

MSP® Sample Papers

The Official MSP Accreditor Sample Examination Papers

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The MSP® Practitioner Examination

Sample Paper 2

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.

PRINCIPLES

- 1) The programme manager has organized an event to celebrate the success of Tranche 2. During the event, the SRO is scheduled to present an update to strategic stakeholders on progress towards achieving increased sales of existing products and the forecast for Tranche 3. Unfortunately, the SRO decides not to attend, so the programme manager cancels the event.

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

- A. Yes, because the absence of the SRO means that the event will have little value
 - B. Yes, because the programme manager should be empowered to make decisions about the event
 - C. No, because the event should be used as an opportunity to reinforce the desired outcomes
 - D. No, because the event should be used to provide a clear view of the risks perceived
- 2) The directors from PCSafe created the first draft of the funding approach. The draft funding approach was then sent to the directors of TechStore to amend into draft 2. This process was repeated 3 more times until the PCSafe directors agreed the final version was ready for approval.

How well does this apply the 'collaborate across boundaries' principle, and why?

- A. It applies it well, because the directors from both organizations actively shared information to clarify each other's views with each new draft
- B. It applies it well, because the directors from both organizations represent multiple disciplines necessary to contribute to significant programme work
- C. It applies it poorly, because the directors did not work effectively together across the organizations to develop the required programme governance
- D. It applies it poorly, because the issuing of multiple drafts showed their concern over dealing with high levels of uncertainty in this programme

- 3) A new board of directors has been appointed for PCTech. The directors held a series of question and answer sessions at offices across both organizations. The directors answered employees' questions about the future as thoroughly as permitted by the relevant legislation. Where they were unable to answer questions immediately, they promised to publish a timetable for communicating further information.

Which principle is being applied, and why?

- A. Collaborate across boundaries, because the board of directors had worked together to agree the new governance structure
 - B. Collaborate across boundaries, because the sessions encouraged the staff to learn about the future, instilling a culture of continual improvement
 - C. Deal with ambiguity, because further communications with stakeholders were scheduled in the stakeholder engagement and communications plan
 - D. Deal with ambiguity, because the sessions provided an opportunity for the directors to share as much information as was possible with stakeholders
- 4) The suppliers of PCTech's customer relationship management software will soon be removing support for the version used by PCTech. The corporate board has decided that replacement of the system is now the highest priority. The sponsoring group has therefore requested the programme manager to re-schedule the Sales Channel and Processes Project to run in parallel with the Divisional Restructure Project. This will therefore affect the delivery of benefits.

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

- A. Yes, because the 'align with priorities' principle may require the structure of tranches to be changed
- B. Yes, because the 'align with priorities' principle may require the business case to be reviewed
- C. No, because the 'align with priorities' principle should be implemented by the sponsoring group
- D. No, because the 'align with priorities' principle should be implemented at the end of each tranche

- 5) The programme manager has asked the Research Manager to present to the programme board. The presentation will identify what skills will be required to operate the new joint Research and Development function, once the new ways of working have been established.

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

- A. Yes, because the programme board should be clear on the skills needed to operate business as usual
 - B. Yes, because the programme board should be clear on the costs of deploying specialist skills
 - C. No, because operational skills should be included under 'organization' in the target operating model
 - D. No, because staffing the joint Research and Development function is an operational responsibility
- 6) There has been an unexpected drop in commercial property prices during Tranche 2. If this trend continues, the total cost savings expected from rationalizing the estates and buildings may not be realized. Programme assurance has suggested that commercial property prices in the area should be monitored to get early warning of any changes. The programme manager has asked the Finance Department to establish a process to do this.

Which principle is being applied MOST by implementing this monitoring process, and why?

- A. Lead with purpose, because appropriate assurance needs to be in place to support decision-making across the three lines of defence
- B. Lead with purpose, because assurance should verify that the tranches have been planned to deliver the right benefits at the right time
- C. Realize measurable benefits, because focusing assurance activities on risks to benefits increases the likelihood of the benefits being realized
- D. Realize measurable benefits, because assurance should verify that both identified benefits and dis-benefits are being managed

- 7) There were similarities in some cultural aspects between PCSafe and TechStore prior to the merger. The programme manager is worried that the Culture Alignment Project has implemented some of these similar cultural aspects, without considering their suitability for the new, merged, organization. The programme manager has therefore asked the SRO to discuss PCTech's desired future culture with the Culture Alignment Project team and how this should lead to increased sales.

