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***The MSP® Practitioner Examination***

***Sample Paper 2***

***Answers and Rationales***

## The MSP® Practitioner Examination

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For exam paper: EN\_MSP\_PRAC\_2020\_SamplePaper2\_QuestionBk\_v2.2

Q	A	Syllabus Ref	Rationale
1	C	1.1.1.a	<p>A. Incorrect. Even with the absence of the SRO the event is an opportunity to reinforce the desired outcomes. Cancelling the event does not demonstrate application of the 'lead with purpose' principle. Ref 2.1</p> <p>B. Incorrect. "Focusing on establishing governance that empowers decision-making as close to the day-to-day work as possible..." is how the 'bring pace and value' principle is achieved, not the 'lead with purpose' principle. Ref 2.1, 2.7</p> <p>C. Correct. The ability of programme leaders to reinforce the "desired outcomes over many years, is critical to success", and the event is an opportunity to provide "clarity of purpose for stakeholders." Cancelling the event does not demonstrate application of the 'lead with purpose' principle. Ref 2.1</p> <p>D. Incorrect. "The 'deal with ambiguity' principle is achieved by: providing a clear view of current thinking and the risks perceived (design theme)." Ref 2.3</p>
2	C	1.1.1.b	<p>A. Incorrect. The 'collaborate across boundaries' principle states that "successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." This is achieved by "maintaining mechanisms for organizational units and stakeholders to interact." Simply passing drafts between different groups of individuals is not true collaboration. Ref 2.2</p> <p>B. Incorrect. The 'collaborate across boundaries' principle states that "successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." This is achieved by "maintaining mechanisms for organizational units and stakeholders to interact." Simply passing drafts between different groups of individuals is not true collaboration. Ref 2.2</p> <p>C. Correct. The 'collaborate across boundaries' principle states that "successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." This is achieved by "maintaining mechanisms for organizational units and stakeholders to interact." Simply passing drafts between different groups of individuals is not true collaboration. Ref 2.2</p> <p>D. Incorrect. While producing several rounds of drafts is a good practice to develop documentation, it does not explain why collaboration was poor in producing the funding approach. In addition, it is 'the deal with ambiguity' principle that "embraces the volatile, uncertain, complex, and ambiguous nature of programmes and focuses attention on the need to make 'eyes-open' choices." Ref 2.3, 2.2</p>

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Q	A	Syllabus Ref	Rationale
3	D	1.1.1.c	<p>A. Incorrect. The 'collaborate across boundaries' principle suggests that "successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." It is true that the setting up of the new board of directors is establishing new governance. However, providing as much knowledge as is available about current thinking is the 'deal with ambiguity' principle. Ref 2.1, 2.3</p> <p>B. Incorrect. The 'collaborate across boundaries' principle does recommend "maintaining mechanisms for organizational units and stakeholders to interact." However, encouraging the learning of lessons and a culture of continual improvement is part of the 'bring pace and value' principle. Ref 2.2, 2.7</p> <p>C. Incorrect. It is the stakeholder engagement and communications plan that details "how stakeholders are identified, prioritized, and engaged over the life of the programme, including two-way stakeholder engagement and feedback." However, this does not explain why providing as much knowledge as is available about current thinking is the 'deal with ambiguity' principle. Ref 4.12, tab 4.3</p> <p>D. Correct. The 'deal with ambiguity' principle includes "making knowledge as clear and accessible as possible" and "providing a clear view of current thinking and the risks perceived (design theme)." Question and answer sessions are a useful technique to provide and clarify information to as many staff as possible. Ref 2.3</p>

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Q	A	Syllabus Ref	Rationale
4	A	1.1.1.d	<p>A. Correct. "The programme environment does not stand still and it is normal for organizational priorities to change frequently during the life of any programme. Successful programmes adapt to emerging information and work to continually improve the quality of decision-making in a dynamic environment." This is the 'align with priorities' principle, which is achieved by "adjusting the content of tranches to reflect new information (structure theme)." The Sales Channel and Processes Project is currently scheduled in Tranche 2 and has been moved into Tranche 1. Ref 2.4, 7.2, tab 7.1</p> <p>B. Incorrect. The 'align with priorities' principle is achieved by "reflecting new information in the business case, (e.g. performance to date, potential changes in direction, changes to the size and phasing of costs and benefits, and changes to the risk profile) (justification theme)." However, this does not explain why the Sales Channel and Processes Project has been moved into Tranche 1. Ref 2.4, 7.2, tab 7.1</p> <p>C. Incorrect. The 'align with priorities' principle should be applied by all roles. It is not specifically a role of the sponsoring group. Furthermore, it does not explain why the Sales Channel and Processes Project has been moved into Tranche 1. Ref 2.4, 7.2, tab 7.1</p> <p>D. Incorrect. "Principles are guiding obligations that apply continually from the identification of programmes through to their closure." Therefore the 'align with priorities' principle should be applied throughout the programme and should not be restricted to the end of a tranche. Ref 2, 2.4, 7.2, tab 7.1</p>
5	A	1.1.1.e	<p>A. Correct. The 'deploying diverse skills' principle is achieved by "providing clarity on the skills necessary for the target operating model to work as designed." Ref 2.5</p> <p>B. Incorrect. It is true that "providing visibility in the budget of the incremental costs of deploying specialized skills" is one of the ways to achieve the principle of 'deploy diverse skills.' However, this does not explain why it is important to provide "clarity on the skills necessary for the target operating model to work as designed." Ref 2.5</p> <p>C. Incorrect. It is true that new skills may be included in the organization section of the 'target operating model' but the 'deploy diverse skills' principle is achieved by "providing clarity of the skills necessary for the target operating model to work as designed." Ref 2.5.</p> <p>D. Incorrect. The operational function is represented on the programme by the BCM for the relevant area. So clarifying the skills need for "the 'target operating model' is part of the programme and specifically one of the methods to achieve the 'deploy diverse skills' principle." Ref 2.5</p>

Q	A	Syllabus Ref	Rationale
6	C	1.1.1.f	<p>A. Incorrect. It is true that the 'lead with purpose' principle is achieved by "designing the three lines of defence to support leadership decision-making (assurance theme)." However, this does not explain why assurance should "focus assurance on the risks affecting outcomes of benefit over time (assurance theme)." This is the 'realize measurable benefits' principle. Ref 2.1, 2.6</p> <p>B. Incorrect. It is true that the 'lead with purpose' principle is achieved by "planning delivery in the most appropriate way to achieve the future state and associated outcomes of benefit (structure theme)", and that this would be verified by assurance. However, this does not explain why assurance should "focus assurance on the risks affecting outcomes of benefit over time (assurance theme)." This is the 'realize measurable benefits' principle. Ref 2.1, 2.6</p> <p>C. Correct. As part of the 'realize measurable benefits' principle it is important to "focus assurance on the risks affecting outcomes of benefit over time (assurance theme)." If the risk materializes, it could affect achievement of benefits to the programme, and possibly result in failure to meet strategic objectives. Programme assurance should give real time advice to the programme manager whenever it is appropriate. Ref 2.6, 9.2, tab 9.1, tab 9.2</p> <p>D. Incorrect. The 'realize measurable benefits' principle states that "planned yet undesirable outcomes, measured by dis-benefits, are a reality in many programmes and are proactively managed alongside the desirable outcomes of benefit." However, this does not explain why it is important to "focus assurance on the risks affecting outcomes of benefit over time (assurance theme)." Relevant activities to manage a previously identified undesirable outcome would be planned, and this would then be managed as a dis-benefit. The fact that property prices may drop, with associated possible loss of savings, should be managed as a risk, not a dis-benefit. Ref 2.6</p>

<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
7	A	1.1.1.g	<p>A. Correct. The 'bring pace and value' principle is partly achieved by "keeping the vision, benefits, and target operating model clear and aligned with priorities." The situation described is that the project is making inappropriate decisions. Re-stating the vision statement explaining how this will deliver outcomes and benefits should help to explain the reasons behind what is in and out of scope. Ref 2.7</p> <p>B. Incorrect. It is true that the 'bring pace and value' principle is achieved by "planning the delivery of capabilities at the best pace to achieve the outcomes of benefit in line with the business case (structure theme)." However, this does not explain why the SRO should reiterate the vision and benefits to the project team. Ref 2.7</p> <p>C. Incorrect. It is true that all programme team members should be "working within clear delegated limits of authority and only escalating decisions when needed." But the situation described is that the project is making inappropriate decisions. Ref 2.7, tab 10.1</p> <p>D. Incorrect. It is true that the 'bring pace and value' principle, as it relates to the 'decisions' theme covers making "timely decisions that keep things moving and empower the team." But the situation described is that the project making inappropriate decisions. Ref tab 10.1</p>
8	D	2.1.1.a	<p>A. Incorrect. The purpose of the stakeholder engagement approach is "to define the stakeholder context and the controls for ensuring stakeholders are engaged throughout the lifecycle". It is the decision-making approach that includes "reporting: The reports that are provided to decision-makers: content and frequency" Ref tab 4.3, tab 10.3</p> <p>B. Incorrect. The purpose of the delivery approach is to "to define how the programme will be structured to deliver the capabilities needed to achieve the desired outcomes of benefit". Ref tab 7.3</p> <p>C. Incorrect. The purpose of the governance approach is "to define the risk appetite for the programme and governance regime, including terms of reference and delegated limits of authority for governance boards, supporting offices, and individual roles". Ref tab 4.3</p> <p>D. Correct. The purpose of the decision-making approach is "to define the decision points in the programme and the information provided to decision-makers in order to align with new information as the programme progresses". This includes "reporting: The reports that are provided to decision-makers: content and frequency". Ref tab 10.3</p>

