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The MSP® Practitioner Examination

Sample Paper 1

Question Booklet

Multiple Choice

Examination Duration: 2 hours and 30 minutes

Instructions

1. You should attempt all 70 questions. Each question is worth one mark.

2. There is only one correct answer per question.

3. You need to answer 42 questions correctly to pass the exam.

4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).

5. You have 2 hours and 30 minutes to complete this exam.

6. This is an 'open book' exam. You can use the *Managing Successful Programmes 5th Edition* guidance.

7. No other material is allowed.

8. Read the 'Programme Scenario' in the *Scenario Booklet*.

9. You will also need the 'Additional Information' in the *Scenario Booklet* to answer some questions.

10. Each question is separate. Do not use information from one question to answer another question.

<u>PRINCIPLES</u>

1) The programme is in the 'plan progressive delivery' process. The SRO is concerned that there may be resistance from staff. In particular, the PCSafe sales team is worried that they will lose their current sales bonus once their team has been combined with the TechStore sales team. As a result, the programme manager has asked the BCM to explain to his staff how the merger will lead to PCTech being able to compete more effectively and deliver increased sales.

   Is this an appropriate application of the 'lead with purpose' principle, and why?

   A. Yes, because the sales staff should understand the current plans and associated risks
   B. Yes, because the Sales Manager is the most appropriate person to communicate the desired outcomes
   C. No, because the SRO is responsible for communicating the desired outcomes to stakeholders
   D. No, because this is an identified risk that should be managed by the programme manager

2) A series of workshops are scheduled during the 'design the outcomes' process to bring together key resources from both organizations. The workshops will allow a wide range of experts to agree their shared definition of streamlined processes across PCTech, and the efficiencies that these will lead to.

   Which principle is being applied, and why?

   A. Collaborate across boundaries, because the two organizations should understand the range of skills they need to supply for developing the target operating model and benefits
   B. Collaborate across boundaries, because the two organizations need to work together to create a clear understanding of the future state and stay focused on the benefits
   C. Deal with ambiguity, because involving key resources from both organizations will enable access to the right information regarding the streamlined processes
   D. Deal with ambiguity, because involving resources from both organizations in the same workshops will avoid duplicated work in the future

3) Due to the high-risk nature of this acquisition, it has been decided that the business case for the Merger Programme should present three-point estimates, showing the best-case, most-likely and worst-case scenarios for costs and benefits.

Is this an appropriate application of the 'deal with ambiguity' principle, and why?

A. Yes, because the use of three-point estimates allows the business case to remain relevant to the changing business needs, without needing to update it

B. Yes, because the use of three-point estimates reflects the uncertainty with the estimates, giving PCTech a clear understanding when making the investment decision

C. No, because the PCTech directors need to feel confident that the benefits in the business case are realistic and the costs are fully justified

D. No, because a single estimate of benefits and costs is needed to perform the net present value calculations used to justify the investment in the programme

4) The programme is in the 'deliver the capabilities' process in Tranche 1. The sponsoring group is concerned because cultural issues caused major problems in a previous merger involving PCSafe. The SRO has, therefore, asked the programme manager to reschedule the Culture Alignment Project to finish before the Divisional Restructure Project. The programme manager has stated that this is not possible as both projects rely heavily on the same resources, and the Divisional Restructure Project has already started. As a result, the programme manager has recommended that the programme plans remain unchanged.

Is the programme manager's recommendation an appropriate application of the 'align with priorities' principle, and why?

A. Yes, because projects already underway in Tranche 1 should be given priority access to resources

B. Yes, because resources should be controlled at the project level, once the project has started

C. No, because resources should be re-allocated in response to the organization's changing needs

D. No, because it is the SRO's responsibility to allocate resources to the programme's projects

5) The programme is nearing the end of Tranche 1. The SRO is reviewing plans for the end of tranche review. Neither PCSafe nor TechStore have any experience of merger programmes. As a result, the SRO has decided to use an external consultant with merger experience to conduct some of the review and make recommendations.

Is this an appropriate application of the 'deploy diverse skills' principle, and why?