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

- A. Yes, because understanding the vision and the outcomes of benefits will help to focus on delivery of the required capabilities
 - B. Yes, because the programme manager should plan the projects at the best pace to achieve the outcomes of benefit
 - C. No, because the project team should be working within clear delegated limits of authority and only escalating where necessary
 - D. No, because the team should be empowered to make decisions to enable them to deliver what is required in a timely manner
- 8) The following statement needs to be recorded:
"Minutes from governance board meetings will be issued to all other governance boards within two days."

In which section of the programme strategy should this statement be recorded?

- A. Stakeholder engagement approach
- B. Delivery approach
- C. Governance approach
- D. Decision-making approach

9) The following statement needs to be recorded:

"The use of contingency capital requires approval from the venture capitalist company, InvestCo."

In which plan should it be recorded?

- A. Assurance plan
- B. Delivery plan
- C. Benefits realization plan
- D. Financial plan

THEMES

Here are three actions related to the 'organization' theme for the Merger Programme.

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

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

| | |
|---|--|
| 10) Meeting with the Tranche 1 project managers at the start to discuss and agree a common tone and branding on all communications | A. Sponsoring group members B. Senior responsible owner C. Programme manager D. Business change manager E. Programme office lead |
| 11) Agreeing that PCTech will not accept risks that could result in a significant loss of its revenue base | |
| 12) Having a meeting with the heads of the two R&D groups to consider the strategic implications involved in streamlining the research work | |

13) Which individual should be appointed as the programme manager?

- A. Research Manager
- B. Production Manager
- C. Member of the Portfolio Office
- D. Employee of Customer First

14) The Sales Manager has been appointed as the SRO.

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

- A. Yes, because ideally the SRO should have experience in the market and organization
- B. Yes, because the Sales Manager is in a position to monitor the programme performance
- C. No, because the SRO needs to be in position to solicit feedback from all stakeholders
- D. No, because the Sales Manager is better suited to the role of BCM

15) The COO has been appointed as SRO. The COO has requested that the CFO also becomes a member of the programme board.

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

- A. Yes, because representatives from corporate functions may also become members of the programme board
- B. Yes, because the lead SRO has authority to appoint another SRO, if considered necessary
- C. No, because the programme board should only consist of the SRO, programme manager and BCM
- D. No, because additional programme board members should provide external support to the programme

The MSP® Practitioner Examination

A design workshop was held and the following points were agreed.

In which key document (A-F) should they be recorded as part of the 'design' theme?

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

| | |
|---|--|
| 16) The increase in registered patents will be measured by recording how many have been submitted on a quarterly and annual basis compared to pre-merger statistics. This will begin once the two R&D teams have been fully integrated. | A. Benefits map B. Benefits profile C. Design approach D. Risk register E. Target operating model F. Vision statement |
| 17) The vision statement will be approved by the sponsoring group once the BCM has reviewed the final draft. | |
| 18) The existing rivalry between the TechStore and PCSafe staff is highly likely to make combining the sales teams more difficult. | |

19) The Divisional Restructure Project has begun. Many long serving members of both PCSafe and TechStore staff will be made redundant. Many of these staff have employment contracts that give them enhanced redundancy compensation packages. This means that 23% more of the experienced staff than expected will leave the company. The SRO has asked the programme manager to add this as an item to the benefits map.

In which part of the benefits map should this information be recorded?

- A. Outputs of projects and other work
- B. Capabilities
- C. Outcomes
- D. Measurable benefits/dis-benefits

20) The SRO asked the programme manager to create a draft vision statement for the programme. It was short, compelling and clearly described the benefits of merging PCSafe and TechStore. The SRO was so pleased with the draft vision statement that they approved it immediately.

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

- A. Yes, because the SRO is responsible for approving the vision statement as part of the 'design' theme's documents
- B. Yes, because the programme manager can begin work on the target operating model once the vision statement has been approved
- C. No, because the vision statement should not be approved until after the target operating model and benefits map are approved
- D. No, because the BCM was not given an opportunity to review the vision statement before it was approved

21) The programme manager is working closely with the Production Manager, the Research Manager and the Customer Servicing Manager to create benefits profiles. They have decided to record each benefit, how it will be measured, what KPIs in the business operations will be affected and on which specific dates those KPIs will be measured.

