public library.
D	The number of members of the public who view council meetings from the viewing area.

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	B	5

**Using the Scenario, answer the following questions about the final future state Blueprint.**

Remember to select 2 answers to each question.

1	Which <b>2</b> should be documented in the <b>final future state</b> described in the Blueprint?
A	What staff records will be held about service delivery agents required to operate the LGA services.
B	The savings expected from reduced building maintenance costs.
C	The approach to handling an enquiry from a member of the public.
D	The constraints on the use of National Government funding.
E	How staff will be transferred to new roles in the one stop shop.
2	Which <b>2</b> should be documented in the <b>final future state</b> described in the Blueprint?
A	Qualifications required by facilities management staff to maintain the new facilities at Northfield Town Hall.
B	Facilities management staff required to refurbish the Northfield Town Hall.
C	Facilities management staff required to support the running of Southfield Town Hall.
D	Additional skills required by the facilities management staff in order to complete the refurbishment of the Northfield Town Hall.
E	Savings identified as a result of using the facilities management staff to undertake most of the refurbishment work.
3	Which <b>2</b> new or updated <b>processes</b> should be documented in the <b>final future state</b> Blueprint?
A	Ongoing monitoring of the use of the public library.
B	Maintaining the café and kitchen facilities at Northfield.
C	Upgrading of the Northfield facilities.
D	Reviewing applications for funding of on-going IT-related items.
E	Demolishing and rebuilding of Southfield Town Hall.
4	Which <b>2</b> should be documented in the <b>final future state</b> of the Blueprint section covering <b>organization structure</b> ?
A	Staffing requirements for the one stop shop.
B	Subject matter experts required to design the new facilities.
C	Senior management structure of the LGA.
D	The number of part-time staff working in the café at Northfield Town Hall.
E	Project Managers have a good knowledge of project management approaches.

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5	<b>Which 2 should be documented in the final future state of the Blueprint section covering organization structure?</b>
A	Statistics to monitor the performance of the service delivery agents.
B	How the BCM will handle staff complaints during the transfer of staff to the new one stop shop.
C	Skills required by service delivery agents employed in the one stop shop.
D	Composition of the LGA's Finance Committee, assuming a change of controlling party after the next local LGA election.
E	Qualifications required by facilities management staff, who maintain disabled access ramps.

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	C	2

Answer the following questions about the final future state Blueprint.

Each question includes only **true statements** about the programme, but only **2** statements are appropriate to be recorded under that heading of the Blueprint.

Remember to select 2 answers to each question

1	Which <b>2</b> should be documented in the <b>technology</b> section of the Blueprint?
A	The costs for rebuilding are estimated to be €50 million.
B	The option of selling the existing site to a developer has been rejected.
C	It is purpose-built to meet the needs of all of our visitors.
D	The estimated cost to rebuild is dependent on the architect's design.
E	Areas open to the public will be situated on the ground floor.
2	Which <b>2</b> should be documented in the <b>technology</b> section of the Blueprint?
A	Facilities management staff will undertake most of the work.
B	The viewing area has facilities for hearing-impaired visitors.
C	Public facilities include a café.
D	Refurbishment will take 12 months to complete.
E	Minor works to be completed include the renewal of old electrical wiring.

Question Number 5

Syllabus Area Quality and Assurance Management

Syllabus Area	Question Number	Part	Marks
Quality and Assurance Management	5	A	6

Answer the following question about quality management.

Column 1 is a list of **true statements** about quality and assurance management review activities within the programme. Column 2 is a selection of process areas within the scope of programme quality. For each statement in Column 1, decide if it is within the scope of programme quality (**NOT** assurance) and select the appropriate process area from Column 2 that correctly describes that review activity.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Checking that the Head of Facilities Management has agreed how the BCM for the one stop shop will be returned to an operational role at the end of the programme.	A <b>NOT</b> a process area within the scope of programme quality
2	Assessing the LGA's ability to manage its future programmes once the Service Improvement Programme is complete.	B Communications management
3	Testing by the Programme Office to ensure that the Project Manager of Project 1 (One Stop Shop) is following the defined rules for changes to one stop shop processes.	C Supply chain management
4	Auditing on behalf of National Government that National Government money is only being spent to improve services to the public.	D Standards management
5	Checking that all of the specified personal computers (PCs) have been delivered and set-up in the one stop shop, prior to the Programme Manager authorizing the close of Project 1 (One Stop Shop).	E Process management
6	Surveying, every six months, the members of the LGA to get their views on whether sufficient information is being provided to evaluate whether National Government funding rules are being complied with.	F Information management
		G Asset management
		H Programme leadership
		I People management

Syllabus Area	Question Number	Part	Marks
Quality and Assurance Management	5	B	4

Answer the following question.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The Programme Manager should authorize an audit of the programme in preparation for the LGA's annual budget meeting.	BECAUSE	The focus of quality in a programme should be on generating confidence that the programme will meet organizational objectives.
2	The Programme Manager should ensure that the project management team of Project 2 (Northfield Town Hall) understand the wheelchair access standards to be applied.	BECAUSE	The Programme Manager is responsible for working with project management teams to ensure delivery of fit-for purpose outputs.
3	The BCM for the one stop shop should appoint highly-trained service delivery agents to assess whether all new service delivery agents will be able to operate the new one stop shop effectively.	BECAUSE	The BCM is responsible for reviewing achievement of benefits.
4	The Programme Manager should ensure that National Government money is spent in accordance with the specified constraints.	BECAUSE	The Programme Manager is accountable for the continued viability of the programme.

Question Number 6

Syllabus Area Overview, Principles and Governance Themes Overview

Syllabus Area	Question Number	Part	Marks
Overview, Principles and Governance Themes Overview	6	A	3

Answer the following questions about Programme Overview.

1	<p>Bearing in mind how the Service Improvement Programme evolved, which statement describes the programme's priorities and approach?</p> <p>A The benefits of the programme should focus on the avoidance of penalties.</p> <p>B Benefits realization activities should focus on innovation or the strategic opportunities offered by the business environment.</p> <p>C Benefits should be expressed in terms of compliance, rather than measurable improvements in performance.</p> <p>D The need to coordinate projects in order to deliver the changes and maximize the realization of desired benefits should be recognized.</p>
2	<p>The LGA identified the need to create a single point of contact between the LGA and the people it serves and improve the way that the public accesses LGA services.</p> <p>Bearing in mind this feature of the Service Improvement Programme, which statement describes the programme's impact?</p> <p>A Transforming the way the LGA functions should be the primary focus.</p> <p>B It should be led by the specification of the outputs required.</p> <p>C Improvements in society should be the primary focus.</p> <p>D The changes will be subject to uncontrollable external factors.</p>
3	<p>Southfield Town Hall will be demolished and rebuilt using external contractors.</p> <p>Bearing in mind this feature of the Service Improvement Programme, which statement describes the programme's impact?</p> <p>A It will tend to be led by the design specification for the new town hall.</p> <p>B Predictability will be low and the scope may need to be adjusted as ambiguities are clarified.</p> <p>C The cause and effects will be difficult to define.</p> <p>D Benefits realization activities should focus on non-cashable benefits.</p>

Syllabus Area	Question Number	Part	Marks
Overview, Principles and Governance Themes Overview	6	B	7

Answer the following question.

Column 1 contains a list of statements about the programme. Column 2 lists the programme management principles. For each statement in Column 1, select from Column 2 the principle supported.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Head of Facilities Management presented plans for taking the work forward at each of the Programme Board meetings.	A Adding value
2	The Programme Manager has undertaken a review of Project 1 (One Stop Shop) to determine whether the one stop shop will satisfy the LGA's need for improved services to the public.	B Designing and delivering a coherent capability
3	The Head of Facilities Management, who is highly committed to delivering the programme, has been confirmed as SRO.	C Envisioning and communicating a better future
4	An article in a local newspaper, issued by the programme, explains how members of the public will communicate through a variety of easy-to-use channels with the LGA.	D Focusing on benefits and threats to them
5	After analyzing recent quality problems during the Northfield Town Hall refurbishment, all further electrical work will be carried out by external specialists.	E Leading change
6	The one stop shop must implement enhanced services to the public as early as possible without disrupting ongoing delivery of services.	F Learning from experience
7	At a recent LGA meeting some critical decisions were taken about LGA policy. This caused the Sponsoring Group to review whether Southfield Town Hall should be sold off to a developer.	G Remaining aligned with corporate strategy

Question Number 7

Syllabus Area Transformational Flow - Identifying a Programme

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	A	5

Answer the following question.