A. Yes, because end-of-tranche reviews are key decision points in the programme, led by the SRO
B. Yes, because assurance activities should be allocated to resources with specialist skills, if required
C. No, because end-of-tranche activities should be planned by the programme manager in the delivery plan
D. No, because it is the responsibility of the sponsoring group to make decisions at end-of-tranche reviews

6) The programme is in the 'design the outcomes' process. The programme manager has asked the BCM to organize a workshop with representatives from sales, production, and customer services. The purpose of this workshop is to agree how each business area will implement the culture changes to make the merger successful.

Is this an appropriate application of the 'realize measurable benefits' principle, and why?

A. Yes, because this workshop ensures that stakeholders are committed to, and embed, the outcomes of benefit
B. Yes, because this workshop ensures that stakeholders understand how the benefits will be measured
C. No, because this workshop identifies the skills necessary for the target operating model to work as designed
D. No, because this workshop ensures stakeholders have the knowledge and information needed to understand priorities

7) One of the benefits of the programme is to increase sales while reducing costs. The programme board has stated that they wish to be fully informed of all proposals for new sales processes before development work on the Sales Channel and Processes Project starts. They will then instruct the project delivery team on how to proceed.

Is this an appropriate application of the 'bring pace and value' principle, and why?

A. Yes, because the delivery of capabilities should be planned at the best pace to deliver the outcomes of benefit in line with the business case
B. Yes, because the project delivery team should work within clear delegated limits of authority and escalate decisions when required
C. No, because governance should be established that empowers decision-making as close to the day-to-day work as possible
D. No, because the programme manager should ensure that the vision, benefits map, and target operating model remain aligned with the programme's priorities

8) Which item is appropriate for recording in the design approach within the programme strategy for the Merger Programme?

A. Assistance will be requested from a major consultancy on how to develop the new target operating model
B. The programme will establish the foundations for the new organization and contracts as a first step
C. The Process Alignment Project will use an agile methodology for updating the IT systems
D. Minutes from governance board meetings will be issued to all other governance boards within two days

9) There is a risk that unsettled staff who fear redundancy could create an atmosphere of defensiveness and distrust, making implementation of the merger more difficult and expensive.

As a result, which activity should be carried out in the 'plan' phase of the Plan-Do-Check-Act (PDCA) cycle?

A. Advertise internal job opportunities to staff who are likely to be made redundant
B. Set a programme contingency for risks associated with staff redundancies
C. Issue an anonymous questionnaire to establish if the extra redundancy support being provided is sufficient
D. Assign a high priority to risks related to staff redundancies as they are likely to impact profitability

THEMES

PCSafe and TechStore have their own structures and organizations relating to project delivery. To produce a unified approach to be used in the programme, the programme manager has produced the governance approach. Here are three items of information to be recorded in the governance approach.

Under which heading (A-E) should they be recorded?
Choose only ONE heading for each item of information. Each heading can be used once, more than once, or not at all.

10) Updates on progress will be issued to the venture capital company, InvestCo.	A. Terms of reference
11) The scope of the programme assurance office will include auditing the standards used by all projects to ensure alignment with those provided by the PCTech Portfolio Office	B. Relationship with wider governance C. Role definitions D. Programme risk appetite E. Delegated limits of authority
12) The BCM will be required to regularly seek feedback from corporate customers on the speed of order completion after process changes have been delivered	

13) Which individual from PCTech should be appointed as the BCM?

    A. IT Manager

    B. Sales Manager

    C. Finance Manager

    D. Expert from Office-U-Like

14) The Chief Operating Officer (COO) has been appointed as the SRO.

Is this appointment an appropriate application of the 'organization' theme, and why?

    A. Yes, because the COO is able to align the direction of the programme with PCTech's strategy following the merger

    B. Yes, because the COO's lack of knowledge of the IT sector gives them an independent view of how the programme should progress

    C. No, because the COO has an operational, customer-facing role and should act as a BCM

    D. No, because the COO does not have the authority required of an SRO to release funding for the programme

15) PCTech will not accept risks that could result in a significant loss of its revenue as a result of the programme. Therefore, the sponsoring group has decided that no risks should be accepted that would cause income from its top 10 customers to reduce by more than 10%. The programme office is monitoring and reporting to the programme manager on the risks that relate to this risk tolerance.