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

- A. Yes, because the BCM is responsible for providing the content for the benefits profiles
- B. Yes, because the benefits have to be fully understood before they can be arranged into a benefits map
- C. No, because there is too much ambiguity at the start of the programme for any suggested dates to be accurate
- D. No, because dates for recording baseline performance levels will be recorded in the benefits realization plan

The MSP® Practitioner Examination

Here are three actions related to the 'justification' theme for the Merger Programme.

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

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

| | |
|--|--|
| 22) Monitoring the effects of the low staff morale resulting from the staff rationalization (part of the Divisional Restructure Project) | A. Sponsoring group members B. Senior responsible owner C. Programme manager D. Business change manager E. Programme office lead |
| 23) Monitoring monthly outgoings to the employment law firm required for the Divisional Restructure Project | |
| 24) Preparing a statistical analysis of redundancies made so far against recuperated losses from the Divisional Restructure Project | |

25) What information should the programme manager include in the financial plan?

- A. The amount of seed funding from the corporate board and timing estimate for becoming self-funded
- B. The necessary arrangements for reviewing and reporting supplier payments, sales and the cost-savings
- C. The fact that financial contingency of 40% is based on the tech industry's historical merger benchmark
- D. The estimated date when PCTech will recover the investment in time and resources spent on the merger

26) Due to the extremely high failure rates of mergers and acquisitions, PCTech has decided to invest in a resource planning office. This office will assist with the efficient scheduling of facilities, equipment and people across the programme.

How well does this action apply the 'justification' theme, and why?

- A. It applies it well, because the added value from optimizing the use of resources should outweigh the additional cost
- B. It applies it well, because the office should assist in understanding the value of assets, such as surplus buildings and equipment
- C. It applies it poorly, because a business process design office should be appointed to support mergers and acquisitions
- D. It applies it poorly, because this office will create extra reporting lines, making this high-risk programme even less efficient

27) A risk assessment identified that the costs associated with terminating employment in different regions around the world were unpredictable. These cost variations could have a major impact on the profitability of the merger. As a result, the PCTech directors decided to continue with the merger but agreed that contingency should be set up based on industry benchmark data.

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

- A. Yes, because financial contingency should be included in the budget based on the risks associated with estimates
- B. Yes, because the funding approach should identify how financial contingency will be allocated for the programme
- C. No, because the sponsoring group members should approve the financial contingency for the programme
- D. No, because decisions made by governing bodies should be recorded in the decisions register to provide an audit trail

PCSafe and TechStore have their own procedures relating to project delivery. The programme manager has produced the 'delivery approach' to document a unified approach to programme delivery. Here are items of information to be recorded in the 'delivery 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.

| | |
|---|--|
| 28) The Process Alignment Project will deliver one customer-centric process first, in a fixed timebox, so that feedback can be collected in order to improve future process development | A. Structure |
| 29) The project manager for the Process Alignment Project will be advised about the future state processes that the project needs to deliver | B. Delivery modes |
| 30) TechStore's tailored project delivery method will be used for all projects, with end stage assessments at the end of each stage | C. Controlling projects and other work |
| | D. Delivery standards |
| | E. Dependencies |

31) When producing the delivery plan, the programme manager is unable to schedule delivery of all the outputs within the assigned budget due to a lack of skilled IT developers to work on the projects.

Which action should the programme manager take?

- A. Ask the SRO to request an increase in funding to recruit skilled developers, if justified by the benefits
- B. Produce a delivery plan for the first tranche, with later tranches being planned at the end of Tranche 1
- C. Note the problem on the risk register, monitor the situation and continue with Tranche 1 as planned
- D. Plan for the existing skilled developers to work overtime for the first two tranches to enable delivery to be on-time

32) TechStore's corporate procurement department has developed a new process for buying equipment over £500. At the same time, the Merger Programme was developing a resourcing approach covering the acquisition of internal and external staff, but not for buying equipment as this was already included in the corporate standard.

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

- A. Yes, because the programme should develop its resourcing approach to identify how to meet its staffing needs
- B. Yes, because there will be separate processes for the programme team to follow for acquiring staff and equipment
- C. No, because the programme should develop a separate approach to buying equipment to meet the programme's needs
- D. No, because the resourcing approach should document the procurement procedures required by the programme

33) Customer First is delivering the customer relationship management (CRM) software as part of the Sales Channel and Process Project. The project manager has been asked to use a mix of Customer First resources and some of TechStore's IT staff within the project. In addition, the project should include the training of TechStore's staff so that the CRM software can be maintained by internal staff after the project has closed.