Column 1 contains a list of activities that might need to be undertaken during **Identifying a Programme**. For each activity in Column 1, decide if it is an appropriate activity **at this time**, and select from Column 2 the action that would be supported by it.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Confirm how any threats to the delivery of disabled access to LGA premises should be escalated to the Sponsoring Group.	A This activity should <b>NOT</b> be undertaken at this time in the programme
2	Explain why the existing project to create the one stop shop and the three new projects should be combined into a single programme.	B Ensure adequate sponsorship of the programme C Appoint the SRO
3	Identify initial estimates of the costs associated with relocating staff from Southfield Town Hall during reconstruction.	D Record in the Programme Definition Document
4	Identify when service delivery agents will be involved in defining the high-level processes for the one stop shop.	E Record in the Programme Brief F Record in the Programme Plan
5	Identify how the LGA will provide the three proposed Project Managers to the programme.	G Record in the Programme Preparation Plan H Obtain approval to proceed

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	B	5

**Using the Scenario, answer the following questions.**

1	<p>The intention to integrate Project 1 (One Stop Shop) into the programme has been identified in the Programme Mandate.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the existing projects should be incorporated into the Projects Dossier.</p> <p>B No, because the Programme Mandate for an emerging programme should also consider what has been delivered so far in each project.</p> <p>C Yes, because the Programme Mandate should identify strategic objectives of the programme.</p> <p>D Yes, because the Programme Mandate should include known initiatives required to deliver a programme.</p>
2	<p>An indication has been documented in the Programme Brief of when improvements arising from opening the one stop shop are anticipated.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the overall programme schedule should be documented in the Programme Plan.</p> <p>B No, because dependencies between outcomes and capabilities should be shown in the Benefits Map.</p> <p>C Yes, because the Programme Brief should indicate when benefits are likely to be achieved.</p> <p>D Yes, because the Programme Brief should provide estimated timescales to run the programme.</p>
3	<p>Resource dependencies between the work on Northfield Town Hall and the public toilets have been included in the Programme Preparation Plan.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the profile of shared programme resources should be documented in the Resource Management Strategy.</p> <p>B No, because dependencies between project outputs and capabilities should be shown in the Benefits Map.</p> <p>C Yes, because internal dependencies between planned activities should be managed within the boundary of the programme.</p> <p>D Yes, because important programme management team resources should be included in the Programme Preparation Plan.</p>

Question continues on the next page

4	<p>Which role should consider likely costs for the building work before giving approval of the Programme Brief?</p> <p>A Sponsoring Group, because formal approval is required from the Sponsoring Group at the start of each tranche.</p> <p>B Sponsoring Group, because the Programme Brief contains information to allow the Sponsoring Group to commit to the programme.</p> <p>C Programme Manager, because the resources to develop programme governance are included in the Programme Preparation Plan.</p> <p>D Programme Manager, because the Programme Manager is responsible for coordination of the programme's projects and dependencies.</p>
5	<p>Which activity can the SRO authorize once the Sponsoring Group have given approval to proceed with <b>Defining a Programme</b>?</p> <p>A Mapping which projects contribute to increased revenue from tourism, because a Benefits Map should be produced as part <b>Defining a Programme</b>.</p> <p>B Mapping which projects contribute to increased revenue from tourism, because a Benefits Map should include milestones for benefit reviews.</p> <p>C Refurbishment of the toilet blocks, because the Programme Preparation Plan describes the deliverables required from <b>Defining a Programme</b>.</p> <p>D Refurbishment of the toilet blocks, because the Programme Brief should identify the activities required to deliver the programme.</p>

Question Number 8

Syllabus Area Transformational Flow - Closing a Programme

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	A	1

**Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about the premature closure of the programme.**

Remember to select 2 answers to each question.

1	Which <b>2</b> statements describe responsibilities of the Programme Management Team at this time?
	<p>A Issue Project 2 (Northfield Town Hall) with a new Project Brief.</p> <p>B Ensure that support processes to maintain the one stop shop are robust.</p> <p>C Feedback on the success of the one stop shop to members of the Corporate Board.</p> <p>D Appoint a Benefits Realization Manager to co-ordinate benefits realization activities after premature closure.</p> <p>E Appoint a Design Authority to ensure that there will be appropriate alignment and control of Project 2 (Northfield Town Hall) and Project 4 (Public Toilets).</p>

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	B	6

**Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question.**

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The programme review at programme closure should consider statistics about increased productivity of the service delivery agents.	BECAUSE	When a programme closes prematurely, the complete assessment of benefits occurs at programme closure.
2	The programme should review the management of the programme budget, particularly in relation to the National Government funding, so that similar effects on other programmes can be avoided.	BECAUSE	As part of early programme closure, the programme needs to provide feedback to corporate governance on the programme's delivery of strategy.
3	The management of the decorators working on Project 2 (Northfield Town Hall) should be transferred to the Northfield Building Manager.	BECAUSE	At the end of the programme, all members of the programme team should be released.
4	As a result of the premature closure of the programme, the Programme Manager should update the Programme Communications Plan to ensure effective communication of the successes of the one stop shop.	BECAUSE	The Programme Communications Plan should be updated to ensure adequate communications at premature programme closure.
5	A new entry should be added to the Risk Register to reflect the new funding rules.	BECAUSE	When external circumstances change, this should be regarded as a strategic risk.
6	The SRO should have recommended premature closure of the Service Improvement Programme under the circumstances.	BECAUSE	Premature programme closure means that the final future state described in the Blueprint will not be delivered by this programme.

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	C	3

**Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.**

1	<p>The programme is closing prematurely. Consequently, the SRO has explained to the Northfield Building Manager how staff will be transferred to the refurbished building. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the BCM is responsible for making key communications with the business operations.</p> <p>B No, because the Programme Manager is responsible for confirming that ongoing support is in place so that the programme can close.</p> <p>C Yes, because when closing a programme prematurely, the SRO should ensure any outstanding activities are handed over to the business.</p> <p>D Yes, because all stakeholders should be informed that the programme is about to close.</p>
2	<p>The programme is closing prematurely. The Programme Manager intends to initiate a formal review to assess the way that resources were used within the programme. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the SRO is accountable for the formal review of a programme at programme closure.</p> <p>B No, because reviews may be required following programme closure to provide a complete assessment of benefits.</p> <p>C Yes, because reviewing the performance of a programme may identify lessons that could benefit other programmes.</p> <p>D Yes, because a formal assessment of the overall set of benefits should be undertaken as part of <b>Closing a Programme</b>.</p>
3	<p>Which role should archive the programme's Issue Register in accordance with the LGA's standards?</p> <p>A BCM for Northfield Town Hall, because the BCM is responsible for updating and finalizing programme information during <b>Closing a Programme</b>.</p> <p>B BCM for Northfield Town Hall, because the BCM should have detailed knowledge of the business environment.</p> <p>C Programme Manager, because the Programme Manager is responsible for compliance to corporate requirements for information storage.</p> <p>D Programme Manager, because programme information should be reviewed to ensure that the management of residual issues has be transferred to operations management.</p>

**The Practitioner Examination**

**Marking Scheme**

Note: For Multiple Response (MR) questions, 1 point is scored if and only if all correct options are selected. Otherwise 0 points are scored.