Is the decision by the sponsoring group an appropriate application of the 'organization' theme, and why?

    A. Yes, because the sponsoring group should set the correct risk appetite for the programme

    B. Yes, because the programme office should provide a risk management service to the programme team

    C. No, because the programme manager should manage key risks to the programme objectives

    D. No, because the programme board should decide how to remain within the corporate risk appetite

At the start of the programme, the programme manager listed some design-related actions to be completed.

Which role (A-E) is MOST focused on each task?

Choose only ONE role for each action. Each role can be used once, more than once, or not at all.

16) Organize a workshop to identify the impact that failing to deliver the aligned terms and conditions on time could have on the Divisional Restructure Project	A. Sponsoring group member
	B. Senior responsible owner
	C. Programme manager
	D. Business change manager
17) Provide a facilitator for the vision statement workshop	E. Programme office lead
18) Consult with the R&D teams from both companies to establish if the planned increase in registered patents is achievable	

19) The programme manager is gathering information to include in the target operating model.

Which statement is an appropriate description of a technology aspect?

A. The marketing team analyse detailed sales figures to understand future consumer trends

B. The R&D teams have software that allows online group messaging and collaborative working

C. Staff are happy to learn using a variety of methods including virtual learning technology

D. Training on new and updated products will be provided to the sales teams once a week

20) The Estates/Buildings Rationalization Project has started. The PCSafe R&D team will have to relocate from their offices to the TechStore R&D office, 120km away. A member of the impacted R&D team warned the programme manager that half of the highly skilled researchers were talking about resigning, rather than relocating to the new offices. The programme manager added this risk to the risk register and asked the BCM to assess its impact on the number of patents registered.

Is this an appropriate application of the 'design' theme, and why?

A. Yes, because the sponsoring group's decision as to whether to continue with the integration of the R&D teams will need to be recorded

B. Yes, because losing many highly skilled researchers may lead to the failure to achieve the required increase in registered patents

C. No, because details of how the new R&D team will be acquired and managed should be recorded in the resourcing approach

D. No, because failure to follow the agreed stakeholder engagement and communications plan should be logged as an issue

21) The programme has entered the 'design the outcomes' process for the first time. The programme manager has no sales experience and does not know what tools and processes the sales teams are currently using. They also do not know what the sales teams will need in order to sell TechStore products to PCSafe clients in the future. The programme manager has arranged a workshop with the Sales Manager and other members of the sales teams to discuss this.

Is the use of a workshop an appropriate application of the 'design' theme, and why?

A. Yes, because the involvement of key stakeholders should enable a better understanding of the gap between the current and future states

B. Yes, because the project teams should be able to start work immediately supported by the information they need

C. No, because it is the responsibility of the programme office lead to provide the workshop facilitator to support the programme design

D. No, because the target operating model is used in the 'plan progressive delivery' process to build on the programme design

Here are three statements about the programme justification for the Merger Programme.

In which document (A-E) should the statements be recorded?

Choose only ONE document for each statement. Each document can be used once, more than once, or not at all.

22) Due to the high-risk nature of mergers and acquisitions, the sponsoring group will hold a reserve of 20% of the base cost to cover unexpected events that could occur	A. Programme mandate B. Funding approach C. Programme brief D. Business case E. Financial plan
23) The Sales Channel and Processes Project will be migrating data to the new customer relationship management software. If any records become corrupted, the programme office lead will authorize the release of funds allocated to restore these records	
24) Using a discount rate of 5%, the Net Present Value (NPV) is positive, indicating that the programme is a worthwhile investment	

25) One of the outcomes from the programme is to 'leverage existing research and development capability, enabling greater innovation'.

How should the programme manager treat the resulting benefit in the business case investment appraisal?

A. As cost savings - it reduces costs for the combined R&D departments of the organization

B. As future cost avoidance - there will not be a need to upgrade the R&D department again

C. As cash proxies for qualitative benefits - it will lead to fewer future safety investigations

D. As asset utilization - the benefit has no direct financial impact

26) The largest shareholder in PCTech were concerned about the impact of the merger on long term shareholder value. The SRO held a meeting with the shareholder to discuss the need for the programme, including how the programme will help to make PCTech more competitive and improve its market position.