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

- A. Yes, because this action supports the application of the 'deploy diverse skills' principle
- B. Yes, because this action supports the application of the 'collaborate across boundaries' principle
- C. No, because the programme should focus on delivering the original target operating model
- D. No, because personal development for IT staff is not a defined benefit of this programme

The MSP® Practitioner Examination

During the programme it is going to be important that all affected members of staff share their own specific knowledge of current customer processes, but they are also encouraged to share ideas about possible future ways of working.

Here are three activities which will help staff members to do this.

Which role (A-F) is MOST LIKELY to be have a focus on each activity?

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

| | |
|--|--|
| 34) Define what information will be needed about how existing sales processes operate, and ensure that everyone involved in the programme knows where to find it | A. Sponsoring group members B. Senior responsible owner C. Programme manager D. Business change manager |
| 35) Set up a shared area where members of staff can look for information on processes in other areas of the business, and let people know how to access it | E. Programme office lead F. Project manager for Process Alignment Project |
| 36) Arrange meetings between sales team members from both companies, and the Process Alignment Project team to identify the best way to cater for all customer needs | |

37) The sales personnel from both PCSafe and TechStore have a lot of very important knowledge about the two different markets. This has been gathered over time but has never been formally documented. For the Merger Programme to be successful, it is vital that this knowledge is shared, so that the new PCTech organization is better at competing with its competitors.

Which is MOST LIKELY to encourage knowledge sharing?

- A. Document current processes in a common format to determine where there are any points of similarity
- B. Hold informal meetings to share stories about what worked well and what worked did not in the past
- C. Instruct the Sales Channel and Processes project manager to hold regular progress meetings with sales staff
- D. Set up a repository on a shared system where sales personnel can log lessons learned from previous experience

38) Concerns have been raised about the handling of sensitive information relating to existing customers, such as bank details and payment history. The project manager of the Sales Channel and Process Project has requested access to representative customer information in order to test the new functionality currently being developed. The programme office changed any information that could identify specific customers to something fictitious. The altered data has then been made available for testing.

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

- A. Yes, because if information is not available when needed, programme team members may make decisions without relevant knowledge
- B. Yes, because one of the key features of information security is that only those who need to know have access to confidential information
- C. No, because information management includes making sure that the right people have access to information in order to safeguard privacy
- D. No, because providing everyone in the programme with access to information they need means that everyone is able to do their work

39) The programme manager has suggested a series of interactive role-play exercises, so that the sales staff from both companies can explore how the new sales and administrative processes will work in practice. These exercises will be held at the beginning of Tranche 2 so that the results can be used by the project delivery teams. It is hoped that this will also help the sales staff to understand how their customers will experience any process changes that will affect them.

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

- A. Yes, because it is good practice to hold meetings to foster collaboration and to review how delivery of work can be improved
- B. Yes, because some forms of games can help to get team members to share knowledge and to think creatively about improvement
- C. No, because there should be culture within the organization where sharing knowledge and lessons is the accepted way to work
- D. No, because the experience of people within an organization is often unwritten, unspoken and sometimes not consciously acknowledged

40) It is PCSafe policy to hire external consultants to carry out audits at key decision points in a programme. The results of these reviews need to be sent to the corporate board.

In which part of the assurance approach should this information be recorded?

- A. Corporate governance requirements
- B. Delegated authorities
- C. Working with partners outside the programme
- D. Second line of defence

41) The Divisional Restructure Project is allowed to finish no more than one month late. If the project is forecast to finish more than one month late then the project manager must escalate this to the programme manager immediately.

Which level of assurance does this procedure demonstrate?

- A. First line of defence
- B. Second line of defence
- C. Third line of defence
- D. Continuous monitoring

42) Each project has to complete a lengthy weekly health-check that they report to the programme board. The project manager for the Process Alignment Project has escalated a forecasted breach of time tolerance. The work needed to gather information for the report is slowing down the delivery of the new processes. If this continues, the project will not finish on time. The programme manager agrees with the views of the project manager - that the amount of effort is disproportionate - and, as a result, has escalated this issue to the SRO to discuss with the sponsoring group.

Is this action by the programme manager an appropriate application of the 'assurance' theme, and why?