Exam Paper: GB-LX22-1.1

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
1 (BM)	A	MR	1	0	0	1	0	1				
	B	MR	1	1	0	0	1	0				
			2	0	1	0	0	1				
			3	0	0	0	1	1				
			4	0	1	1	0	0				
	C	MG	1	0	0	0	0	0	1	0		
				2	1	0	0	0	0	0	0	
				3	0	1	0	0	0	0	0	
				4	0	0	0	0	0	0	1	
				5	0	0	1	0	0	0	0	

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
2 (RM)	A	MR	1	1	0	0	1	0				
	B	AR	1	1	0	0	0	0				
			2	0	0	0	0	1				
			3	0	0	0	1	0				
			4	1	0	0	0	0				
			5	0	0	0	0	1				
			6	0	1	0	0	0				
	C	CL	1	0	0	0	1					
				2	1	0	0	0				
				3	0	0	0	1				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
3 (LS)	A	MR	1	1	0	0	1	0				
	B	AR	1	0	0	0	1	0				
			2	0	0	0	1	0				
			3	0	0	0	0	1				
			4	0	1	0	0	0				
			5	0	1	0	0	0				
			6	0	0	0	1	0				
	C	CL	1	0	0	0	1					
				2	1	0	0	0				
				3	0	0	1	0				

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
4 (BL)	A	CL	1	0	0	0	1					
			2	0	1	0	0					
			3	0	0	1	0					
			1	1	0	1	0	0				
			2	1	0	1	0	0				
B	MR	3	1	1	0	0	0					
		4	1	0	0	1	0					
		5	0	0	1	0	1					
		1	0	0	1	0	1					
		2	0	1	1	0	0					

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I	
5 (QA)	A	MG	1	0	0	0	0	0	0	0	0	0	1
			2	1	0	0	0	0	0	0	0	0	0
			3	0	0	0	0	1	0	0	0	0	0
			4	1	0	0	0	0	0	0	0	0	0
			5	0	0	0	0	0	0	1	0	0	0
			6	0	1	0	0	0	0	0	0	0	0
B	AR	1	0	0	0	0	1						
		2	1	0	0	0	0						
		3	0	1	0	0	0						
		4	0	0	1	0	0						

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
6 (PT)	A	CL	1	0	0	0	1					
			2	1	0	0	0					
			3	1	0	0	0					
			1	0	0	0	0	1	0	0		
			2	0	0	0	0	0	0	1		
			3	0	0	0	0	1	0	0		
			4	0	0	1	0	0	0	0		
B	MG	5	0	0	0	0	0	1	0			
		6	0	1	0	0	0	0	0			
		7	0	0	0	0	0	0	1			

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
7 (FA)	A	MG	1	1	0	0	0	0	0	0	0	0
			2	0	0	0	0	1	0	0	0	
			3	0	0	0	0	1	0	0	0	
			4	0	0	0	0	0	0	1	0	
			5	1	0	0	0	0	0	0	0	
B	CL	1	0	0	0	1						
		2	0	0	1	0						
		3	1	0	0	0						
		4	0	1	0	0						
		5	1	0	0	0						

Question	Part	Type	Response	A	B	C	D	E	F	G	H	I
8 (FF)	A	MR	1	0	1	1	0	0				
	B	AR	1	0	0	1	0	0				
			2	0	1	0	0	0				
			3	0	1	0	0	0				
			4	1	0	0	0	0				
			5	0	0	0	0	1				
			6	0	1	0	0	0				
	C	CL	1	0	0	1	0					
			2	1	0	0	0					
			3	0	0	1	0					



**The Practitioner Examination**

Rationale

Exam Paper: GB-LX22-1.1

<b>Question: 1, Syllabus: BM, Part: A, Type: MR, SyllabusRef: BM0306, Level: 3</b>			
1	A	Incorrect:	The Head of Public Services should be a Sponsoring Group member supporting the SRO, but does not have direct responsibility for ensuring readiness for change or delivering benefits (Table 7.3).
	B	Incorrect:	Preparing the business is not an area of focus for the Programme Manager (Table 7.3). This is a responsibility of the BCM (Section 4.9.1).
	C	Correct:	The BCM maintains engagement with key individuals responsible for benefits delivery within operations (Table 7.3).
	D	Incorrect:	Preparing the business is not an area of focus for the Programme Office (Table 7.3). This is a responsibility of the BCM (Section 4.9.1).
	E	Correct:	A Business Change Team is formed to help each of the BCMs take their operational areas through the change cycle, which includes preparation for transition. The Team leader is going to work in the one stop shop and will need to be prepared for transition (Section 4.10).

**Question: 1, Syllabus: BM, Part: B, Type: MR, SyllabusRef: BM0305 BM0303, Level: 3**

1	A	Correct:	Reduced costs would be categorized as an economic benefit because it would release cash or provide a financial improvement (Section 7.3.1).
	B	Incorrect:	Avoiding penalties for non-compliance with legislation would be categorized as policy or legal compliance (Table 7.2).
	C	Incorrect:	Increased facilities for members of the public would be categorized as enhanced quality of service (Table 7.2).
	D	Correct:	Reduction in operating costs would be categorized as an economic benefit because it would release cash or provide a financial improvement (Section 7.3.1).
	E	Incorrect:	Improvements to services, such as quicker responses to queries, would be categorized as an effectiveness benefit i.e. doing things better (Table 7.2).
2	A	Incorrect:	Increased level of disturbances is a dis-benefit, but it is not related to email or telephone access (Section 7.1).
	B	Correct:	It will be easier to raise complaints so, inevitably, there will be an increase in the number of unimportant calls, leading to a further dis-benefit of increased time spent dealing with these cases (Section 7.1).
	C	Incorrect:	Higher staff turnover is a dis-benefit, but it would be a consequence of other outcomes, not from the telephone and email services (Section 7.1).
	D	Incorrect:	Faster reporting of vandalism should mean that street lights will be repaired more quickly and, therefore, the streets should be safer, which is a benefit and would be seen as positive by stakeholders (Section 7.1 and Glossary).
	E	Correct:	It will be easier to raise a complaint. Therefore, more people are likely to complain about the same incident, leading to the dis-benefit of more time and money being spent dealing with duplicate reports (Section 7.1).
3	A	Incorrect:	Additional tourist information facilities are an output of Project 1 (One Stop Shop) (Table 7.1).
	B	Incorrect:	The refurbished public toilets are an output of Project 4 (Public Toilets) (Table 7.1).
	C	Incorrect:	The completed one stop shop is an output of Project 1 (One Stop Shop) (Table 7.1).
	D	Correct:	According to the scenario, increased revenue from tourism is one of the benefits of the programme (Section 7.1 and Table 7.1).
	E	Correct:	According to the scenario, increased participation in the democratic process as a result of increased access to services is a benefits area of the programme. Therefore, increased number of members of the public viewing LGA meetings would be described as a programme benefit (Section 7.1 and Table 7.1).
4	A	Incorrect:	According to the scenario, this is a benefit and will, therefore, need a Benefit Profile (Sections 7. 1 and 7.4.1.3).
	B	Correct:	From the scenario, this is an outcome, not a benefit. Therefore, it should not be the subject of a Benefit Profile (Figure 7.1 and Section 7.4.1.3).
	C	Correct:	From the scenario, this is an outcome, not a benefit. Therefore, it should not be the subject of a Benefit Profile (Figure 7.1 and Section 7.4.1.3).
	D	Incorrect:	According to the scenario, this is a benefit and will, therefore, need a Benefit Profile (Sections 7. 1 and 7.4.1.3).
	E	Incorrect:	According to the scenario, this is a benefit and will, therefore, need a Benefit Profile (Sections 7. 1 and 7.4.1.3).

<b>Question: 1, Syllabus: BM, Part: C, Type: MG, SyllabusRef: BM0301, Level: 3</b>		
1	Correct [F]:	An outcome is the result of change, normally affecting real world behaviour or circumstances (Glossary). Members of the public contacting the LGA via the one stop shop by telephone, email or in person is, therefore, an outcome of the programme, i.e. a new operational state (Table 7.1), which will be needed to enable the benefit (Appendix A.4.1.2).
2	Correct [A]:	This is a project cost and would, therefore, not be included in the Benefit Profile (Appendix A.4.1.2).
3	Correct [B]:	The achievement of National Government targets would be an LGA organizational target supported by this benefit (Appendix A.4.1.2).
4	Correct [G]:	According to the scenario, the Finance committee do need to be convinced; therefore, this is an issue (an unplanned event that needs some management action) (Section 11.4.1 and Glossary).
5	Correct [C]:	The percentage of electorate voting at LGA elections would be an existing KPI in the business (Section 15.7), which will be affected by the programme. It does not describe another benefit as it does not contain a change term (Section 7.4.2 Tip box).