Which principle is being applied as part of the 'justification' theme, and why?

A. Lead with purpose, because the SRO should explain the compelling vision and detailed target operating model to the largest shareholder

B. Lead with purpose, because the SRO should explain the benefits of the programme to the largest shareholder, setting realistic expectations

C. Deal with ambiguity, because the SRO should explain the financial and non-financial benefits from the merger to the largest shareholder

D. Deal with ambiguity, because the SRO should discuss financial plans and the timings of benefits with the largest shareholder

27) The PCTech Board of Directors has decided that the programme will be partly paid for through the use of loans (debt). From the end of Tranche 1, the benefits will be used to start to repay the loans during the programme.

In which document would this information MOST LIKELY be recorded, and why?

A. Funding approach, because how the budget will be released for Tranche 1 and beyond needs to be understood

B. Funding approach, because the programme's financing and repayment terms need to be understood

C. Financial plan, because the programme's spend against planned costs should be monitored over time

D. Financial plan, because the programme's budgeting should coincide with PCTech's annual corporate budgeting

Here are three actions to be performed during the Merger Programme.

Which role should be focused on each action?

Choose only ONE role (A-E) for each action. Each role can be used once, more than once, or not at all.

28) Review the PCSafe and TechStore purchasing policies to document a single approach for the programme	A. Sponsoring group B. Senior responsible owner C. Programme manager
29) Prepare the joint sales team for their new responsibilities	D. Business change manager E. Programme office lead
30) Provide specialist accountancy resources to assist in the ratification of the 'business case'	

31) The programme manager is reviewing the delivery plan. Information will be needed from the Process Alignment and Sales Channel and Processes projects, once they have completed, in order to understand the requirements for the Culture Alignment Project. Once the requirements are known, it will be possible to produce reasonable estimates and plans for the project.

Which action should the programme manager take with regards to tranches?

A. Move the Culture Alignment Project to Tranche 3 when requirements will be better understood

B. Remove the Culture Alignment Project from the programme until plans and estimates are produced

C. Continue with the current plans and estimates for the Culture Alignment Project in Tranche 2

D. Start the Culture Alignment Project at the beginning of Tranche 2 to allow extra time for rework needed

32) The programme manager has decided to run the Alignment of Terms & Conditions Project using a linear lifecycle. This will allow requirements to be defined and delivered sequentially because it will be critical to deliver the outputs right the first time. However, the Divisional Restructure Project will be delivered using agile ways of working to allow scope to change as more information becomes available.

Is this an appropriate application of the 'structure' theme, and why?

    A. Yes, because the projects in each tranche should use hybrid lifecycles

    B. Yes, because a programme should use the right delivery mode to meet the project needs

    C. No, because each tranche should use a single delivery mode for all its projects

    D. No, because agile projects deliver iteratively while programmes progress incrementally

33) The BCM has suggested that the schedule to achieve the increased sales and reduced costs should be integrated with the programme's schedule for delivering the projects. This would create a single view of the programme's work to deliver the new sales processes and channels as well as the increased sales and reduced costs. The programme manager has opposed this, believing it to be an invalid interpretation of the 'structure' theme.

Is the programme manager correct, and why?

    A. Yes, because the benefits realization plan and delivery plan should remain independent to enable more effective change control

    B. Yes, because it is the BCM's responsibility to produce the benefits realization plan, and plan for transition effectively

    C. No, because combining the benefits realization plan with the delivery plan should help the BCM prepare more effectively for the changes needed

    D. No, because the BCM should make decisions regarding the benefits realization plan ensuring that transition is aligned to benefits realization

Here are three pieces of information which should be documented in the information approach section of the programme strategy.

In which section of the information approach (A-F) should this information be documented?
Choose only ONE section for each piece of information. Each section can be used once, more than once, or not at all.

34) Project delivery teams should create specifications and design documents for inclusion in the relevant section of the target operating model	A. What information B. Access C. Integrity D. Privacy E. Version control F. Retention
35) If changes are required to design specifications, a copy should be obtained from the programme office for editing. Once the changes have been signed off by the appropriate authority, the amended document should be returned to the programme office who will notify copy holders of the changes	
36) During development of the projects in Tranche 1, information on revised terms & conditions and restructuring of the organization will be held in a secure area of the programme files and will only be made available to people directly involved in this work	

37) There are three projects in Tranche 2 working on new processes. It will be critical that these processes work together when used in the operational environment. Therefore, each project team needs to understand what the other projects are proposing in order to resolve any conflicts as soon as possible. As a result, the programme office has set up a shared area for all programme team members to publish proposals and draft versions.