- A. Yes, because the sponsoring group should be consulted regularly on issues experienced at the project level
- B. Yes, because the current assurance approach does not demonstrate the 'proportionality' success factor
- C. No, because it is the project manager who should take corrective action to resolve project-level issues
- D. No, because the project teams should work longer hours to give the auditors the information they need

43) Benefits reviews will be carried out at the end of each tranche and at the request of the sponsoring group. The programme manager is writing the assurance approach. Benefits reviews are included as part of the third line of defence.

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

- A. Yes, because benefits reviews will help the sponsoring group defend the business case
- B. Yes, because it is important to understand if any barriers to benefits realization exist
- C. No, because the benefits reviewers will report their findings to the sponsoring group
- D. No, because the BCM will write this in the benefits realization plan

The MSP® Practitioner Examination

Here are three actions related to the 'decisions' theme for Tranche 3 of the Merger Programme. There is an issue regarding how staff will be accommodated in the offices which may reduce the forecast programme benefits below the agreed threshold.

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

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

| | |
|---|--|
| 44) Producing the options available regarding the density of office staff as there is a lot of disagreement on staff working arrangements and how the office space will be structured to accommodate them | A. Sponsoring group members B. Senior responsible owner C. Programme manager D. Business change manager E. Programme office lead |
| 45) Collating the alternative design plans from Office-U-like, options on staff working terms and conditions from the Human Resources Director, and IT options available from the CTO for presentation to the programme board | |
| 46) Holding a workshop with key staff to gain honest and constructive feedback on the different office and working arrangements for inclusion in the presentation to the programme board | |

47) There is a risk that the commercial property prices may drop in the future for some locations. As a result, it has been decided that the requirements for the estates/buildings in Tranche 3 will be addressed in a different order.

Which type of risk response does this decision apply?

- A. Avoid a threat
- B. Reduce a threat
- C. Transfer a threat
- D. Prepare contingent plans

48) The programme is currently in Tranche 2. The COO has been appointed as the SRO and the IT Manager is the programme manager. Due to the SRO's lack of IT knowledge, the programme manager has found that it is easier to omit reporting about the IT issues as it often worried the SRO, who then created friction with the Process Alignment Project team.

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

- A. Yes, because the programme manager has appropriate skills to ensure that the issues are managed
- B. Yes, because reporting should focus on the areas where decisions from the SRO are needed
- C. No, because the programme office should record and report on the issues in the issue register
- D. No, because the SRO is accountable for ensuring that a culture of reporting truthfully is established

49) The Culture Alignment Project has submitted a plan based on using workshops that are forecast to exceed the project timescale tolerance. This has been escalated to the programme manager for approval, with the options of:

- 1. Retain the two existing company cultures.
- 2. Close all company operations for a week to carry out intensive company alignment work.
- 3. Implement the workshop plan over a longer period than originally specified.

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

- A. Yes, because decision-makers should always consider the 'do nothing' option
- B. Yes, because decision-makers should be able to consider the complete range of possible actions
- C. No, because biased options, that make the other options look more favourable, should not be presented
- D. No, because the preferred option should be presented without a range of options

PROCESSES

50) The 'identify the programme' process is in progress. Some risks have been identified. One risk is that there may be disruption to sales while the new systems and processes are being embedded.

Which role is MOST LIKELY to help the programme manager understand this risk?

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

51) The 'identify the programme' process has started. The Production Manager has been asked to share experiences from her previous job with the rest of the programme board.

Which theme is being applied?

- A. Justification
- B. Structure
- C. Knowledge
- D. Decisions

52) The 'identify the programme' process is in progress. The programme manager is gathering information about the existing processes, staffing and technology being used in PCSafe and TechStore.

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

- A. Yes, because the target operating model should be fully developed as early as possible
- B. Yes, because the current capability needs to be understood when assessing programme viability
- C. No, because the target operating model is approved in the 'design the outcomes' process
- D. No, because this level of detail is not appropriate in the 'identify the programme' process

53) The programme is in the 'design the outcomes' process. PCTech's vision for the Merger Programme is one of a cohesive, one-team culture. A creative use of buildings and space is known to promote equality among staff. As a result, the BCM has specified that PCTech will have an open office environment, high-tech conference rooms and spaces to encourage employee collaboration.

Is this an appropriate application of 'develop the target operating model' activity, and why?