<b>Question: 2, Syllabus: RM, Part: A, Type: MR, SyllabusRef: RM0309, Level: 3</b>			
1	A	Correct:	The Programme Manager has been appointed to implement an agreed risk response as Risk Actionee, which is part of the implement step (Section 11.3.3.4).
	B	Incorrect:	Assessing the probability of a risk is part of the assess step (Section 11.3.3.2).
	C	Incorrect:	A variety of responses are available and can be used either individually, or in combination, to respond to a threat. These are evaluated and a specific management response is prepared as part of the plan step (Section 11.3.3.3).
	D	Correct:	The primary goal of the implement step is to ensure that the planned risk management actions are implemented and monitored as to their effectiveness (Section 11.3.3.4). The monitoring of project performance by the Programme Office would be monitoring to see whether the training of the appointed Project Managers was effective.
	E	Incorrect:	It is common for risk responses not to be fully effective. This leaves a residual risk. The statement is assessing the residual risk, which is assessed as part of the plan step (Section 11.3.3.3).

**Question: 2, Syllabus: RM, Part: B, Type: AR, SyllabusRef: RM0404 RM0407, Level: 4**

1	True:	It is a risk, because there is still uncertainty of outcome, i.e. it may or may not be possible to build on the identified opportunity (Section 11.1).	True:	This is a valid description of an opportunity (Section 11.1) AND this explains why the assertion is correct. Therefore, the answer is A.
2	False:	All issues should be recorded in the issue register as soon as they are identified (Section 11.5.3.1).	False:	The Issue Owner is the person responsible for the management and control of all aspects of the issues assigned to them, not necessarily the person who raised the issue (Appendix A.4.10).
3	False:	A new requirement is an issue (request for change), irrespective of the source (Section 11.4.1 and Glossary).	True:	A stakeholder question is an example of a type of issue (Appendix A.4.10.2).
4	True:	The decision has been made to take no action at this time, which is an acceptance response to a threat (Table 11.1).	True:	The 'accept' option means that the organization 'takes the chance' that the risk will occur, with its full impact if it did (Table 11.1) AND this is the reason why the assertion is true. Therefore, the answer is A.
5	False:	The Issue Owner is the named individual who is responsible for all aspects for the issues assigned to them (Appendix A.4.10.1). Neither the BCM for Southfield Town Hall nor the Project Manager for Project 3 (Southfield Town Hall) is likely to have the authority to authorize the required responses. Furthermore, there should only be one individual nominated to be the Issue Owner (Appendix A.4.10.2).	False:	It is the Issue Actionee, not the Owner, who is the named individual responsible for the implementation of a given issue response action (Appendix A.4.10.2).
6	True:	These are two separate issues: the request for CCTV cameras, which has been approved (request for change); and the problem that procedures were not followed (Section 11.4.1).	True:	The Issue Management Strategy does define how issues will be categorized (Section A.4.9.2), BUT this does not explain why the request for change and the problem should be handled as two issues. Therefore, the answer is B.

**Question: 2, Syllabus: RM, Part: C, Type: CL, SyllabusRef: RM0404 RM0407, Level: 4**

1	A	Incorrect:	This is a programme-level issue because no single project can manage the overall impact. Changes are required to both Projects 2 (Northfield Town Hall) and 3 (Southfield Town Hall) and, potentially, to Project 1 (One Stop Shop) (Section 11.1.1.2).
	B	Incorrect:	This is a programme-level issue because no single project can manage the overall impact. Changes are required to both Projects 2(Northfield Town Hall) and 3 (Southfield Town Hall) and, potentially, to Project 1 (One Stop Shop) (Section 11.1.1.2).
	C	Incorrect:	This is a programme-level issue, because no single project can manage the overall impact. Changes are required to both Projects 2 (Northfield Town Hall) and 3 (Southfield Town Hall) and, potentially, to Project 1 (One Stop Shop) (Section 11.1.1.2). It is also true that project-level threats and opportunities (risks) could cancel each other out at the programme level, but entry 5 is referring to an issue not a risk (Sections 11.1.1.2 and 11.2.9).
	D	Correct:	This is a programme-level issue because no single project can manage the overall impact. Changes are required to both Projects 2 (Northfield Town Hall) and 3 (Southfield Town Hall) and, potentially, to Project 1 (One Stop Shop), which explains why it should be managed as a programme issue (Section 11.1.1.2).
2	A	Correct:	The procedure referred to in entry 6 is a change control procedure, which would be documented in the Issue Management Strategy, not the Monitoring and Control Strategy (Section 11.4.2 and Appendix A.4.9.2).
	B	Incorrect:	The procedure referred to in entry 6 is a change control procedure, which would be documented in the Issue Management Strategy. It is true that issues can occur at any time, but this does not explain why the procedure should not have been documented in the Monitoring and Control Strategy (Sections 11.4, 11.4.2 and Appendix A.4.9.2).
	C	Incorrect:	The procedure referred to in entry 6 is a change control procedure, which would be documented in the Issue Management Strategy, not the Monitoring and Control Strategy. Business Change Management considers how change happens in its broadest sense – within individuals, within teams and within the organization (Sections 6.4, 11.4.2 and Appendix A4.9.2).
	D	Incorrect:	The procedure referred to in entry 6 is a change control procedure, which would be documented in the Issue Management Strategy, not the Monitoring and Control Strategy. The Monitoring and Control Strategy does define how projects will be monitored (Sections 9.3.1, 11.4.2 and Appendix A.4.9.2).
3	A	Incorrect:	The Benefits Realization Manager will not be well placed to provide advice on the change control procedures to be followed. It is true that they can provide expert advice on the realization of the benefits (Section 4.13).
	B	Incorrect:	The Benefits Realization Manager will not be well placed to provide advice on the change control procedures to be followed. It is true that they provide assurance against the role of the BCM (Section 4.13).
	C	Incorrect:	The Risk Manager provides expertise and management support for issue management, but it is the Programme Office that would be responsible for registering all changes for later investigation (Section 4.13 and Appendix C.5.1).
	D	Correct:	The Risk Manager provides expertise and management support for issue management, so they will be well placed to provide advice on the procedure to be followed (Section 4.13).

**Question: 3, Syllabus: LS, Part: A, Type: MR, SyllabusRef: LS0304, Level: 3**

1	A	Correct:	Staff members will be users of the new operational processes (Section 6.6.1).
	B	Incorrect:	The Finance Committee should be categorized as users/beneficiaries because they use the committee rooms and council chamber. The Committee should also be classified as governance because, as a management board, they are accountable for deciding if the organization is doing the right business change in the right way (Section 6.6.1).
	C	Incorrect:	The CEO would not be seen as a provider (supplier, partner, etc.) (Section 6.6.1).
	D	Correct:	The newspaper staff would be potential users (they might make phone/email enquiries) and also influencers as they work for the media (Section 6.6.1).
	E	Incorrect:	The service delivery agents would be seen as users of the new facilities, not as the type of organizational business change decision-makers included in the governance category (Section 6.6.1).

**Question: 3, Syllabus: LS, Part: B, Type: AR, SyllabusRef: LS0401 LS0402, Level: 4**

1	False:	All programme roles should be involved in Stakeholder Engagement (Table 6.5).	True:	Communications Manager is not a defined additional governance role but it is one that should be considered according to the needs of the programme (Section 4.13).
2	False:	The Leader of the LGA is a high-impact stakeholder so the SRO should lead engagement with them (Table 6.5).	True:	The SRO would be unlikely to be involved in regular communications, as the SRO is specifically responsible only for engagements with key stakeholders and BCMs are responsible for engaging with those operating new working practices (Table 6.5).
3	False:	The members of the public are stakeholders and their level of support for the programme should be included in the Stakeholder Profiles, not the Programme Communications Plan (Appendix A.4.27.2).	False:	The Programme Communications Plan does not include level of support for each stakeholder, this is included in the Stakeholder Profiles (Appendix A.4.27.2).
4	True:	The Stakeholder Profiles include a benefits distribution matrix showing which stakeholders receive which benefits (Appendix A.27.2).	True:	The Stakeholder Profiles document includes levels of support for the programme (Appendix A.4.27.2). However, this does not explain why the Stakeholder Profiles include benefits stakeholders will gain from the improvements. Therefore, the answer is B.
5	True:	The Programme Communications Plan does describe the key messages and the stakeholder audience for each communication (Appendix A.4.14.2).	True:	The Programme Communications Plan does identify the objectives of each communication (Appendix A.4.14.2), BUT the assertion is about content and the reason is about objectives so this does not explain the assertion. Therefore, the answer is B.
6	False:	This is not part of the content. The information required to achieve formal approval is most likely to be documented in the Quality and Assurance Strategy (Information requirements to support corporate quality management), although some information may be contained in the Resource Management Strategy (funding requirements; procurement approach) (Appendix A.4.8.2).	True:	The Programme Communications Plan sets out the timetable and arrangements for implementing and managing the Stakeholder Engagement Strategy (Appendix A.4.14.2).