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Q	A	Syllabus Ref	Rationale
9	D	2.1.1.b	<p>A. Incorrect. The purpose of the assurance plan is "to detail the scope and timing of the assurance activities that will be used to provide transparency and confidence to the sponsoring group that the programme is on track to deliver the desired outcomes of benefit." Ref tab 9.4</p> <p>B. Incorrect. The purpose of the delivery plan is "to schedule the constituent projects and other work of the programme to show their relative timescales, resources, and dependencies. The plan covers the programme as a whole and the next tranche in detail." Ref tab 7.3</p> <p>C. Incorrect. The purpose of the benefits realization plan is "to detail the scope and schedule for all benefits." Ref tab 7.3</p> <p>D. Correct. The purpose of the financial plan is "to detail how costs and benefits are budgeted, monitored, and measured over time, as well as the process for managing variations from the plan and the methods of forecasting future performance." Ref tab 6.3</p>
10	C	2.2.1.b	<p>C. Correct. The programme manager has a focus on the "day-to-day leadership of the programme", such as agreeing a common approach to communications across projects. The 'organization' theme describes "how stakeholders are identified and engaged, and how communication is planned and effectively delivered." Ref tab 4.4, 4.1</p> <p>A, B, D, E. Incorrect. Ref tab 4.4</p>
11	A	2.2.1.b	<p>A. Correct. The sponsoring group members have a focus on "agreeing the programme risk appetite." The 'organization' theme is responsible for "defining the appetite for risk and facilitating transparency, information-sharing, and evidence-based decision-making". This is a statement of risk appetite for PCTech. Ref tab 4.4, tab 4.1</p> <p>B, C, D, E. Incorrect. Ref tab 4.4</p>
12	B	2.2.1.b	<p>B. Correct. The SRO has a focus on "engagement of strategic stakeholders", such as meeting with the heads of the two R and D groups. The 'organization' theme is responsible for "ensuring that stakeholders are engaged and that there is two-way communication about the outcomes of benefit." Ref tab 4.4, tab 4.1</p> <p>A, C, E. Incorrect. Ref tab 4.4</p>

Q	A	Syllabus Ref	Rationale
13	B	2.2.1.c	<p>A. Incorrect. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO, including: defining and maintaining an integrated programme delivery plan, monitoring actual progress to date and forecasting progress in future tranches." From the Scenario, the Research Manager is responsible for all research in the retail PC market. Therefore, the Research Manager has no specific skills identified that would make them suitable for the role of programme manager. Ref 4.6.2</p> <p>B. Correct. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO, including defining and maintaining an integrated programme delivery plan, monitoring actual progress to date and forecasting progress in future tranches." From the Scenario, the Production Manager is responsible for ensuring that the manufactured products meet the required standards. In a previous role with another employer, she was responsible for overseeing the construction of a new manufacturing plant and the design of new processes to meet the future demands of the company. This would make her a suitable choice for the role of programme manager. Ref 4.6.2</p> <p>C. Incorrect. "The programme office includes a group of specialists who are accountable to the programme manager and responsible for providing the skills, processes, and tools that assist the SRO and programme board in executing their accountabilities and fulfilling their roles." From the Scenario, the Portfolio Office team develops and maintains the standards and templates for use by all programmes and projects across PCTech. It includes project and programme support staff. Therefore, the member of the Portfolio Office would be more suitable for the role of programme office member. Ref 4.5.3</p> <p>D. Incorrect. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO, including: defining and maintaining an integrated programme delivery plan, monitoring actual progress to date and forecasting progress in future tranches." From the Scenario, Customer First develops and maintains the customer relationship management software that will need to be updated as part of the Sales Channel and Process Project. They would therefore be more suited to work in the Sales Channel and Process Project, possibly as the project manager. Ref 4.6.2</p>

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Q	A	Syllabus Ref	Rationale
14	D	2.2.2	<p>A. Incorrect. "The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme, which includes: setting the programme strategy and plans." There is no requirement for the SRO to have experience in the market and organization. Ref 4.6.1</p> <p>B. Incorrect. "The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme, which includes: monitoring the programme's performance: namely, delivery of new capabilities and realization of outcomes of benefit." However, the Sales Manager is not senior enough to take this view over a wider remit. Ref 4.6.1</p> <p>C. Incorrect. The BCM, not the SRO should be "regularly soliciting feedback from internal and external stakeholders." Ref 4.6.3</p> <p>D. Correct. The BCM "is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRO." The Sales Manager does not have the strategic management authority needed to be the SRO but knows the processes, operation and market so would be more suitable as a BCM. Ref 4.6.3</p>
15	A	2.2.2	<p>A. Correct. "Other representatives on the programme board may include: representatives from other supporting office, project sponsors, representatives of corporate functions (e.g. finance, HR, or risk), a lead supplier." Ref 4.5.2</p> <p>B. Incorrect. The sponsoring group has the responsibility for "appointing the senior responsible owner (SRO)." The programme board "consists of a group of senior managers who are accountable to the sponsoring group (via the SRO as the delegate of the sponsoring group)." The SRO does not have the authority to appoint another SRO. Ref 4.5.1, 4.5.2</p> <p>C. Incorrect. "Members of the programme board include (as a minimum): the SRO, the programme manager, the business change manager (BCM), the leader of the programme office. Other representatives on the programme board may include: representatives from other supporting offices, project sponsors, representatives of corporate functions (e.g. finance, HR or risk), a lead supplier." Ref 4.5.2</p> <p>D. Incorrect. "Other representatives on the programme board may include: representatives from other supporting offices, project sponsors, representatives of corporate functions (e.g. finance, HR or risk), a lead supplier." The CFO may become a member of the programme board as a representative of a corporate function. Ref 4.5.2</p>
16	B	2.3.1.a	<p>B. Correct. A benefits profile contains details of "how the benefit will be measured and over what time-frame." Ref 5.5.4, tab 5.4</p> <p>A, C, D, E, F. Incorrect. Ref tab 5.4</p>

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Q	A	Syllabus Ref	Rationale
17	C	2.3.1.a	C. Correct. High-level content of the design approach includes: "How the vision for the programme will be agreed and approved." Ref tab 5.4, 5.3 A, B, D, E, F. Incorrect. Ref tab 5.4
18	D	2.3.1.a	D. Correct. The risk register is used to "record those uncertain events that would affect one or more programme objectives." Ref tab 5.4, 5.6.2 A, B, C, E, F. Incorrect. Ref tab 5.4
19	D	2.3.1.c	A. Incorrect. The 'increased redundancy costs' are a measurable dis-benefit of having fewer staff after the Restructure Project has delivered its outputs. This dis-benefit is describable, observable, attributable and measurable and will detract from the organizational objective to reduce cost. Ref 5.5.2, 5.5.4, 5.5 B. Incorrect. The 'increased redundancy costs' are a measurable dis-benefit of having fewer staff after the Restructure Project has delivered its outputs. This dis-benefit is describable, observable, attributable and measurable and will detract from the organizational objective to reduce cost. Ref 5.5.2, 5.5.4, 5.5 C. Incorrect. The 'increased redundancy costs' are a measurable dis-benefit of having fewer staff after the Restructure Project has delivered its outputs. This dis-benefit is describable, observable, attributable and measurable and will detract from the organizational objective to reduce cost. Ref 5.5.2, 5.5.4, 5.5 D. Correct. The 'increased redundancy costs' are a measurable dis-benefit of having fewer staff after the Restructure Project has delivered its outputs. This dis-benefit is describable, observable, attributable and measurable and will detract from the organizational objective to reduce cost. Ref 5.5.2, 5.5.4, 5.5
20	D	2.3.2	A. Incorrect. While it is true that the SRO is responsible for "approving the documents associated with the ['design'] theme". The BCM should be consulted before the vision statement is approved. Ref tab 5.5, tab 13.2 B. Incorrect. While it is true that the vision statement is one of the inputs to the target operating model, it should not be approved without consulting with the BCM. Ref 5.7, tab 13.2 C. Incorrect. The target operating model is created by taking the vision statement and the benefits map "and expanding and developing them...", not the other way around. This was not a correct application of the 'design' theme because the vision statement should not be approved without consulting with the BCM. Ref 5.7 D. Correct. The BCM should ensure that "the vision is clear and sufficiently motivating..." but they were not consulted on this occasion. Ref tab 5.5, tab 13.2