- A. Yes, because internal and external building specialists need to collaborate to define the future state infrastructure
- B. Yes, because a more detailed picture of the future state of the culture, technology and infrastructure is needed
- C. No, because it should be clear why PCSafe and TechStore need to change for PCTech to thrive in the future
- D. No, because the link between the new buildings and PCTech's strategic objectives should be shown on the benefits map

54) The results of the Culture Alignment Project will not be known until the end of Tranche 2. This information is needed to define the detailed cultural aspects of the target operating model.

Which action should the programme manager take during the 'design the outcomes' process to apply the 'design' theme?

- A. Delay defining any cultural aspects of the target operating model until the end of Tranche 2, when more detail will be known
- B. Rely on the techniques and methods used during past mergers to combine their cultures in the target operating model
- C. Hold a workshop now to understand how the high-level cultural aspects should support other aspects of the target operating model
- D. Request corporate culture specialists to complete the cultural aspects of the target operating model using their specialist knowledge

55) The SRO has appointed an external expert to act as the programme's Cultural Advisor. This additional role will provide guidance and advice on combining company cultures throughout the programme.

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

- A. Yes, because highly skilled specialists are needed to address the gap in corporate cultures throughout the merger
- B. Yes, because the SRO is accountable for the successful delivery of the new company culture throughout the programme
- C. No, because additional roles should be appointed to meet short-term needs rather than for the programme duration
- D. No, because it is the programme manager who is responsible for appointing people to meet special skill requirements

56) The Merger Programme is nearing the start of Tranche 1. In order to validate the figures used to predict sales to larger companies, external marketing consultants will be needed.

Which role is responsible for acquiring these experts?

- A. Sponsoring group
- B. Senior responsible owner
- C. Programme manager
- D. Business change manager

57) During the 'plan progressive delivery' process, it was decided that the new skills required for the ongoing IT support after the programme need to be specified.

Which theme is being applied?

- A. Organization
- B. Design
- C. Decisions
- D. Knowledge

58) The programme is in the 'plan progressive delivery' process. The programme team has been unable to produce detailed estimates for the increased sales of existing and new products. This has led to delays. As a result, the business case was presented to the sponsoring group with assumptions about these sales figures. The sponsoring group has authorized the start of Tranche 1, based on this business case, and has asked for a forecast of the expected sales to be provided at the end of Tranche 1.

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

- A. Yes, because the sponsoring group has accepted the benefits estimates, timings, and risks
- B. Yes, because the business case had already been approved in the 'design the outcomes' process
- C. No, because a complete understanding of the benefits is needed before the first tranche starts
- D. No, because the SRO should authorize the first tranche based on the business case

59) The Sales Channel and Processes Project is due to deliver the new sales processes within the next week. The programme manager and the BCM have been reviewing the new and revised sales processes with the Sales Manager to make sure that they meet the specified needs of the business before they are implemented.

In which activity of the 'deliver the capabilities' process should this review be carried out?

- A. Manage the tranche
- B. Validate the adequacy of programme plans
- C. Prepare the business for change and plan transition
- D. Prepare for the next process

60) The programme is in the 'deliver the capabilities' process in Tranche 2. The Culture Alignment Project is critical to the success of the programme. Because of this, the programme manager has arranged for a series of formal reviews by external culture change experts. Drafts of the proposed culture change action plans and culture surveys will be reviewed at key points during development, as well as before transition starts.

Which theme is being applied to the 'deliver the capabilities' process?

- A. Assurance
- B. Design
- C. Justification
- D. Knowledge

61) Towards the end of Tranche 2, as part of the 'deliver the capabilities' process, the programme manager has arranged for a review of the new functionality delivered by the Sales Channel and Processes Project. The main purpose of the review is to assess how well the newly delivered sales processes have met the needs of the business operation.

Which theme is being applied, and why?

- A. Design, because this theme includes ensuring projects deliver outputs which contribute to the future state target operating model
- B. Design, because this theme includes analysing the gap between the current and desired future states to define the target operating model
- C. Structure, because this theme includes delivering projects and other activities as outlined in the delivery plan to deliver benefits
- D. Structure, because this theme includes establishing the appropriate pace of delivery so that the organization can cope with the rate of change

62) At the end of Tranche 3, the BCM and change team are ready to support the remaining staff with their office moves into their changed offices.

Which action should the BCM take during the 'enact the transition' activity?

- A. Resolve an unexpected increase in the number of staff deciding to work from home
- B. Collect feedback during transition to develop a new fast-track office move procedure
- C. Provide HR team members with an opportunity to get involved and improve skills
- D. Track the cost of disruption by the office moves against the savings being made

63) As part of the delivery plan to transition Tranche 2, a team of super users has been established to work with the BCM. They will help staff to transition on to the new IT system.