Which aspect of information management is being applied MOST by the programme office?

A. Access control
B. Integrity
C. Storage
D. Version control

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38) To be successful, everyone working on the Sales Channel and Processes Project needs access to anonymized historical sales statistics from PCSafe and TechStore. The PCSafe Sales Manager has stated that online sales are confidential. The Sales Manager has instructed their team members to pass on any information requests to them to ensure they are dealt with correctly. This led to the decisions being made by the project team without access to the data in order to meet project timescales.

Is this an appropriate application of the 'knowledge' theme, and why?

A. Yes, because there should be robust access controls in place to safeguard customer privacy and privileged information

B. Yes, because it is important that appropriate levels of privacy for different types of information are defined and managed

C. No, because the sales team should develop a culture of continual improvement by learning from their mistakes

D. No, because team members need to have access to the knowledge and information they need to do their work

39) The BCM has planned some interactive workshops to be held early on in Tranche 2. These workshops will engage with staff members about the revised processes and how they will lead to increased sales and reduced costs, which will lead to increased profit. Feedback from the workshops will be reviewed by the Culture Alignment Project for use in future iterations of development.

Is this use of workshops an appropriate application of the 'knowledge' theme, and why?

A. Yes, because individuals need time to reflect regularly to allow them to adjust their thinking and improve

B. Yes, because stakeholders should understand organizational objectives, allowing them to work more effectively

C. No, because the programme manager should ensure that knowledge and learning is shared across the programme

D. No, because information should be available so that stakeholders have the knowledge to do their best work

40) Tranche 1 has now been completed but there was a significant overspend when delivering the Divisional Restructure Project. As a result, the SRO has asked the programme manager to ensure that external consultants are brought in to audit the programme costs and review the updated business case at the end of the tranche.

Which role should focus on providing the consultants with the data they need as part of the 'assurance' theme?

A. Senior responsible owner
B. Programme manager
C. Business change manager
D. Programme office lead

41) The SRO has asked an expert in employment law to attend the next programme board meeting. The SRO would like to hear their suggestions on how to reduce the impact of issues experienced by the Alignment of Terms & Conditions Project that will be discussed at that meeting.

Which driver for assurance does this activity represent?

A. Key decisions
B. Progress monitoring
C. Real-time advice
D. Common causes of emerging risk

42) The Culture Alignment Project has identified the need for the merged company to become more mature in its delivery of projects and programmes. The CEO of PCTech has asked for a maturity assessment to be carried out in order to discover the current level of maturity in the Merger Programme. The assurance approach has been updated to include this. The programme board has instructed the programme office lead to carry out the assessment.

Is this an appropriate application of the 'assurance' theme?

A. Yes, because the programme office lead should be part of the second line of defence on behalf of the programme board

B. Yes, because the programme's assurance approach should include requirements from the investing organization

C. No, because the need for a P3M3 assessment should be included in the decision-making approach, rather than the assurance approach

D. No, because the programme office lead should support those carrying out the assessment, instead of doing it themselves

43) The first tranche has started, and news of the restructure has spread through both organizations. The programme board is concerned by the large number of staff-related issues being raised by the project manager of the Divisional Restructure Project. Some TechStore staff are threatening to go to the media about the way they have been treated. As a result, the programme board requested a review of the stakeholder engagement approach.

Is this an appropriate application of the 'assurance' theme?

A. Yes, because emerging issues and risks that threaten the viability of the programme should trigger assurance activities

B. Yes, because the stakeholder engagement process should be reviewed at regular intervals as part of regular progress monitoring

C. No, because the stakeholder engagement approach should be reviewed as part of the 'evaluate new information' process

D. No, because the potential damage to PCTech's reputation from negative media reports should be recorded in the risk register

The programme is in Tranche 3. Here are items of information to be recorded in the documents to support the 'decisions' theme.