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Q	A	Syllabus Ref	Rationale
21	D	2.3.2	<p>A. Incorrect. While it is true that the BCM is responsible for providing the content of the benefits profiles, the programme manager did not apply the 'design' theme appropriately because "the detailed timing of benefits is documented in the benefits realization plan." Ref 5.5.3.2, tab 13.2</p> <p>B. Incorrect. The benefits profiles are usually developed after the benefits map has been drafted so the statement is false. However, the programme manager did not apply the 'design' theme appropriately because "the detailed timing of benefits is documented in the benefits realization plan." Ref 5.5.3.2, 13.4.4</p> <p>C. Incorrect. While it is true that there is a lot of uncertainty at the start of a programme and any dates for measuring benefits will likely be inaccurate, the reason that the programme manager did not apply the 'design' theme correctly is that "the detailed timing of benefits is documented in the benefits realization plan." Ref 5.5.3.2</p> <p>D. Correct. "The detailed timing of benefits is documented in the benefits realization plan" which is part of the 'structure' theme. Ref 5.5.3.2</p>
22	D	2.4.1.b	<p>D. Correct. A key area of focus for the BCM is "planning and monitoring all benefits realization for the programme." Low staff morale is a dis-benefit from rationalizing staff. "Programmes also need to understand the dis-benefits that are a consequence of planned outcomes." Ref tab 6.4, 5.5</p> <p>A, B, C, E. Incorrect. Ref tab 6.4</p>
23	C	2.4.1.b	<p>C. Correct. A key area of focus for the programme manager is "planning and monitoring all costs in delivering the programme", such as major expenditures to project suppliers. Ref tab 6.4</p> <p>A, B, D, E. Incorrect. Ref tab 6.4</p>
24	E	2.4.1.b	<p>E. Correct. A key area of focus for the programme office lead is "providing timely and accurate information relating to accrued costs and realized benefits." Ref tab 6.4</p> <p>A, B, C, D. Incorrect. Ref tab 6.4</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
25	B	2.4.1.c	<p>A. Incorrect. The funding approach captures the funding mechanisms for the programme. “Some programmes receive a ‘seed’ budget for a specific period of time before the initial benefits are realized, after which the programme is expected to be self-funding.” Ref 6.4.1</p> <p>B. Correct. The financial plan covers the process for managing variations from plan. “Variances - Monitoring and reporting variances of both costs accrued and benefits realized.” Ref tab 6.3</p> <p>C. Incorrect. The financial plan covers releasing of the financial contingency, not the sizing of the financial contingency. The funding approach covers “methods to determine size and manage financial contingency.” An example of sizing contingency is through “a high-level estimate informed by benchmarks.” Ref tab 6.3, 6.6.3</p> <p>D. Incorrect. “Payback: A measure of time to literally pay back the investment of cash and other resources.” Payback is a type of investment appraisal that helps decision makers justify the programme as part of the business case. Ref 6.6.1.1</p>
26	A	2.4.2	<p>A. Correct. A programme seeking efficient delivery should appoint a “resource planning office focused on scheduling the use of facilities, equipment, and people across the organization.” PCTech plans to rationalize staff, buildings and equipment as part of the merger. The purpose of the ‘justification’ theme includes ensuring “that the investment of capital and resources is value for money.” Ref tab 4.2, 6.1</p> <p>B. Incorrect. The ‘justification’ theme includes ensuring “that the investment of capital and resources is value for money.” However, an asset management office would be better “focused on understanding the whole-life costs of assets.” Ref 6.1, tab 4.2</p> <p>C. Incorrect. It is true that a “business process design office focused on collaborative corporate transaction implementation, e.g. mergers” may be used. However, this does not explain why the need for efficient delivery would require a resource planning office. “The scope of a programme often includes more than one reason.” The ‘justification’ theme includes “ensuring that the investment of capital and resources is value for money.” Ref tab 4.2, 1.3, 6.1</p> <p>D. Incorrect. It is true that “in larger or more complex programmes, additional programme boards, supporting offices, and individual roles are often necessary to deal with the number and types of working relationships and/or reporting lines that are extended and benefit from intermediaries.” However, this does not explain why the need for efficient delivery would require a resource planning office. Ref tab 4.7.1, tab 4.2</p>

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Q	A	Syllabus Ref	Rationale
27	A	2.4.2	<p>A. Correct. "Financial contingency is derived from an assessment of risk, either a top-down estimate or a bottom-up detailed probabilistic assessment. Whichever approach is used, the purpose of financial contingency is to make provision for: known variability within estimates." Ref 6.7.4</p> <p>B. Incorrect. It is true that "methods to determine size and manage financial contingency" are documented in the funding approach in the programme strategy. However, this does not explain why financial contingency is derived from an assessment of risk. Ref tab 6.3, 6.7.4</p> <p>C. Incorrect. "Different organizations use different methods for... allocating ownership of financial contingency." However, "it is normal for the overall budget, including all financial contingency for a programme, to be allocated to the sponsoring group," not by the sponsoring group. Ref 6.6.3, 6.7.1</p> <p>D. Incorrect. For "decisions made by the sponsoring group or programme board (such as whether to approve the business case) a decision register is used." However, "all of the themes are applied across all of the processes in order to deliver value from programme management." Applying one does not mean another is not being applied. Furthermore, this does not explain why financial contingency is derived from an assessment of risk. Ref 10.3, 1.7, 6.7.1</p>
28	B	2.5.1.a	<p>B. Correct. An iterative project lifecycle is "a project delivery mode that repeats aspects of the design or delivery with the objective of managing any uncertainty of scope by allowing outputs to evolve as learning and discovery take place." This is a type of multimodal delivery that should be documented under the 'delivery modes' heading, which answers the question, "what ways of working are most appropriate to the task, team, individuals, and context? [and] what modes of delivery will be used?" Ref 7.6, 7.3, tab 7.3</p> <p>A, C, D, E. Incorrect. Ref 7.3, tab 7.3</p>
29	C	2.5.1.a	<p>C. Correct. The target operating model describes the future state processes to be delivered. The heading 'controlling projects and other work' answers the question "how will projects and work on processes be started, controlled, and closed to maintain alignment with the target operating model?" Ref 7.3, tab 7.3, tab 5.5</p> <p>A, B, D, E. Incorrect. Ref 7.3, tab 7.3</p>
30	D	2.5.1.a	<p>D. Correct. The 'delivery standards' heading answers the question "what delivery standards are relevant to the programme?" TechStore's project delivery method is to be used as a delivery standard for all projects, regardless of the delivery mode. It is not a 'mode of delivery', which answers the question "what ways of working are most appropriate to the task, team, individuals, and context?" Ref 7.3, tab 7.3</p> <p>A, B, C, E. Incorrect. Ref 7.3, tab 7.3</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
31	A	2.5.1.c	<p>A. Correct. "Balancing the achievability and affordability of the programme is an iterative process which is accomplished through developing the target operating model and associated benefits in parallel with planning the programme's delivery. If an acceptable balance between affordability and achievability does not emerge, it is worth considering: negotiating the allocation of increased funding or allocation of other resources to the programme." Ref 7.4.2</p> <p>B. Incorrect. "The plan covers the programme as a whole and the next tranche in detail." If justified by the benefits, negotiating the allocation of increased funding is one of the options if an acceptable balance between affordability and achievability cannot be found. Ref 7.5, 7.4.2, tab 7.2</p> <p>C. Incorrect. This is an issue not a risk and needs to be addressed now. "Negotiating the allocation of increased funding" is one of the options if an acceptable balance between affordability and achievability cannot be found, and if it is justified by the benefits. Ref 7.4.2</p> <p>D. Incorrect. The resourcing approach should define "how scarce resources will be allocated and shared between the programme, its projects, and the wider organization. This may involve complying with portfolio-level standards for resource forecasting and scheduling." While overtime working might be used to catch up on a slipping timescale, it is unlikely to be a portfolio standard for scheduling nor is it one of the considerations when balancing affordability and achievability. Ref tab 7.3, 7.4.2</p>
32	D	2.5.2	<p>A. Incorrect. The resourcing approach should contain the "approach to procurement, contract, and supply chain management", including (not exclusively) human resources. Ref 7.9, 7.9.1, tab 7.3</p> <p>B. Incorrect. The resourcing approach should contain the "approach to procurement, contract, and supply chain management", even if some of these are references to corporate processes. Ref 7.9, 7.9.1, tab. 7.3</p> <p>C. Incorrect. The resourcing approach should contain the "approach to procurement, contract, and supply chain management." However, the approaches should follow any corporate or portfolio standards. Ref 7.9, 7.9.1, tab 7.3</p> <p>D. Correct. The resourcing approach should contain the "approach to procurement, contract, and supply chain management." This would include reference to any corporate process and how it will be applied within the programme. Ref 7.9, 7.9.1, tab 7.3</p>