**Question: 3, Syllabus: LS, Part: C, Type: CL, SyllabusRef: LS0401, Level: 4**

1	A	Incorrect:	Informing Northfield Town Hall staff about how their work will be managed during the refurbishment is part of transition. The communication should therefore be made by the BCM. It is true that the Programme Manager aligns communications activities (Table 6.5 and Section 18.2.4).
	B	Incorrect:	Informing Northfield Town Hall staff about how their work will be managed during the refurbishment is part of transition. The communication should therefore be made by the BCM. It is true that the Programme Manager develops the Programme Communications Plan (Table 6.5 and Section 18.2.4).
	C	Incorrect:	Informing Northfield Town Hall staff about how their work will be managed during the refurbishment is part of transition. It is true that the BCM should identify the net winners and losers in their area of change. However, the BCM should make this communication to help explain how business-as-usual will be maintained, NOT because the BCM should identify who will be a winner/loser (Table 6.5 and Section 18.2.4).
	D	Correct:	Informing Northfield Town Hall staff about how their work will be managed during the refurbishment is part of transition. It is the BCM who should lead operational units through transition, and this is a key communication to help explain how business-as-usual will be maintained (Table 6.5 and Section 18.2.4).
2	A	Correct:	According to the scenario, the LGA's elected members need to be convinced of the approach. Their current and target positions of support should be documented in the Stakeholder Profiles (as part of the influence/interest matrix), not the Programme Communications Plan (Appendix A.4.27.2 and A.4.14.2).
	B	Incorrect:	According to the scenario, the LGA's elected members need to be convinced of the approach. Their current and target positions of support should be documented in the Stakeholder Profiles (as part of the influence/interest matrix), not the Programme Communications Plan. It is true that the Stakeholder Profiles should indicate the areas of the programme that stakeholders are interested in, but this is not the same as moving the level of support (Appendix A.4.27.2 and A.4.14.2).
	C	Incorrect:	According to the scenario, the LGA's elected members need to be convinced about the approach. Their current and target positions of support should be documented in the Stakeholder Profiles (as part of the influence/interest matrix), not the Programme Communications Plan. It is true that the Programme Communications Plan includes the target audience for each communication (Appendix A.4.27.2 and A.4.14.2).
	D	Incorrect:	According to the scenario, the LGA's elected members need to be convinced about the approach. Their current and target positions of support should be documented in the Stakeholder Profiles (as part of the influence/interest matrix), not the Programme Communications Plan (Appendix A.4.27.2 and A.4.14.2).
3	A	Incorrect:	The press would be an effective way of getting the message out to a wide number of stakeholders. It is true that emails can be used to distribute general information about the programme, but only to targeted stakeholders (Table 6.4).
	B	Incorrect:	The press would be an effective way of getting the message out to a wide number of internal and external stakeholders. It is not true that the press and media are only useful for getting messages about the programme to an external audience, as it confirms to the programme team that their work is significant and important (Table 6.4).
	C	Correct:	The press would be an effective way of getting the message out to a wide number of internal and external stakeholders. In this scenario, it is likely that members of the local community who will read the local newspaper will also potentially use the one stop shop (Table 6.4).

	D	Incorrect:	The press would be an effective way of getting the message out to a wide number of internal and external stakeholders. It is true that using press and media helps confirm to the programme team that their work is important, but this does not explain why the press would be used to target as many potential users as possible (Table 6.4).
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**Question: 4, Syllabus: BL, Part: A, Type: CL, SyllabusRef: BL0301, Level: 3**

1	A	Incorrect:	According to the Scenario this is delivered during tranche 1. However, skill requirements should be documented under organization structure rather than processes (Section 8.2).
	B	Incorrect:	According to the scenario, Project 1 effectively comprises Tranche 1. Even if the waiting area, café and public library are open concurrently with the end of Tranche 1, they are not part of the Tranche 1 step change in capability and they would be documented under technology, not processes (Sections 8.2 and 8.3.3 and Figure 8.5).
	C	Incorrect:	According to the scenario, staff being operational would occur late in the programme as Project 3 is the most complex (Section 8.3.3 and Figure 8.5). This is a capability because 'the new capability occurs when the outputs from projects are ready for operational use' (Section 8.1).
	D	Correct:	According to the scenario, having a single point of contact was the primary reason for initiating Project 1, which effectively makes up Tranche 1 and, hence, should be documented under processes as a business model of operations (Sections 8.2 and 8.3.3 and Figure 8.5).
2	A	Incorrect:	Office requirements are part of the technology requirements for the tranche (Section 8.2), which needs to be documented in the intermediate Tranche 2 Blueprint (Section 8.3.3 and Figure 8.5).
	B	Correct:	The number of complaints received from staff are a data item (information), which should be included in the information section of the blueprint for this tranche (Sections 8.2 and 8.3.3 and Figure 8.5).
	C	Incorrect:	Personal computers are IT systems and equipment, which should be documented under the technology section of the Blueprint for this tranche (Sections 8.2 and 8.3.3 and Figure 8.5).
	D	Incorrect:	The waiting area, etc. are buildings and equipment, which should be documented under the technology section of the Blueprint for this tranche (Sections 8.2 and 8.3.3 and Figure 8.5).
3	A	Incorrect:	Customer feedback scores are data and information, which should be documented in the information section of the intermediate Tranche 2 Blueprint (Sections 8.2 and 8.3.3 and Figure 8.5).
	B	Incorrect:	The productivity of staff working in the temporary accommodation is data and information, which should be documented in the information section of the intermediate Tranche 2 Blueprint (Sections 8.2 and 8.3.3 and Figure 8.5).
	C	Correct:	The number of staff who will work in the café and public library is a staff level, which should be included under the organization structure of the intermediate Blueprint for Tranche 2 (Sections 8.2 and 8.3.3 and Figure 8.5).
	D	Incorrect:	The number of people viewing council meetings is mainly delivered by the viewing area in Northfield Town Hall and is data and information. Hence, it should be documented in the intermediate Tranche 2 Blueprint (Sections 8.2 and 8.3.3 and Figure 8.5).