In which document (A-F) should the information be recorded?
Choose only ONE document for each item of information. Each document can be used once, more than once, or not at all.

44) Further analysis of property costs has shown that, although the PCSafe main warehouse has the highest operational costs, the distribution network is far more cost effective than the PCSafe main warehouse due to its location. The planned merging of warehouses to one location will not result in the anticipated cost reduction, which will affect the forecast programme benefits	A. Decision-making approach B. Issue-resolution approach C. Risk-response approach D. Decision register E. Issue register F. Risk register
45) The programme board approved the proposed timescales to merge the two main warehouses as part of the Estates/Building Rationalization Project	
46) The sponsoring group will meet at the end of Tranche 3, when the Estates/Building Rationalization Project is complete to discuss approval to proceed with Tranche 4	

47) Because the business case includes an estimate of the value of the estates based on the current high commercial property prices, there is a risk that property prices could fall over the next 12 months. This would lead to the money released by the sales of the estates and buildings not being as high as expected.

Which response would reduce this threat?

A. Monitor the trends in the property sales prices to get an early warning if the situation changes

B. Bring forward the Estates/Building Rationalization Project to sell parts of the estate as soon as possible

C. Delay the Estates/Building Rationalization Project to sell parts of the estate as late as possible

D. If the commercial property prices fall, rent out the parts of the estate that are no longer required

48) The Research Manager has been asked to work with a lawyer from TechStore who has previous experience in researching public opinion on legal matters. Together they will research and monitor how public perception changes regarding the responsibility of large IT corporations to protect the public.

Which type of data gathering is being applied, and why?

A. Looking back, because the data collected will be based on the previous experience of the TechStore lawyer

B. Looking back, because the data collected represents new programme knowledge created by the team

C. Looking forward, because the data collected should be entered into the issue register to be actioned

D. Looking forward, because the data is collected from a scan for trends that may affect the programme

49) It has been agreed that the programme office will log suggestions to amend the scope of the programme on the portfolio office's central document management system. Each suggestion will be assessed by key departmental representatives and project managers from any current projects.

According to the 'decisions' theme, where should this information be recorded, and why?

   A. Decision-making approach, because it records the criteria to be applied when making decisions
   B. Decision-making approach, because it defines the escalation and delegation rules for making decisions
   C. Issue resolution approach, because it documents the controls relating to requests for change
   D. Issue resolution approach, because it describes the role of the programme office in resolving issues

PROCESSES

50) The sponsoring group has requested a copy of the final press release that is going to be issued soon, describing the need to deliver increased profit through the PCTech merger in order to remain competitive in the marketplace.

In which activity of the 'identify the programme' process will the sponsoring group use this information?

   A. Confirm organization structure
   B. Confirm the SRO
   C. Confirm the programme mandate
   D. Develop the programme brief

51) The 'identify the programme' process has started. The programme manager organized a workshop with key stakeholders, including members of the existing R&D teams. Several possible ways to increase the number of registered patents were identified during the workshop. This information was recorded and now needs to be acted on.

Which theme is being applied when this information is being recorded?

A. Organization
B. Design
C. Justification
D. Structure

52) At the start of the programme, the SRO wants to know what office capacity will be required by PCTech, once the merger is complete. The programme manager creates a spreadsheet detailing exactly how many offices will be required after the merger, and which departments will be working at each site.

Is this an appropriate application of the 'identify the programme' process, and why?

A. Yes, because the sponsoring group should approve the process outputs before the 'design the outcomes' process can begin
B. Yes, because the programme brief should be produced to identify the organization's capability and capacity to be successful
C. No, because the BCM should work with the programme manager to create the target operating model
D. No, because details of the infrastructure of the desired future state is developed elsewhere in the programme lifecycle

53) Mergers and acquisitions in other organizations have experienced severe issues because of differing company cultures. PCTech's corporate board are aware of this historical trend and are deeply concerned.

How should this information be used in the 'design the outcomes' process?