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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
33	A	2.5.2	<p>A. Correct. The principle of 'deploy diverse skills' is applied by the 'structure' theme by "planning delivery using the most appropriate mix of resources to achieve the outcomes of benefit" resulting in "more effective use of external skills and development of permanent staff." Ref tab 7.1</p> <p>B. Incorrect. The 'collaborate across boundaries' principle is involved where "programmes inevitably affect many organizational units. For example, the organizational units may be in different legal entities such as multiple investors coming together to create significant new infrastructure; or they may be different parts of a public-sector body working together to transform and implement new policy." In this instance, this is a customer/supplier relationship, not two organizational units collaborating. The principle of 'deploy diverse skills' is applied by the 'structure' theme by "planning delivery using the most appropriate mix of resources to achieve the outcomes of benefit" resulting in "more effective use of external skills and development of permanent staff." Ref 2.2, tab 7.1</p> <p>C. Incorrect. Although trained IT staff was not originally in the target operating model for this programme, it could be added. "Development of permanent staff" is a result of the application of 'deploy diverse skills' applied by the 'structure' theme. Ref tab 7.1</p> <p>D. Incorrect. Having IT staff with new skills was not an original benefit of the programme but it is valid to do this as part of the approach to delivery. It could be added to the benefits map if required. "Development of permanent staff" is a result of the application of 'deploy diverse skills' applied by the 'structure' theme. Ref tab 7.1</p>
34	C	2.6.1.b	<p>C. Correct. The programme manager has a focus on "developing the knowledge and learning, and information sections of the programme strategy, and ensuring that they are applied." This includes what past knowledge the programme will draw from. During programme delivery, tranche by tranche, the programme manager is also responsible for information management, which includes "controlling and tracking documentation, ensuring that it is complete, timely and accurate, and available to the right people at the right time." Ref tab 8.3, 15.4.3</p> <p>A, B, D, E, F. Incorrect. Ref tab 8.3, 15.4.3</p>
35	E	2.6.1.b	<p>E. Correct. The programme office lead (with the support of other programme office members) has a focus on "providing support for knowledge, learning, and information work on the programme." Ref tab 8.3</p> <p>A, B, C, D, F. Incorrect. Ref tab 8.3</p>

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Q	A	Syllabus Ref	Rationale
36	D	2.6.1.b	<p>D. Correct. The BCM role has a focus on "providing sufficient and appropriate operational resources to the programme for knowledge, learning, and information work." The objective of the Customer Processes Project is to identify new channels to sell gas and electricity to existing water customers, so the BCM would be the most appropriate role to organize these meetings. Ref tab 8.3</p> <p>A, B, C, E, F. Incorrect. Ref tab 8.3</p>
37	B	2.6.1.c	<p>A. Incorrect. Documenting current processes may be helpful, but tacit information is often difficult to share with other people in an explicit way. "Regular community meetings, which include sharing stories of what does and does not work, will foster learning between different projects, and across the programme and the organization as a whole." Ref 8.4</p> <p>B. Correct. "Regular community meetings, which include sharing stories of what does and does not work, will foster learning between different projects, and across the programme and the organization as a whole." Ref 8.4</p> <p>C. Incorrect. Holding regular progress meetings with sales staff will help to maintain awareness of the programme, but will not necessarily encourage people to share experiences and knowledge. Tacit information is often difficult to share with other people in an explicit way. "Regular community meetings, which include sharing stories of what does and does not work, will foster learning between different projects, and across the programme and the organization as a whole." Ref 8.4</p> <p>D. Incorrect. Having a repository for lessons captured may be helpful, but there is the possibility that information input to this will be incomplete, or not accessed. Too often, lessons are inappropriately entitled 'lessons learned' when they are not actually learned, but just noted, filed away and forgotten. "Regular community meetings, which include sharing stories of what does and does not work, will foster learning between different projects, and across the programme and the organization as a whole." Ref 8.4</p>

Q	A	Syllabus Ref	Rationale
38	B	2.6.2	<p>A. Incorrect. Information needs to be available “to the right people (and only the right people) to access...when they need it.” It should be available to the programme members, so that appropriate decisions can be made. In this instance, the information is not needed for decision-making – the requirement is only for representative information that can be used for testing. Ref 8.7</p> <p>B. Correct. One of the three pillars of information security is “confidentiality: only those who need to know can access the information.” In this instance, the project delivery team do not need access to the specific information, only to representative information that can be used for testing. Changing any details that could identify specific customers will ensure that confidentiality is preserved. Ref 8.7</p> <p>C. Incorrect. It is one of the purposes of information to manage "access control, to make sure that only the right people have access to the information, to safeguard privacy and privileged information." In this instance, the project delivery team do not need access to the specific information, only to representative information that can be used for testing. Changing any details that could identify specific customers will ensure that confidentiality is preserved. Ref 8.7</p> <p>D. Incorrect. Controls are necessary “to make sure that only the right people [everyone in the programme] have access to the information” to be able to do their work. Access controls to ensure that this happens, as well as ensuring privacy and confidentiality is maintained for sensitive or privileged information is covered by the 'knowledge' theme, but in this instance, the project delivery team do not need access to the specific information, only to representative information that can be used for testing. Changing any details that could identify specific customers will ensure that confidentiality is preserved. Ref 8.7</p>

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Q	A	Syllabus Ref	Rationale
39	B	2.6.2	<p>A. Incorrect. "Regular community meetings...will foster learning between different projects" and will support with reviewing how delivery of work can be improved, which is good practice. However, the proposal is for role playing games to help the team think creatively about ways to improve. Ref 8.4, 8.5</p> <p>B. Correct. "Storytelling and some game forms are increasingly being used to help team members access and share knowledge and to think creatively about improvement." Understanding the impact of changes on stakeholders will help to identify the best way to manage these changes. Ref 8.5</p> <p>C. Incorrect. Ideally, there will be a culture within the organization which will "influence all parts of knowledge management." However, "it is necessary to foster a culture where sharing knowledge is the accepted way to work." The proposal is for role playing games to help the team think creatively about ways to improve, which could be an appropriate way to share tacit knowledge. Ref 8.4</p> <p>D. Incorrect. It is true that tacit knowledge, "embedded in the experience of people within an organization is often unwritten, unspoken, and sometimes not consciously acknowledged." However, the proposal is for role playing games to help the team think creatively about ways to improve, which could be an appropriate way to share tacit knowledge. Ref 8.4</p>

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Q	A	Syllabus Ref	Rationale
40	A	2.7.1.a	<p>A. Correct. The hiring of external consultants is PCSafe policy. This is an example of corporate governance arrangements as it is a "...requirement for assurance...flowing from corporate governance of the investing organization(s)." Ref tab 9.4, 9.3</p> <p>B. Incorrect. The delegated authorities section might detail who would be responsible for hiring the external consultants as it covers "the assurance accountabilities, responsibilities, and delegated levels of authority for programme governance boards, supporting offices, and individual roles." The hiring of external consultants is PCSafe policy. This is an example of corporate governance arrangements as it is a "...requirement for assurance...flowing from corporate governance of the investing organization(s)." Ref tab 9.4, 9.3</p> <p>C. Incorrect. The working with partners outside the programme section might include how the programme governance boards work with the PCSafe governance teams as it covers "how the programme governance boards and supporting offices will work with equivalent structures that exist outside the programme organization structure, including partner organizations and in the permanent organization." The hiring of external consultants is PCSafe policy. This is an example of corporate governance arrangements as it is a "...requirement for assurance...flowing from corporate governance of the investing organization(s)." Ref tab 9.4, 9.3</p> <p>D. Incorrect. "The second line of defence owns programme-level risk controls, measures and monitoring" and "reports findings to the sponsoring group." The hiring of external consultants is PCSafe policy and the findings are to be reported to the corporate board. This is an example of corporate governance arrangements as it is a "...requirement for assurance...flowing from corporate governance of the investing organization(s)." Ref 9.4.2, tab 9.4, 9.3</p>