**Question: 4, Syllabus: BL, Part: B, Type: MR, SyllabusRef: BL0301, Level: 3**

1	A	Correct:	Service delivery agent staff records will be required to effectively manage the future business operations and should be documented in the Information and data section of the Blueprint (Appendix A.4.5.2).
	B	Incorrect:	The savings expected from reduced building maintenance costs is a benefit. Benefits are not described in the Blueprint (Appendix A.4.5.2).
	C	Correct:	The approach to handling enquires is a process which would be documented within the processes and business models section of the Blueprint (Appendix A.4.5.2).
	D	Incorrect:	How the National Government funding will be used should be documented in the Resource Management Strategy, not the Blueprint (Appendix A.4.23.2).
	E	Incorrect:	How staff will be transferred to their new roles is part of transition planning, which would be part of the Programme Plan (at a high level) and Benefits Realization Plan (in more detail) (Appendix A.4.4.2 and A.4.17.2 and Section 18.2.3). New roles would be part of the Blueprint (Appendix A.4.5.2).
2	A	Correct:	Qualifications required to support the future business operations should be included in the organization section of the Blueprint (Appendix A.4.5.2).
	B	Incorrect:	Staff required for the refurbishment are programme resources and would be documented in the Resource Management Strategy and Plan (Appendix A.4.22.2 and A.4.23.2).
	C	Correct:	Facilities management staff required to support the running of Southfield Town Hall should be included in the organization section of the Blueprint (Appendix A.4.5.2).
	D	Incorrect:	Skills required for the refurbishment are programme resources and would be documented in the Resource Management Strategy and Plan (Appendix A.4.22.2 and A.4.23.2).
	E	Incorrect:	Staff savings are benefits so should not be described in the Blueprint (Appendix A.4.5.2).
3	A	Correct:	End-state processes for monitoring the ongoing use of the library would be identified in the Blueprint (Appendix A.4.5.2).
	B	Correct:	End-state processes for the maintenance of the café and kitchen facilities at Northfield should be identified in the Blueprint (Appendix A.4.5.2).
	C	Incorrect:	Upgrading the Northfield facilities is a programme activity, not end-state activity and, hence, should not be included in the Blueprint (Appendix A.4.5.2).
	D	Incorrect:	Processes for reviewing applications for funding would be unchanged by the programme, so there would be no new or updated processes to be documented in the final future state Blueprint (Appendix A.4.5.2).
	E	Incorrect:	Demolishing and rebuilding Southfield Town Hall is a programme activity, not 'end-state' activity, so should not be in the Blueprint (Appendix A.4.5.2).
4	A	Correct:	Staffing requirements for the one stop shop correctly describes staffing of the future state (Appendix A.4.5.2).
	B	Incorrect:	The subject matter experts are required during the programme not in the future state, and would not be covered in the Blueprint (Appendix A.4.5.2).
	C	Incorrect:	The senior management structure of the LGA will not be changed by the programme and, hence, should not appear in the Blueprint under future roles and skills requirements (Appendix A.4.5.2).
	D	Correct:	The part-time staff are new resources that will be required to support the future state (Appendix A.4.5.2).
	E	Incorrect:	Project Management skills are required during the programme and are not changed in the future state and, hence, should not be covered in the Blueprint

			(Appendix A.4.5.2).
5	A	Incorrect:	Statistics would be in the information and data section of the Blueprint (Appendix A.4.5.2).
	B	Incorrect:	Handling staff complaints during the transfer of staff is a programme activity, not 'end-state' activity and, hence, should not be in the Blueprint (Appendix A.4.5.2).
	C	Correct:	Skill requirements for any future staff members employed to work in the one stop shop should be documented in the organization section of the Blueprint (Appendix A.4.5.2).
	D	Incorrect:	The composition of the LGA's Finance Committee is unaffected by the programme and is not describing the requirements necessary to support the future business operations, and so should not be in the Blueprint (Appendix A.4.5.2).
	E	Correct:	Qualifications required to support the future business operations should be included in the organization section of the Blueprint (Appendix A.4.5.2).

**Question: 4, Syllabus: BL, Part: C, Type: MR, SyllabusRef: BL0301, Level: 3**

1	A	Incorrect:	Programme cost is not included in the Blueprint (Appendix A.4.5).
	B	Incorrect:	The rejected option of selling off to a developer should be shown in the Business Case and not in the Blueprint (Appendix A.4.6.2 and A.4.5.2).
	C	Correct:	'Purpose built' describes the technology (including buildings and accommodation) required for the future state (Appendix A.4.5.2).
	D	Incorrect:	That the cost is dependent on the design is a design dependency to be reflected in the Programme Plan (Appendix A.4.17.2), and programme development costs are not part of the Blueprint (Appendix A.4.5.2).
	E	Correct:	The location of public areas describes the technology (including buildings and accommodation) required for the future state (Appendix A.4.5.2).
2	A	Incorrect:	Facilities management staff undertaking the work is a programme activity, not 'end-state' activity and so should not be in the Blueprint (Appendix A.4.5.2).
	B	Correct:	The facilities for hearing-impaired visitors in the viewing area describes the technology (including buildings and accommodation) required for the future state (Appendix A.4.5.2).
	C	Correct:	The café and public areas required describes the technology (including buildings and accommodation) required for the future state (Appendix A.4.5.2).
	D	Incorrect:	Programme timescales are not shown in the Blueprint. They would be shown in the Programme Plan (Table A.4.5.2 and A.4.17.2).
	E	Incorrect:	The renewal of old wiring is a programme activity, not 'end-state' activity and, hence, should not be in the Blueprint (Appendix A.4.5.2).

**Question: 5, Syllabus: QA, Part: A, Type: MG, SyllabusRef: QA0301, Level: 3**

1	Correct [I]:	As part of people management, exit plans need to be in place to facilitate staff re-integration back into the business. Quality assurance should make sure that these are appropriately applied (Section 12.2.2.8).
2	Correct [A]:	A P3M3 assessment is an assurance management technique. However, it assesses organizational maturity in programme delivery and, hence is outside the scope of programme quality (Section 12.3.2.4).
3	Correct [E]:	A process is a set of related activities that are carried out in a defined order. Applying quality will lead to integration and alignment of the processes that best achieve the desired results (Section 12.2.2.4).
4	Correct [A]:	Assurance is the systematic set of actions necessary to provide confidence to the SRO and stakeholders that the programme remains under control and on track. This review is commissioned externally, on behalf of National Government, and is therefore an assurance rather than a quality activity (Sections 12.1 and 12.3). Audit is an assurance management technique (Section 12.3.2.1).
5	Correct [G]:	No organization can be fully efficient or effective unless it manages its assets well. Programme assets come in many forms, including project outputs (Section 12.2.2.6).
6	Correct [B]:	Quality management will need to focus clearly on testing the perceptions of (expected) success of the stakeholders, and the quality of the relationship with them, to ensure that there are no surprises on either side (Section 12.2.2.1).

**Question: 5, Syllabus: QA, Part: B, Type: AR, SyllabusRef: QA0404, Level: 4**

1	False:	The SRO is accountable for initiating compliance audits (Tables 12.1 and 16.1).	False:	It is the function of Assurance, not Quality, to provide confidence to the (SRO) and stakeholders that the programme remains under control, on track to deliver, and aligned with the organization's strategic objectives (Section 12.1).
2	True:	The Programme Manager is responsible for implementing the Quality and Assurance Strategy (Tables 12.1 and 17.1) and should ensure that project management teams deliver their obligations to the programme (Sections 17.2 and 17.6.1).	True:	The Programme Manager is responsible for working with the project management team to ensure outputs from projects are fit for purpose (Section 17.2 and Table 12.1). This explains the assertion, which is referring to the standards required to deliver one of the project objectives. Therefore, the answer is A.
3	True:	The BCM should initiate assurance reviews of business performance and change readiness (Table 12.1).	True:	Realization and review of benefits is an area of focus of the Business Change Manager (Table 12.1). However, the reason is about assessing benefits and the assertion is about reviewing change readiness. Therefore, the answer is B.
4	True:	The Programme Manager is responsible for managing the programme's budget (Section 4.8.1) and for implementation of the Quality and Assurance Strategy, including quality criteria and standards to be applied, which in this scenario will inevitably include conforming to National Government guidelines (Table 12.1).	False:	The Senior Responsible Owner is accountable for the viability of the programme via the Business Case (Section 4.6.1).

**Question: 6, Syllabus: PT, Part: A, Type: CL, SyllabusRef: PT0302, Level: 3**

1	A	Incorrect:	An Emergent Programme evolves from concurrent, individual projects such as Project 1 (One Stop Shop). This statement describes the priorities and approach that would be appropriate for a Compliance Programme (Section 1.6).
	B	Incorrect:	An Emergent Programme evolves from concurrent, individual projects such as Project 1 (One Stop Shop). This statement describes the priorities and approach that would be appropriate for a Vision-led programme (Section 1.6).
	C	Incorrect:	An Emergent Programme evolves from concurrent, individual projects such as Project 1 (One Stop Shop). This statement describes the priorities and approach that would be appropriate for a Compliance Programme (Section 1.6).
	D	Correct:	This is a characteristic of an Emergent Programme. There must be recognition that coordination of the programme's projects is necessary to deliver the changes and the desired benefits (Section 1.6).
2	A	Correct:	The statement suggests that the programme is more focused on transforming the way the LGA functions (Section 1.7).
	B	Incorrect:	Where the change being delivered is based on the making and delivering of new facilities, the programme will tend to be led by the specification of the outputs required (Section 1.7). The statement suggests that the programme is more focused on transforming the way the business functions.
	C	Incorrect:	Political and societal change programmes are focused on improvements in society (Section 1.7). The statement suggests that the programme is more focused on transforming the way the business functions.
	D	Incorrect:	In political and societal change programmes, where the change is focused on improvements in society, the level of predictability is reduced, as there will be many uncontrollable external factors at play (Section 1.7).
3	A	Correct:	The statement suggests that the change being delivered is based on the making and delivering of new facilities, hence, the programme will tend to be led by the specification of the outputs required (Section 1.7).
	B	Incorrect:	Programmes delivering political and societal change are more likely to need adjusting as ambiguities are clarified (Section 1.7). The statement suggests that the change being delivered is based on the making and delivering of new facilities and, hence, is specification-led.
	C	Incorrect:	The statement suggests that the change being delivered is based on the making and delivering of new facilities, not changes to societal behaviours over a long period (Section 1.7). Hence, the cause and effect are unlikely to be difficult to define.
	D	Incorrect:	Organizations should seek to ensure that there is a balanced portfolio of benefits (Section 7.3). The statement suggests that the change being delivered is based on the making and delivering of new facilities, hence, there are likely to be both cashable and non-cashable benefits to be realized.