How should the 'knowledge' theme be applied to the 'embed the outcomes' process?

- A. The super users should keep daily journals tracking their personal journeys of managing the transition
- B. The super users should develop a list of Frequently Asked Questions (FAQs) for new recruits to PCTech
- C. The BCM should instruct the super users when to conduct training, create user guides, and run user workshops
- D. The BCM should hold regular town hall meetings to allow users to ask questions and learn the answers

64) The BCM held a workshop to identify lessons from the transition following the divisional restructure in Tranche 1. These lessons have been captured in the form of case studies in a lessons database. Staff doing the HR Work to reduce staff numbers can now easily access, and apply, this knowledge.

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

- A. Yes, because the BCM should ensure that business as usual is maintained when staff numbers are reduced significantly
- B. Yes, because experiences from Tranche 1 transition should be captured and shared with those doing similar HR work
- C. No, because communications with the HR staff should be planned for in the stakeholder engagement and communications plan
- D. No, because assurance activities should report on the culture and organizational learning reviews conducted by the BCM

65) At the end of Tranche 1, the PCTech CEO informed the programme manager that two rival companies were considering a similar merger. If this happens, it may negatively impact the benefits resulting from the Merger Programme.

In which activity of the 'evaluate new information' process would this be identified?

- A. Analyse current state vs. target operating model
- B. Review programme environment
- C. Prepare for the next process
- D. Agree to proceed or close

66) At the end of Tranche 1, it was decided that the possibility of the staff rejecting the new terms and conditions was now greatly decreased.

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

- A. Design
- B. Justification
- C. Knowledge
- D. Assurance

67) The programme is in the 'evaluate new information' process at the end of Tranche 1. The Sales Manager reported that sales team originating from PCSafe still did not understand the vision of the programme. The team were also not committed to delivering the increased sales of new and existing products. The programme manager included this information in the end-of-tranche report.

Is this an appropriate application of the 'organization' theme to the 'evaluate new information' process, and why?

- A. Yes, because the sales team's failure to understand the vision and benefits is likely to result from poor stakeholder engagement
- B. Yes, because the sales team's failure to understand the vision is likely to result from poor programme governance
- C. No, because by applying the 'knowledge' theme, new lessons are identified to be learned in the next tranche
- D. No, because by applying the 'knowledge' theme, this information should be shared in compliance with the information approach

68) The programme is now in the 'close the programme' process. There are some activities that need to be completed before the programme can be formally closed.

Which activity is the responsibility of the programme manager?

- A. Ensure that all building layouts from the Estates/Buildings Rationalization Project are up-to-date and filed in the correct place
- B. Confirm that the office layouts from the Estates/Buildings Rationalization Project are implemented and meet business requirements
- C. Handover the risk that Office-U-Like might go into liquidation before the end of the warranty period to the COO
- D. Return all staff members who have been seconded into the programme team back to their normal business operations duties

69) The Culture Alignment Project took longer than expected, meaning the Sales Channel and Processes Project was also affected. This delayed the end of the tranche. Therefore, the Estates/Buildings Rationalization Project started late, which delayed the end of Tranche 3. The programme is now in the 'close the programme' process, and the programme team is reviewing the overall performance of the programme. The programme office is updating the programme documentation to reflect the final position.

Which theme is MOST relevant to this activity?

- A. Assurance
- B. Decisions
- C. Design
- D. Justification

70) The programme is closing as planned. The programme office lead discovers that the programme files do not contain the latest version of the building layouts from the Estates/Buildings Rationalization Project, even though the work has been completed. These layouts are needed to complete the documentation of the target operating model and to allow the buildings to be maintained. These have been requested from the project delivery team but have not yet been delivered. The SRO has decided to disband the team and recommend that the sponsoring group formally close the programme and has announced that the programme has achieved its goals.

Is this an appropriate action for the SRO to take, and why?

- A. Yes, because the incomplete documentation of the target operating model can be handed over to business operations to finalize
- B. Yes, because the rationalization of the buildings is complete and can be handed over to business operations
- C. No, because the programme needs to be closed in a controlled manner, to ensure a smooth handover
- D. No, because the target operating model should be fully delivered and documented before closing the final tranche

END OF EXAMINATION