Q	A	Syllabus Ref	Rationale
41	A	2.7.1.c	<p>A. Correct. As part of the first line of defence "some programme boards set tolerance levels so that reporting is by exception and only required if there is evidence that tolerances are being threatened or exceeded." Therefore, escalating a project level exception to the programme manager is an example of action taken at the first line of defence. Ref 9.4.1</p> <p>B. Incorrect. Escalating a project level exception to the programme manager is an example of action taken at the first line of defence. For the answer to be second line of defence, an assurance activity would be reported directly to the sponsoring group. "The second line of defence owns programme-level risk, controls, measures and monitoring." Ref 9.4.1, 9.4.2</p> <p>C. Incorrect. Escalating a project level exception to the programme manager is an example of action taken at the first line of defence. For the answer to be third line of defence, an assurance activity would be reported to corporate governance. "The third line of defence owns corporate-level risk controls, measures and monitoring." Ref 9.4.1, 9.4.3</p> <p>D. Incorrect. Progress monitoring includes the assurance of project exception reports. However, progress monitoring is a driver for assurance, not a level of assurance. Ref tab 9.2, 9.4</p>

Q	A	Syllabus Ref	Rationale
42	B	2.7.2	<p>A. Incorrect. The programme board would be a more appropriate place for escalated project level issues to be discussed. Assurance activities should be planned so that they "maximize the impact and minimize the level of required effort by tailoring the assurance to the context of the programme." This is proportionality. Since the SRO agreed the "approaches for the management of assurance of the programme with the sponsoring group", it would be appropriate to escalate this issue to them. Ref tab 9.3, tab 9.5</p> <p>B. Correct. Assurance activities should be planned so that they "maximize the impact and minimize the level of required effort by tailoring the assurance to the context of the programme." This is proportionality. Since the SRO agreed the "approaches for the management of assurance of the programme with the sponsoring group", it would be appropriate to escalate this issue to them. Ref tab 9.3, tab 9.5</p> <p>C. Incorrect. While it is true that the project manager should try to resolve project level issues within their delegated tolerances, this is no longer a project level issue. Assurance activities should be planned so that they "maximize the impact and minimize the level of required effort by tailoring the assurance to the context of the programme." This is proportionality. Since the SRO agreed the "approaches for the management of assurance of the programme with the sponsoring group", it would be appropriate to escalate this issue to them. Ref tab 9.3, tab 9.5</p> <p>D. Incorrect. Assurance activities should be planned so that they "maximize the impact and minimize the level of required effort by tailoring the assurance to the context of the programme." This is proportionality. Since the SRO agreed the "approaches for the management of assurance of the programme with the sponsoring group", it would be appropriate to escalate this issue to them. Ref tab 9.3, tab 9.5</p>

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Q	A	Syllabus Ref	Rationale
43	C	2.7.2	<p>A. Incorrect. While it is true that the results of benefits reviews will help understand if the business case for the programme is still viable, it is a second line of defence activity, not a third line of defence. This is because the second line of defence “reports findings to the sponsoring group.” Ref tab 9.2, 9.4.2</p> <p>B. Incorrect. While it is true that any barriers to benefits realization need to be understood, the programme manager did not record the benefit review as the correct line of defence. This makes it a second line of defence activity as the second line of defence “reports findings to the sponsoring group.” Ref tab 9.2, 9.4.2, tab 7.2</p> <p>C. Correct. Benefit reviews are an example of an assurance activity. This therefore makes it a second line defence activity because the second line of defence “reports findings to the sponsoring group.” Ref tab 9.2, 9.4.2</p> <p>D. Incorrect. While it is true that the BCM will help write the benefits realization plan, benefit reviews are an example of an assurance activity and would also be recorded in the assurance strategy. The programme manager did not record the benefit review as the correct line of defence. However, this makes it a second line of defence activity because the second line of defence “reports findings to the sponsoring group.” Ref tab 9.2, 9.4.2tab 7.2</p>
44	C	2.8.1.b	<p>C. Correct. The programme manager is responsible for “providing decision-ready information for governance boards”, such as agreeing the density and arrangement of staff in offices. Ref tab 10.4</p> <p>A, B, D, E. Incorrect. Ref tab 10.4</p>
45	E	2.8.1.b	<p>E. Correct. The programme office lead has a focus on “supporting the programme manager in providing decision-ready information for governance boards by: collating data from multiple sources, including new knowledge and outputs from assurance activities.” Ref tab 10.4</p> <p>A, B, C, D. Incorrect. Ref tab 10.4</p>
46	D	2.8.1.b	<p>D. Correct. The BCM has a focus on “supporting the programme manager in providing decision-ready information for governance boards.” Ref tab 10.4</p> <p>A, B, C, E. Incorrect. Ref tab 10.4</p>

<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
47	B	2.8.1.c	<p>A. Incorrect. The avoid a threat option "is about making the uncertain situation certain by removing the risk. This can often be achieved by removing the cause of a threat, or by implementing the cause of an opportunity." Ref tab 10.2</p> <p>B. Correct. The reduce a threat option "chooses definite action now to change the probability and/or the impact of the risk. The term 'mitigate' is relevant when discussing reduction of a threat, i.e. making the threat less likely to occur and/or reducing the impact if it did." Ref 10.5.1, tab 10.2</p> <p>C. Incorrect. The transfer the risk (threat or opportunity) option "aims to pass part of the risk to a third party. Insurance is the classic form of transfer, where the insurer picks up the risk cost, but where the insured retains the impact on other objectives, such as time delay." Ref 10.5.1, tab 10.2</p> <p>D. Incorrect. The prepare contingent plans option "involves preparing plans now, but not taking action now. Most usually associated with the accept option, preparing contingent plans in this instance is saying: 'We will accept the risk for now, but we will make a plan for what we will do if the situation changes.'" Ref 10.5.1, tab 10.2</p>
48	D	2.8.2	<p>A. Incorrect. "Providing false information on historic performance destroys value." The programme manager should not be omitting issues even if they have the skills to manage them. Ref 10.6.1</p> <p>B. Incorrect. "Many reports to governance are for information only: reporting on progress and keeping the programme board and sponsoring group abreast of status. No decisions are needed." Reports should be accurate, with no omission of issues. Ref 10.7</p> <p>C. Incorrect. The programme manager is responsible for reporting on the tranche "to inform monitoring of the programme's progress and keep the programme on track." Ref 15.4.3</p> <p>D. Correct. "Some cultures have embedded behaviours that make it difficult to share what is perceived as 'bad' news, either in the form of negative variance from plan or the identification of downside risks. ...The SRO and sponsoring group are accountable for building a culture where this does not happen." Ref 10.6.1</p>

Q	A	Syllabus Ref	Rationale
49	C	2.8.2	<p>A. Incorrect. “When a programme is at a significant decision point, understanding the ‘do nothing differently’ baseline is key before presenting at least two more viable options. This provides decision-makers with a real choice to make, or a context from which other creative alternatives can be explored.” While the baseline needs to be presented and understood, this is not an appropriate use of the 'decisions' theme, as a biased option has been submitted. Ref 10.7</p> <p>B. Incorrect. “When a programme is at a significant decision point, understanding the ‘do nothing differently’ baseline is key before presenting at least two more viable options. This provides decision-makers with a real choice to make, or a context from which other creative alternatives can be explored.” Although a range of possible actions should be considered, this is not an appropriate use of the 'decisions' theme, as a biased option has been submitted. Ref 10.7</p> <p>C. Correct. “Decision-makers do not like being maneuvered into a corner” and should be given “the ‘do nothing differently’ baseline” and “at least two more viable options.” It is “often part of an organization's culture to behave as if there is only one correct option in any given circumstance and therefore behaviours are focused on justifying why the option chosen is the only one that could be correct in the situation. If this is the culture, the options presented may be biased and misleading.” The options presented fall into these categories. Ref 10.7</p> <p>D. Incorrect. “When a programme is at a significant decision point, understanding the ‘do nothing differently’ baseline is key before presenting at least two more viable options. This provides decision-makers with a real choice to make, or a context from which other creative alternatives can be explored.” Ref 10.7</p>

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Q	A	Syllabus Ref	Rationale
50	C	3.1.1.b	<p>A. Incorrect. Major risks are examined in the programme brief, which is created in the 'develop the programme brief' activity. The BCM and the programme manager are jointly responsible for this activity while the sponsoring group will not be involved in the creation of the programme brief. Ref tab 12.2</p> <p>B. Incorrect. Major risks are examined in the programme brief, which is created in the 'develop the programme brief' activity. The BCM and the programme manager are jointly responsible for this activity while the SRO is accountable. In practice the SRO may be consulted, but the BCM will have better operational understanding of the probability and impact of the risk. Ref tab 12.2</p> <p>C. Correct. Major risks are examined in the programme brief, which is created in the 'develop the programme brief' activity. The BCM and the programme manager are jointly responsible for this activity. The BCM will have better operational understanding of the probability and impact of the risk. Ref tab 12.2</p> <p>D. Incorrect. Major risks are examined in the programme brief, which is created in the 'develop the programme brief' activity. The BCM and the programme manager are jointly responsible for this activity. While the programme office lead will be consulted, the BCM will have better operational understanding of the probability and impact of the risk. Ref tab 12.2</p>