**Question: 6, Syllabus: PT, Part: B, Type: MG, SyllabusRef: PT0303, Level: 3**

1	Correct [E]:	Leading Change: Giving clear direction, actively engaging stakeholders and creating novel solutions are part of the leadership challenge in a programme (Section 2.2.2). This refers to planning the solution rather than communicating the Vision (end goal). The SRO, i.e. the Head of Facilities Management, is responsible for providing clear leadership and direction throughout the life of the programme (Section 4.6).
2	Correct [G]:	Remaining aligned with corporate strategy: The programme must not allow its projects to become detached from, or misaligned with, corporate strategy (Section 2.2.1). The Programme Manager is responsible for managing and controlling the delivery of the projects in the Projects Dossier (Table 17.1) and an area of focus for the Programme Manager is initiating assurance reviews of projects (Table 12.1).
3	Correct [E]:	Leading Change: Seeing through change in a programme is a leadership challenge (Section 2.2.2). The SRO is responsible for providing clear leadership and direction throughout the life of the programme (Section 4.6).
4	Correct [C]:	Envisioning and communicating a better future: The one stop shop is a marked step change, which requires a clear vision of the future and, hence, there is a need for clear and consistent communication with a range of stakeholders (Section 2.2.3).
5	Correct [F]:	Learning from experience: A major part of programme planning is to consider what resources the programme will require, and how they will be acquired, used, shared and managed effectively (Section 9.2.2). Recent quality problems suggest that lessons have been learned. A programme is a learning organization that reflects upon and improves its performance during its life (Section 2.2.7).
6	Correct [B]:	Designing and delivering a coherent capability: The programme will deliver a coherent organizational capability that is released into operational use. This will utilize a schedule that delivers maximum incremental improvements with minimal adverse operational impact (Section 2.2.6).
7	Correct [G]:	Remaining aligned with corporate strategy: The Sponsoring group is responsible for ensuring the continuing organizational context for the programme (Section 4.5.2). A well-managed programme maintains good links with a sometimes-volatile corporate strategy (Section 2.2.1), decisions by elected members of the LGA will have the effect of changing corporate strategy.

**Question: 7, Syllabus: FA, Part: A, Type: MG, SyllabusRef: TF0302, Level: 3**

1	Correct [A]:	Threats to the delivery of disabled access are risks. The criteria and processes for escalating risks will be defined in the Risk Management Strategy created during Defining a Programme (Section 15.13, Table A.2 and Appendix A.4.24).
2	Correct [E]:	Options for delivery that are known at this point, including the potential impact of 'do nothing', should be recorded in the Programme Brief. The rationale for combining the one stop shop and the three new projects should, therefore, be documented here (Section 14.5 and Appendix A.4.13).
3	Correct [E]:	The Programme Brief should contain outline costs and, hence, should include initial estimates of the costs associated with relocating staff from Southfield Town Hall during reconstruction (Section 14.5 and Appendix A.4.13).
4	Correct [G]:	The high-level processes for the one stop shop will be documented in the Blueprint (Section 8.2). The schedule of activities to achieve the outputs from definition, in this case the Blueprint, would be shown in the Programme Preparation Plan (Section 14.6 and Appendix A.4.18).
5	Correct [A]:	How the LGA will provide the three proposed Project Managers to the programme should be covered by the Resource Management Strategy, created during Defining a Programme (Section 15.13, Table A.2 and Appendix A.4.23).

**Question: 7, Syllabus: FA, Part: B, Type: CL, SyllabusRef: TF0401 TF0402 TF0403, Level: 4**

1	A	Incorrect:	The Programme Mandate should include information on current initiatives, such as including the one stop shop in the programme. It is true that the Projects Dossier should include existing ongoing work that will need to be adopted into the programme (Section 15.10 and Appendix A.4.16.2).
	B	Incorrect:	It is true that the Programme Mandate for an emerging programme should consider what has been delivered so far in each project, but this does not preclude it from including information on current initiatives, such as including the one stop shop in the programme (Section 13.1 and Appendix A.4.16.2).
	C	Incorrect:	The Programme Mandate should include information on current initiatives such as the one stop shop that have been included in the programme. It should also include the strategic objectives of the programme but these are two different things (Appendix A.4.16.2).
	D	Correct:	The Programme Mandate should include information on current initiatives such as the one stop shop that have been included in the programme. This explains why the intention to integrate Project 1 (One Stop Shop) into the programme should be included (Appendix A.4.16.2).
2	A	Incorrect:	The improvements arising from the opening of the one stop shop are benefits that should be documented in the Programme Brief. The overall programme schedule should be documented in the Programme Plan, but this is not a reason for removing the benefits from the Programme Brief (Sections 14.5, Appendix A.4.13.2 and A.4.17.2).
	B	Incorrect:	The improvements arising from the opening of the one stop shop are benefits that should be documented in the Programme Brief. Dependencies between outcomes and capabilities should be shown in the Benefits Map, but this is not a reason for removing the benefits from the Programme Brief (Section 14.5 and Appendix A.4.13.2 and A.4.3.2).
	C	Correct:	The improvements arising from the opening of the one stop shop are benefits. The Programme Brief should contain an outline description of the benefits and an estimate of when they are likely to be achieved, which explains why they should be documented within it (Sections 14.5 and Appendix A.4.13.2).
	D	Incorrect:	The Programme Brief should provide estimated timescales to run the programme. However, the improvements arising from the opening of the one stop shop are benefits, not timescales to run the programme (Section 14.5 and Appendix A.4.13.2).
3	A	Correct:	The Programme Preparation Plan details how Defining a Programme will be undertaken and does not include resource dependencies for projects within the programme. The profile of resources that are shared across more than one of the projects within the Projects Dossier should be documented in the Resource Management Strategy instead (Appendix A.4.23.2 and A.4.18.2).
	B	Incorrect:	The Programme Preparation Plan details how Defining a Programme will be undertaken and does not include resource dependencies for projects within the programme. Dependencies between project outputs, outcomes and capabilities should be shown in the Benefits Map. However, 'resource dependencies between the work on Northfield Town Hall and the public toilets' is describing resource dependency between projects (Figure 7.7 and Appendix A.4.3.2 and A.4.18.2).
	C	Incorrect:	The Programme Preparation Plan details how Defining a Programme will be undertaken and does not include resource dependencies for projects within the programme. Internal dependencies should be managed within the boundary of the programme (Section 9.3.2 and Appendix A.4.18.2).
	D	Incorrect:	The Programme Preparation Plan details how Defining a Programme will be