A. When appointing a risk manager to manage this risk throughout the programme
B. When describing the specific cultural aspects desired in the vision statement
C. When describing the differing cultures in the current state operating model
D. When considering the risks as part of the decision to commit to supporting the next process

54) In the programme brief three options were considered:

(1) Keep PCSafe and TechStore as two separate companies
(2) Carry out the merger
(3) Keep the companies separate but with close collaboration

The programme manager is now developing the business case in the 'design the outcomes' process and is reconsidering the options provided, and any new ones that have become apparent as more information is gathered.

Which theme is being applied by the programme manager?

A. Design
B. Knowledge
C. Structure
D. Justification

55) The sponsoring group, the SRO, the programme board, and many other key individuals including the Sales, Production and Research Managers attended a workshop. In this workshop they developed a unified vision of the desired future state of the merged PCTech.

Is this an appropriate action for the 'design the outcomes' process, and why?

A. Yes, because the views of a wide range of stakeholders need to be considered when agreeing the vision for the organization

B. Yes, because, when developing the vision, the sponsoring group should consider the views of the SRO and programme board

C. No, because additional external experts should be recruited to assist with developing the agreed vision statement

D. No, because the vision agreed during the workshop will still need to be validated before being included in the vision statement

56) During the 'plan progressive delivery' process, the SRO reported that the sales staff in Techstore may refuse to transfer to the new terms and conditions which would impact on PCTech's ability to increase sales.

In which activity would this be considered by the sponsoring group?

A. Validate required resources

B. Complete programme strategy

C. Continue to develop and validate programme plans

D. Confirm business case

57) During the 'plan progressive delivery' process, it was confirmed that the Process Alignment Project would report progress to the programme manager weekly as it was a more complex project. All other projects will report every two weeks.

Which theme is being applied?

A. Organization

B. Knowledge

C. Structure

D. Decisions

58) During the 'plan progressive delivery' process, it was identified that the costs to rationalize the buildings would be much higher than previously estimated. Although the benefits will outweigh this increase, the SRO identified that PCTech does not have sufficient funds to continue with the programme. The SRO authorized premature closure and instructed the programme manager to start closing the programme immediately.

Is this decision by the SRO an appropriate application of the 'plan progressive delivery' process, and why?

A. Yes, because the SRO should authorize programme closure if it is not affordable
B. Yes, because the SRO has the authority to close the programme at any time
C. No, because the business case continues to be viable, the programme should continue
D. No, because the sponsoring group is accountable for authorizing programme closure

59) The programme is now in the 'deliver the capabilities' process for Tranche 2. The Sales Channel and Processes Project is nearing completion and is expected to deliver the new sales processes within the next two weeks. Assuming that there are no unforeseen problems, there will be some activities associated with the completion of this project.

Which activity should be the responsibility of the BCM?

A. Assess whether the new processes meet the acceptance criteria, and deliver the functionality described in the target operating model
B. Confirm that the Sales Channel and Processes Project has delivered the required new sales processes.
C. Update the delivery plan to identify any changes needed once plans have been agreed with the sales team to transition to the new processes
D. Discuss with the Sales Manager whether the sales team now understand how the new processes will affect their working practices

60) One of the benefits of the Merger Programme is to increase sales, while reducing costs. As part of the 'deliver the capabilities' process at the beginning of Tranche 2, the BCM has planned to determine the current cost per sale using existing processes as part of the Sales Channel and Processes Project.

Which theme is MOST relevant to this exercise?

A. Design
B. Justification
C. Knowledge
D. Structure

61) The Merger Programme is expected to result in reduced staff numbers. The ongoing HR Work is dealing with the necessary redundancies and early retirements. The BCM has expressed concerns to the programme manager about the impact this could have on operations. As a result, the HR Director has nominated a member of staff to be a 'change champion' to work with the project manager of the Divisional Restructure Project. It is planned that this individual will be part of the programme team during Tranche 1.

Is this an appropriate activity for the 'deliver the capabilities' process, and why?

A. Yes, because the specialist resources required by the Divisional Restructure Project should be supplied to support delivery, when required
B. Yes, because important project roles should be appointed before the Divisional Restructure Project starts delivering according to plan
C. No, because the programme manager should be responsible for identifying the need for specialist resources for the Divisional Restructure Project
D. No, because the programme manager should be responsible for ensuring that the Divisional Restructure Project delivers according to plan

62) The programme is in the 'embed the outcomes' process. The new joint sales team are now cross-selling products.