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Q	A	Syllabus Ref	Rationale
51	C	3.1.1.c	<p>A. Incorrect. This would be application of the 'knowledge' theme. In the 'identify the programme' process this includes identifying “initial lessons to incorporate into the programme.” The Production Manager will have learnt lessons from her previous role that the Merger Programme can learn from. Application of the 'justification' theme would include developing the programme brief. Ref tab 12.3</p> <p>B. Incorrect. This would be application of the 'knowledge' theme. In the 'identify the programme' process this includes identifying “initial lessons to incorporate into the programme.” The Production Manager will have learned lessons from their previous role that the Merger Programme can learn from. Application of the 'structure' theme would include planning the work required for the 'design the outcomes' process. Ref tab 12.3</p> <p>C. Correct. Application of the 'knowledge' theme in the 'identify the programme' process includes identifying “initial lessons to incorporate into the programme.” The Production Manager will have learnt lessons from their previous role that the Merger Programme can learn from. Ref tab 12.3</p> <p>D. Incorrect. This would be application of the 'knowledge' theme. In the 'identify the programme' process this includes identifying “initial lessons to incorporate into the programme.” The Production Manager will have learnt lessons from their previous role that the Merger Programme can learn from. Application of the 'decisions' theme would include identifying "key decision-making criteria and initial escalation paths." Ref tab 12.3</p>

Q	A	Syllabus Ref	Rationale
52	B	3.1.2	<p>A. Incorrect. The target operating model would not be fully developed until the 'design the outcomes' process. As part of the 'develop the programme brief' activity, the programme brief should include "a view of the organization's capability and capacity to be successful." It is also for the application of the 'design' theme for this process to "document the current-state target operating model." Ref 12.4.4, tab 12.3, 13.4.6</p> <p>B. Correct. As part of the 'develop the programme brief' activity, the programme brief should include "a view of the organization's capability and capacity to be successful." It is also application of the 'design' theme for this process to "document the current state target operating model." Ref 12.4.4, tab 12.3</p> <p>C. Incorrect. While it is true that the target operating model will be approved at the end of the 'design the outcomes' process, it can be started earlier. As part of the 'develop the programme brief' activity, the programme brief should include "a view of the organization's capability and capacity to be successful." It is also application of the 'design' theme for this process to "document the current-state target operating model." Ref 12.4.4, tab 12.3, 13.4.6, 13.4.11</p> <p>D. Incorrect. While it is true that the 'identify the programme' process is usually short in relation to the rest of the programme, "the aim is to turn the initial idea into a tangible business concept so that a decision can be made on whether further work on the programme is worthwhile." This could still be a significant amount of work and some of it will be detailed. As part of the 'develop the programme brief' activity, the programme brief should include "a view of the organization's capability and capacity to be successful." It is also application of the 'design' theme for this process to "document the current-state target operating model." Ref 12.1. 12.4.4, tab 12.3</p>

Q	A	Syllabus Ref	Rationale
53	B	3.2.1.a	<p>A. Incorrect. The 'develop the target operating model' activity "takes the vision statement and expands it into a detailed target operating model. This requires focus on several different aspects: processes, culture, organization, technology, infrastructure, information and data, and knowledge and learning. The work is likely to bring in a much wider range of people, from specialists in business analysis and architecture, to process analysts, organizational designers, technology specialists, and data analysts." However, this is not why the target operating model should describe the desired future state. Ref 13.4.6, 5.7</p> <p>B. Correct. The 'develop the target operating model' activity "takes the vision statement and expands it into a detailed target operating model. This requires focus on several different aspects: processes, culture, organization, technology, infrastructure, information and data, and knowledge and learning." Ref 13.4.6, 5.7</p> <p>C. Incorrect. A good vision statement addresses "why the status quo is not an option." However, the target operating model provides "a detailed description of the future state of the investing organization(s) after the programme has finished, including roles and responsibilities, culture, processes, technology, infrastructure, information and data, and knowledge and learning." Ref 5.4, 5.7</p> <p>D. Incorrect. "The benefits map outlines the path to benefits realization. The target operating model is created by taking these inputs and expanding and developing them into a detailed description of what the investing organization(s) will be like when the programme is completed." Therefore, constructing "a benefits map will show the links between outputs, capability, benefits, and strategic objectives" so that these relationships can be clearly understood, and the benefits validated. However, "the target operating model is not concerned with how to reach the future state." Ref 5.7, 13.4.4, 13.4.6</p>

Q	A	Syllabus Ref	Rationale
54	C	3.2.1.c	<p>A. Incorrect. The aim of the target operating model is to proactively describe the organization after the programme. The target operating model is “a detailed description of what the investing organization(s) will be like when the programme is completed.” “The target operating model is used throughout the programme, maintaining focus on the future state.” “The ‘develop the target operating model’ activity requires focus on several different aspects: processes, culture, organization, technology, infrastructure, information and data and knowledge and learning”. This means that, as a minimum, a high-level understanding of the culture is needed in the ‘design the outcomes’ process. Ref 5.7, tab 13.3</p> <p>B. Incorrect. The target operating model is “a detailed description of what the investing organization(s) [not previous organizations] will be like when the programme is completed.” It is also “important to note that the target operating model is not concerned with how to reach the future state.” Ref 5.7</p> <p>C. Correct. “Each aspect of the target operating model [processes, culture, organization, technology, infrastructure, information and data, and knowledge and learning] must be integrated... It is only a combination of all of these elements that will enable the outcomes of benefit.” So even though the Culture Alignment Project is not until Tranche 2, other aspects of the target operating model will impact on culture. Developing it in the ‘design the outcomes’ process will help maintain focus throughout the programme on the desired future state. Ref 5.7.1, tab 13.3</p> <p>D. Incorrect. In this process, the programme manager will need to "bring in the appropriate specialists to develop the vision statement and target operating model" in addition to the rest of the programme team. Specialists are requested to contribute their expertise. The programme team does not defer to them to describe the organization’s future state. Ref tab 13.3, tab 5.5, 5.7</p>

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Q	A	Syllabus Ref	Rationale
55	D	3.2.2	<p>A. Incorrect. In the 'appoint programme roles' activity "specialist skills will be required... Skills which are unavailable locally will be brought in using temporary specialists." However, it is the programme manager who is responsible for appointing new roles. The SRO is accountable. Ref 13.4.2, tab 13.2</p> <p>B. Incorrect. It is true that "the SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme." However, the SRO is accountable, not responsible for appointing the programme roles. Ref 4.6.1, tab 13.2</p> <p>C. Incorrect. On large, complex programmes, "additional programme boards, supporting offices, and individual roles are often necessary to deal with the number and types of working relationships and/or reporting lines." There is no time limit on how long they are required for, only that they are worth the added investment. Ref 4.7.1, tab 13.2</p> <p>D. Correct. The programme manager's role is responsible for appointing new roles. The SRO is accountable. Ref tab 13.2</p>
56	C	3.3.1.b	<p>A. Incorrect. The sponsoring group would approve the business case and commit resources but it is the programme manager who is responsible for acquiring "specialist skills... to finalize the business case" which is included in the 'validate required resources' activity which is part of the 'plan progressive delivery' process. Ref tab 14.2, 14.4.1</p> <p>B. Incorrect. Acquiring "specialist skills... to finalize the business case", is included in the 'validate required resources' activity which is part of the 'plan progressive delivery' process. This activity is the responsibility of the programme manager, and the SRO is accountable. Ref tab 14.2, 14.4.1</p> <p>C. Correct. Acquiring "specialist skills... to finalize the business case", is included in the 'validate required resources' activity which is part of the 'plan progressive delivery' process. This activity is the responsibility of the programme manager. Ref tab 14.2, 14.4.1</p> <p>D. Incorrect. The BCM might contribute to this activity but is not responsible. Acquiring "specialist skills... to finalize the business case", is included in the 'validate required resources' activity which is part of the 'plan progressive delivery' process. This activity is the responsibility of the programme manager. Ref tab 14.2, 14.4.1</p>

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Q	A	Syllabus Ref	Rationale
57	B	3.3.1.c	<p>A. Incorrect. The 'organization' theme is concerned with the programme staff skills but not those in the business. These new IT skills would involve a change to the target operating model which is an example of applying the 'design' theme. Ref tab 14.3</p> <p>B. Correct. This would involve a change to the 'target operating model' which is an example of applying the 'design' theme. Ref tab 14.3</p> <p>C. Incorrect. The 'decisions' theme would define escalation paths. These new IT skills would involve a change to the target operating model which is an example of applying the 'design' theme. Ref tab 14.3</p> <p>D. Incorrect. The 'knowledge' theme confirms the approach to storing information. These new IT skills would involve a change to the target operating model which is an example of applying the 'design' theme. Ref tab 14.3</p>