			undertaken and does not include resource dependencies for projects within the programme. Programme management team resources should, however, be included in the Programme Preparation Plan (Appendix A.4.18.2).
4	A	Incorrect:	The Programme Brief should contain estimated costs such as the likely costs for the building work. Formal approval is required from the Sponsoring Group at the start of each tranche. However, the question is about the end of Identifying a Programme, not the start of a tranche (Section 16.13 and Appendix A.4.13.2).
	B	Correct:	The Programme Brief should contain estimated costs, such as the likely costs for the building work. Formal approval of the Programme Brief means that the Sponsoring Group authorizes and commits to resource and support the SRO to undertake the process of Defining a Programme. This explains why the Sponsoring Group should consider the building costs (Section 14.8 Appendix A.4.13.2).
	C	Incorrect:	The Programme Manager is not responsible for approving the Programme Brief. The Programme Preparation Plan is produced during Identifying a Programme and covers work to be done in Defining a Programme, including developing governance arrangement (Table 14.1 and Appendix A.4.18.2).
	D	Incorrect:	The Programme Manager is not responsible for approving the Programme Brief. They are, however, responsible for effective coordination of the programme's projects and dependencies (Table 14.1 and Section 4.8.1).
5	A	Correct:	Once the Sponsoring Group give approval to proceed, the SRO is authorized to undertake the process of Defining a Programme. Increased revenue from tourism is a benefit. Benefit Maps should, therefore, be created during Defining a Programme which will show dependencies between project outputs, capability, outcomes and benefits (Section 14.8 and Appendix A.4.3.2).
	B	Incorrect:	Once the Sponsoring Group give approval to proceed the SRO is authorized to undertake the process of Defining a Programme. Increased revenue from tourism is a benefit. It is the Benefit Realization Plan, not the Benefit Map that includes milestones for benefit reviews (Section 14.8 and Appendix A.4.4.2).
	C	Incorrect:	The delivery of project outputs (the toilets) should not commence for new projects until after approval of the Programme Definition Document at the end of Defining a Programme. The Programme Preparation Plan does describe the deliverables required from Defining a Programme (Section 15.18 and Appendix A.4.18.2).
	D	Incorrect:	The delivery of project outputs (the toilets) should not commence for new projects until after approval of the Programme Definition Document at the end of Defining a Programme. The Programme Brief should list the projects and activities required to deliver the programme (Section 15.18 and Appendix A.4.13.2).

**Question: 8, Syllabus: FF, Part: A, Type: MR, SyllabusRef: TF0303, Level: 3**

1	A	Incorrect:	The project should be assigned to business management or another programme, but there is no requirement to issue a new Project Brief (Section 19.3).
	B	Correct:	Following programme closure, embedded changes must be able to continue with smooth running of new working practices (Section 19.2).
	C	Correct:	The feedback on the success of the programme should be provided as part of feedback to policy and strategy from information from the review at the end of the programme (Sections 19.3 and 19.7).
	D	Incorrect:	The Benefits Realization Manager is an additional governance role that should sit at the corporate or portfolio level and would not be appointed because of programme closure (Section 4.13).
	E	Incorrect:	A Design Authority is an additional governance role, and there is no requirement for alignment and control of these projects (Section 4.13).

**Question: 8, Syllabus: FF, Part: B, Type: AR, SyllabusRef: TF0402, Level: 4**

1	True:	Increased productivity of the service delivery agents is a benefit. As part of Closing a Programme a formal review should be conducted to assess the delivery of the complete Blueprint and realization of the overall benefits (Sections 19.1 and 19.5).	False:	A further review, following programme closure, may be required to provide a complete assessment of benefits realized as a result of the programme, irrespective of whether the programme closed early or not (Sections 19.1 and 19.5).
2	True:	As part of 'Review Programme', lessons need to be learned so that they may benefit other programmes (Section 19.5).	True:	As part of Closing a Programme, programmes should provide feedback to help the organization to develop more information and better strategic decisions (Section 19.7). BUT the assertion is referring to learning lessons, whereas the reason is referring to feedback on delivery of strategy. Therefore, the answer is B.
3	True:	Any contracts used by the programme should be finalized and closed, or responsibility for continued contract management handed over to the relevant business management function (Section 19.8). In this scenario the Northfield Building Manager is a sensible choice.	True:	Individuals and resources should be released from a programme (Section 19.8). However, the assertion refers to the management of the contractors while the reason is just a statement that individuals and resources should be released from the programme. Therefore, the answer is B.
4	True:	For a premature closure, it will require significantly more communication and stakeholder engagement to ensure that the early closure does not taint the previous good work of the programme (Section 19.4). Notify programme is about to close is a Programme Manager responsibility (Table 19.1).	True:	For scheduled programme closure, the Programme Communications Plan should cover the required communications activities (Section 19.4). However, significantly more communication and stakeholder engagement is needed at early closure, requiring an update to the Programme Communications Plan. This is the reason why the Programme Communications Plan should be updated. Therefore, the answer is A.
5	False:	A new risk should not be added to the Risk Register because the change to the funding rules is an issue, i.e. it has happened, was not planned and requires management actions (Section 11.1).	False:	A required change is an issue, i.e. it has happened, was not planned and requires management actions, not a risk (Sections 11.1 and 11.1.1.1).
6	True:	It is not always sensible for a programme to continue to its planned end point. Indications that a programme should be closed prematurely include the organization is not able to secure adequate funding (Section 19.1) and the SRO is accountable for notifying the programme is about to close (Table 19.1).	True:	The Blueprint will not be delivered by this programme because the work has not been completed (Section 19.3). However, this is not the reason recommending premature closure. Therefore, the answer is B.

**Question: 8, Syllabus: FF, Part: C, Type: CL, SyllabusRef: TF0402, Level: 4**

1	A	Incorrect:	The SRO is accountable for confirming programme closure and must ensure that any remaining handover or transition activities have been assigned to relevant business operations (Section 19.5 and Table 19.1). The BCM is responsible for making key communications to their business operations (Table 6.4).
	B	Incorrect:	The SRO is accountable for confirming programme closure and must ensure that any remaining handover or transition activities have been assigned to relevant business operations (Section 19.5 and Table 19.1). The Programme Manager is responsible for confirming that ongoing support is in place so that the programme can close (Table 19.1).
	C	Correct:	The SRO is accountable for confirming programme closure and must ensure that any remaining handover or transition activities have been assigned to relevant business operations. This explains why the SRO should ensure the staff transfer activities are understood (Section 19.3 and Table 19.1).
	D	Incorrect:	The SRO is accountable for confirming programme closure and must ensure that any remaining handover or transition activities have been assigned to relevant business operations. All stakeholders should be informed of programme closure and its outcome, but this does not explain why the SRO should ensure that remaining activities have been handed over to the business (Section 19.3 and Table 19.1).
2	A	Correct:	The Programme Manager should not conduct a formal review of the programme. The SRO is accountable for the formal review of a programme at programme closure, and the BCM(s) is/are responsible (Section 19.5 and Table 19.1).
	B	Incorrect:	The SRO is accountable for the formal review of a programme at programme closure, not the Programme Manager, and the BCM(s) is/are responsible (Table 19.1). Closing a Programme does, however, identify the need for future assessment of benefits realization outside of the programme as well as a formal review of the benefits achieved to-date (Section 19.1).
	C	Incorrect:	The SRO is accountable for the formal review of a programme at programme closure, not the Programme Manager, and the BCM is responsible. Reviewing the performance of a programme may identify lessons that could benefit other programmes (Section 19.5 and Table 19.1).
	D	Incorrect:	The SRO is accountable for the formal review of a programme at programme closure, not the Programme Manager, and the BCM(s) is/are responsible. A formal assessment of the overall set of benefits should be undertaken as part of Closing a Programme (Sections 19.1 and 19.5 and Table 19.1).
3	A	Incorrect:	The Programme Manager is responsible for compliance to corporate requirements for information storage. They are also responsible for updating and finalizing programme information during Closing a Programme (Section 19.4 and Table 19.9).
	B	Incorrect:	The Programme Manager is responsible for compliance to corporate requirements for information storage (Section 19.6 and Table 12.1). The BCM should have detailed knowledge of the business environment (Section 4.9.2).
	C	Correct:	The Programme Manager should ensure the Issue Register is archived according to the LGA standards. This is because they are responsible for compliance with corporate requirements for information storage (Section 19.6 and Table 19.1).
	D	Incorrect:	The Programme Manager is responsible for compliance with corporate requirements for information storage (Section 19.6 and Table 12.1). Programme information should be reviewed during Closing a Programme to ensure that the management of remaining issues has been handed over. This

does not explain why they should ensure the Issue Log is archived according to LGA standards (Section 19.6 and Table 19.1).