Which action should the BCM take during the 'begin to realize and measure benefits' activity?

A. Measure the number of team members attending cross-selling training courses
B. Measure the number of team members who are cross-selling multiple products
C. Measure the number of products the team members are cross-selling
D. Measure the number of team members using the cross-selling sales scripts

63) The 'sales of new products' benefit directly relies on the 'increased number of patents registered' benefit. This represents a major risk to the programme.

How should this be addressed during the 'embed the outcomes' process?

A. Conduct a formal review of this dependency during transition
B. Increase the probability of this risk to 'high' in the risk register
C. Withdraw employee bonuses until new patent submissions increase
D. Adjust the landing point to accommodate for fewer sales

64) The old PCSafe and TechStore IT systems were turned off when the PCTech system was implemented. Although all staff members had been trained on the new system, training was rushed. Many staff members felt that the old systems were better and, as a result, productivity fell considerably. In response to this reduction, the BCM sent a memo to all staff reminding them that they must hit their targets.

Is this an appropriate application of the 'adopt the capabilities' activity, and why?

A. Yes, because removing access to legacy systems often means changes are needed to deal with unexpected issues
B. Yes, because training and support had been provided to help staff learn, adopt and embed the new ways of working
C. No, because removing legacy systems can cause staff distress and the BCM should support staff through the transition
D. No, because the BCM should focus on finding ways to help staff share their knowledge to increase productivity

65) During the 'evaluate new information' process at the end of Tranche 1, it was identified that fewer staff were working under the new terms & conditions than planned for at this landing point.

Which role should have identified this difference?

A. Senior responsible owner
B. Programme manager
C. Business change manager
D. Programme office lead

66) At the end of Tranche 1, the programme manager identified that the techniques used to estimate the two projects in the tranche had resulted in a large underestimation of the duration. It was decided to use a different method to estimate the duration of the projects in Tranche 2.

Which theme is being applied to the 'evaluate new information' process?

A. Design
B. Structure
C. Knowledge
D. Assurance

67) At the end of Tranche 1, the SRO has added up the total cost of the Alignment of Terms & Conditions Project and the Divisional Restructure Project. The SRO then compares this against the predicted cost of those projects in the tranche.

Is this an appropriate action for the SRO to take as part of the 'evaluate new information' process, and why?

A. Yes, because the SRO should analyse the tranche's cost performance against what was planned as part of the end-of-tranche report
B. Yes, because the SRO should update costs in the business case when the programme moves into the 'design the outcomes' process
C. No, because the programme manager should be responsible for capturing and analysing the tranche costs against the plan
D. No, because the programme office lead should compare the spend against what was forecast in the delivery plan

68) The programme has now completed all the planned work. During the 'close the programme' process, it was highlighted that the Culture Alignment Project in Tranche 2 did not use the findings from the Divisional Restructure Project from Tranche 1. This led to a significant amount of rework. The programme manager feels that the management of future programmes could be improved and will document some suggestions.

Which document should the programme manager review when identifying improvements?

A. Decision register
B. End-of-tranche report
C. Issue register
D. Risk register

69) As part of the 'prepare for closure' activity, the programme manager advised the CRO that staff members from their department who had been working in the programme, would be returned to the business. The programme manager also advised them of the deadline for charging for staff time, before the programme accounts were closed.

Which theme is MOST relevant to this activity?

A. Assurance
B. Decisions
C. Justification
D. Organization

70) The programme is now in the 'close the programme' process and the programme manager identified some problems during the final tranche. The ongoing HR Work to reduce staff numbers created sensitive information about possible job losses which could not be shared initially. In addition, the Estates/Buildings Rationalization Project caused untrue rumours about affected jobs, causing delays and increasing costs. The programme manager has been wondering whether communications could have been managed better.

Which theme is MOST LIKELY to assist the programme manager in this situation, and why?

A. Justification, because the rumours caused problems for the programme which could have led to delays in delivering the benefits
B. Justification, because the business case should be updated when cost and time are impacted
C. Knowledge, because tacit knowledge needs to be shared by the programme manager for future programmes to use
D. Knowledge, because it is important to define who should have access to sensitive information during the programme

END OF EXAMINATION