Q	A	Syllabus Ref	Rationale
58	A	3.3.2	<p>A. Correct. As part of the 'confirm the business case' activity, "the business case is finalized here as the arrangements for programme management and delivery are developed. When the information about the programme's costs, benefits, timings, and risks are understood, the viability of the programme can be assessed and confirmed." In addition, "programme management requires the design and redesign of the progression towards the desired future state with a focus on achieving measurable benefit as early as possible. The incremental approach also allows for the intentional alignment with new information as the programme progresses." This means that, as more information becomes known, the business case will evolve. Ref 14.4.4, tab 14.1, 1.2.3</p> <p>B. Incorrect. It is true that as part of the 'design the outcomes' process "building from the programme brief, the team will gather information about benefits, costs, and risks, and potentially reconsider some of the options explored when developing the programme brief. All of this information is important input to the business case which will be completed, amended, or (re)approved in the next process." However, this does not explain why the business case should be confirmed in the 'plan progressive delivery' process. Ref 13.4.9, 14.4.4</p> <p>C. Incorrect. As part of the 'confirm the business case' activity, "the business case is finalized here as the arrangements for programme management and delivery are developed. When the information about the programme's costs, benefits, timings, and risks are understood, the viability of the programme can be assessed and confirmed." In addition, "programme management requires the design and redesign of the progression towards the desired future state with a focus on achieving measurable benefit as early as possible. The incremental approach also allows for the intentional alignment with new information as the programme progresses." This means that, as more information becomes known, the business case will evolve. Ref 14.4.4, tab 14.1, 1.2.3</p> <p>D. Incorrect. It is the sponsoring group, not the SRO, that is accountable for the 'confirm the business case' activity and the 'agree to proceed (or close)' activity in the 'plan progressive delivery' process. Ref tab 14.2</p>

Q	A	Syllabus Ref	Rationale
59	D	3.4.1.a	<p>A. Incorrect. "The programme needs regular monitoring and control to keep it on track. This involves managing the different aspects of the programme according to the relevant approaches outlined in the programme strategy." This is done in the 'manage the tranche' activity and includes "resource management... information management... reporting... [and] decision-making." Validating "that the capabilities have been delivered correctly" is part of the 'prepare for the next process' activity. Ref 15.4.3, 15.4.6</p> <p>B. Incorrect. "New knowledge may emerge that requires adjustments to the programme plans... changes will be made under change control to ensure that each part of the integrated programme plan to meet the programme strategy is aligned... This activity also involves ensuring that changes to programme plans are reflected in the business case." Validating "that the capabilities have been delivered correctly" is part of the 'prepare for the next process' activity. Ref 15.4.4, 15.4.6</p> <p>C. Incorrect. "While the programme manager is leading the delivery of new capabilities, the BCM is preparing the business for change and planning transition. The programme manager and BCM work together to ensure that this work is coordinated so that preparation for change (including confirmation of business readiness) and transition is timely and can be implemented as soon as capabilities are created." Validating "that the capabilities have been delivered correctly" is part of the 'prepare for the next process' activity. Ref 15.4.5, 15.4.6</p> <p>D. Correct. "As each project prepares for closure, it delivers its outputs to the programme. The combined outputs need to deliver the capabilities required and support effective transition, so that operational improvements can be achieved and benefits realized. Preparing for the next process means ensuring that the capabilities have been delivered correctly." Ref 15.4.6</p>

Q	A	Syllabus Ref	Rationale
60	A	3.4.1.c	<p>A. Correct. The 'assurance' theme is applied to the 'deliver the capabilities' process by "conduct[ing] monitoring, control, and assurance activities as outlined in the assurance plan." "The purpose of the assurance plan is to detail the scope and timing of the assurance activities that will be used to provide transparency and confidence to the sponsoring group that the programme is on track to deliver the desired outcomes of benefit." The review activities will be carried out in the 'manage the tranche' activity, with the final review prior to transition taking place in the 'prepare for the next process' activity. Ref tab 15.3, 9.5, tab 9.4</p> <p>B. Incorrect. The 'design' theme is applied to the 'deliver the capabilities' process by ensuring that "projects deliver outputs that contribute to the future-state target operating model." The situation described is planning for a series of reviews of the project outputs to ensure they are fit for purpose, which is covered by the 'assurance' theme. Ref tab 15.3</p> <p>C. Incorrect. The 'justification' theme is applied to the 'deliver the capabilities' process by implementing "financial controls as outlined in the financial plan", to make sure that the programme delivers value for money. The situation described is planning for a series of reviews of the project outputs to ensure they are fit for purpose, which is covered by the 'assurance' theme. Ref tab 15.3, 6.1</p> <p>D. Incorrect. The 'knowledge' theme is applied to the 'deliver the capabilities' process by managing "information so that it is accurate, timely, controlled, and available for monitoring and decision-making." The situation described is planning for a series of reviews of the project outputs to ensure they are fit for purpose, which is covered by the 'assurance' theme. Ref tab 15.3</p>

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Q	A	Syllabus Ref	Rationale
61	A	3.4.2	<p>A. Correct. The 'design' theme applies to the 'deliver the capabilities' process, in that the process must "ensure that projects deliver outputs that contribute to the future-state target operating model." Assessing how well project outputs have met the business need will help to confirm this. Ref tab 15.3, 5.7</p> <p>B. Incorrect. The 'design' theme does include some sort of "gap between current and future states", and "it is possible to analyse the gap between the two", but assessing how well the delivered project outputs have met the business need relates more closely to ensuring "that projects deliver outputs that contribute to the future-state target operating model." Ref tab 5.7.2, 15.3, 5.7</p> <p>C. Incorrect. The 'structure' theme is more concerned with planning how to best deliver the projects and other activities to deliver the required functionality to deliver outcomes and benefits. Assessing how well the delivered project outputs have met the business need relates more closely to ensuring "that projects deliver outputs that contribute to the future-state target operating model" and relates to the 'design' theme. Ref 7.3, tab 15.3</p> <p>D. Incorrect. It is true that the 'structure' theme includes establishing the appropriate pace of delivery so that the organization can cope with the rate of change, but assessing how well the delivered project outputs have met the business need relates more closely to ensuring "that projects deliver outputs that contribute to the future-state target operating model." Ref 7.4, tab 15.3</p>

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Q	A	Syllabus Ref	Rationale
62	C	3.5.1.b	<p>A. Incorrect. During the 'enact the transition' activity, the BCM and change team will implement the existing plan. The 'adopt the capabilities' activity acknowledges that "adjustments may be required as unforeseen issues arise." Ref 16.4.2</p> <p>B. Incorrect. During the 'enact the transition' activity, "transition provides a key opportunity for learning. The people responsible for managing the transition need to work closely with the BCM to ensure that the work is done efficiently but without any detriment to the operational business." This answer does not describe any detriments to operations. Instead this action would be more appropriate for the 'capture learning' activity, which states that it "is inevitable that people will gain new knowledge as they begin to adopt the new capabilities." Ref 16.4.1, 16.4.3</p> <p>C. Correct. "Transition provides a key opportunity for learning. The people responsible for managing the transition need to work closely with the BCM." The HR department, which is responsible for managing resources involving staff members, will need to work very closely with the BCM during this transition involving staff. Ref 16.4.1</p> <p>D. Incorrect. Although during the 'enact the transition' activity, the people managing transition must "work closely with the BCM to ensure that the work is done efficiently but without any detriment to the operational business." Tracking costs is not a description of working closely. During the 'begin to realize benefits' activity, "ongoing attention is also needed to prevent any benefit erosion over time." Tracking the cost savings (the benefit) against the cost of the disruptions will ensure that the BCM and change teams are paying attention to the short and long-term effects on the benefits. Ref 16.4.1, 16.4.4</p>

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Q	A	Syllabus Ref	Rationale
63	B	3.5.1.c	<p>A. Incorrect. The 'knowledge' theme is applied by ensuring "that knowledge is made explicit and that lessons and improvements are shared and incorporated into the programme and/or BAU." Keeping personal journals does not describe how any of the learnings captured are to be shared or improvements made. Ref tab 16.3</p> <p>B. Correct. The 'knowledge' theme is applied by ensuring "that knowledge is made explicit and that lessons and improvements are shared and incorporated into the programme and/or BAU." A list of FAQs helps explicitly share information with others. Ref tab 16.3</p> <p>C. Incorrect. The 'knowledge' theme is applied by managing "information so that it is accurate, timely, and controlled, and available for monitoring and decision-making." This action is more appropriate for the 'structure' theme, which is applied by managing "the transition, conducting activities as outlined in the delivery plan." Transition activities include "the work done to handover, commission and adopt capabilities into BAU", such as training, support, coaching and mentoring. Ref tab 16.3, glossary</p> <p>D. Incorrect. The 'knowledge' theme is applied by managing "information so that it is accurate, timely, and controlled, and available for monitoring and decision-making." However, these town hall meetings are not set up for monitoring or decision making. Instead, the 'organization' theme is being applied by continuing to "conduct stakeholder engagement and communications activities as outlined in the stakeholder engagement and communications plan, particularly to ensure benefits are realized." Ref tab 16.3</p>

Q	A	Syllabus Ref	Rationale
64	B	3.5.2	<p>A. Incorrect. While it is true that “the people responsible for managing the transition need to work closely with the BCM to ensure that the work is done efficiently but without any detriment to the operational business”, this does not explain why knowledge is shared with others doing the HR work in the programme. Ref 16.4.1</p> <p>B. Correct. The application of the ‘knowledge’ theme within the ‘embed the outcomes’ process includes ensuring “that knowledge is made explicit and that lessons and improvements are shared and incorporated into the programme and/or BAU.” In addition, “it is inevitable that people will gain new knowledge as they begin to adopt the new capabilities. Sometimes this knowledge remains tacit, embedded in the memory of the person involved. To ensure the greatest benefit from the investment, people should be encouraged to share this new knowledge and express this as learning.” Ref tab 16.3, 16.4.3</p> <p>C. Incorrect. It is true that the ‘organization’ theme is applied by continuing to “conduct stakeholder engagement and communications activities as outlined in the stakeholder engagement and communications plan, particularly to ensure benefits are realized.” However, this is describing lessons specifically. The ‘knowledge’ theme is applied by ensuring “that knowledge is made explicit and that lessons and improvements are shared and incorporated into the programme and/or BAU.” Ref tab 16.3</p> <p>D. Incorrect. The ‘assurance’ theme is applied by “conduct[ing] monitoring, control, and assurance activities as outlined in the assurance plan.” And this could include culture and organizational learning reviews driven by the need for capability assessments. However, this is describing lessons shared, not monitoring activities. Ref tab 16.3, 9.4, tab 9.2</p>

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Q	A	Syllabus Ref	Rationale
65	B	3.6.1.a	<p>A. Incorrect. The 'analyse current state vs target operating model' activity looks at what aspects of the target operating model have been achieved in the tranche. "Programmes always exist within the internal and external organizational contexts." This is evaluated in the 'review the programme environment' activity. Ref 17.4.2, 17.4.3</p> <p>B. Correct. "In addition to looking backwards at performance to date vs plan and at the current operating model, the evaluation of new information also needs to look forward, to identify emerging trends in the programme environment" as the programme exists within the internal and external organizational context. This is evaluated in the 'review the programme environment' activity. Ref 17.4.3</p> <p>C. Incorrect. The 'prepare for the next process' activity is concerned with preparing for the next tranche or closure. "Programmes always exist within the internal and external organizational contexts." This is evaluated in the 'review the programme environment' activity. Ref 17.4.4, 17.4.3</p> <p>D. Incorrect. The 'agree to proceed or close' activity authorizes the next tranche or closure. "Programmes always exist within the internal and external organizational contexts." This is evaluated in the 'review the programme environment' activity. Ref 17.4.5, 17.4.3</p>
66	A	3.6.1.c	<p>A. Correct. This is the re-evaluation and re-prioritization of a risk which is an example of the 'design' theme. Ref tab 17.3</p> <p>B. Incorrect. The 'justification' theme applies to the 'evaluate new information' process by "review[ing] progress vs business case (costs, benefits, and risks)" but the re-evaluation and re-prioritization of risks is an example of the 'design' theme. Ref tab 17.3</p> <p>C. Incorrect. The 'knowledge' theme applies to the 'evaluate new information' process by identifying "new knowledge and propose new lessons to be learned in the next tranche." This is the re-evaluation and re-prioritization of a risk which is an example of the 'design' theme. Ref tab 17.3</p> <p>D. Incorrect. The 'assurance' theme applies to the 'evaluate new information' process by validating "that assurance activities have added value and propose changes for next tranche." This is the re-evaluation and re-prioritization of a risk which is an example of the 'design' theme. Ref tab 17.3</p>

Q	A	Syllabus Ref	Rationale
67	A	3.6.2	<p>A. Correct. To apply the 'organization' theme to the 'evaluate new information' process, "the status of governance and stakeholder engagement and communications" is confirmed. "The purpose of the stakeholder engagement and communications plan is to detail how stakeholders are identified, prioritized, and engaged over the life of the programme, including two-way communication and feedback. It helps to gain commitment from stakeholders to the changes being introduced in order to maximize the impact and value of the programme outcomes." A common challenge to overcome is a "poorly defined, communicated, or maintained narrative that supports the vision." Ref tab 17.3, 14.12, 1.4</p> <p>B. Incorrect. To apply the 'organization' theme to the 'evaluate new information' process, "the status of governance and stakeholder engagement and communications" is confirmed. However, governance relates to "what programme governance boards and supporting offices are required" and "what are the delegated limits of authority for each individual role." Whereas failure to understand the vision and benefits relates to stakeholder engagement which is a different application of the 'organization' theme in the 'evaluate new information' process. Ref tab 17.3, 4.3</p> <p>C. Incorrect. To apply the 'knowledge' theme to the 'evaluate new information' process it is necessary to "identify new knowledge and propose new lessons to be learned in the next tranche." However, failure to understand the vision and benefits relates to stakeholder engagement which is a different application of the 'organization' theme in the 'evaluate new information' process. Ref tab 17.3, 4.3</p> <p>D. Incorrect. To apply the 'knowledge' theme to the 'evaluate new information' process it is necessary to "validate compliance with information approach". However, failure to understand the vision and benefits relates to stakeholder engagement which is a different application of the 'organization' theme in the 'evaluate new information' process. Ref tab 17.3, 4.3</p>

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Q	A	Syllabus Ref	Rationale
68	C	3.7.1.b	<p>A. Incorrect. The programme office lead is responsible for the 'finalize programme information' activity, which includes ensuring that information is up to date and stored or archived. Ref tab 18.2</p> <p>B. Incorrect. This activity is carried out by the BCM at the end of the 'evaluate new information' process. This would typically be done before moving into the 'close the programme' process. Ref tab 18.2, tab 17.2</p> <p>C. Correct. The 'hand over residual work' activity includes handing over "responsibility for ongoing benefits realization and associated risks and issues." This activity is the responsibility of the programme manager. Ref 18.4.2, tab 18.2</p> <p>D. Incorrect. The 'disband the programme organization and close' activity is the responsibility of the SRO (although the programme manager and BCM are consulted). The programme manager is responsible for notifying stakeholders that the programme is about to close in the 'prepare for closure' activity. Ref tab 18.2</p>

Q	A	Syllabus Ref	Rationale
69	D	3.7.1.c	<p>A. Incorrect. Most of the programme documentation will be closed and archived, but the 'business case' needs to be updated to reflect the position at the end of the programme. This includes actual information on the costs incurred, and an assessment of the benefits realized to date, and those still to be realized. This is covered by the 'justification' theme. During the 'close the programme' process, the 'assurance' theme is concerned with any final assurance activities as requested by the sponsoring group. Ref tab 18.3, 18.4.3</p> <p>B. Incorrect. Most of the programme documentation will be closed and archived, but the 'business case' needs to be updated to reflect the position at the end of the programme. This includes actual information on the costs incurred, and an assessment of the benefits realized to date, and those still to be realized. This is covered by the 'justification' theme. During the 'close the programme' process, the 'decisions' theme is concerned with closing risks and issues and ensuring that any remaining risk activities are handed over. Ref tab 18.3, 18.4.3</p> <p>C. Incorrect. Most of the programme documentation will be closed and archived, but the 'business case' needs to be updated to reflect the position at the end of the programme. This includes actual information on the costs incurred, and an assessment of the benefits realized to date, and those still to be realized. This is covered by the 'justification' theme. During the 'close the programme' process, the 'design' theme is concerned with confirming that the target operating model has been delivered. Ref tab 18.3, 18.4.3</p> <p>D. Correct. Most of the programme documentation will be closed and archived, but the business case needs to be updated to reflect the position at the end of the programme. This includes actual information on the costs incurred, and an assessment of the benefits realized to date, and the value and timing of those still to be realized. If the programme was late finishing, timing, if not value of benefits, from at least the final tranches will be affected. This is covered by the 'justification' theme. Ref tab 18.3, 18.4.3</p>

Q	A	Syllabus Ref	Rationale
70	D	3.7.2	<p>A. Incorrect. It is true that one of the objectives of the ‘closing the programme’ process is to ensure that “other governance structures assume accountabilities for residual benefits realization, risk management, and capability development activities.” However, as part of planned closure, “programmes are closed when ... the work has been completed as planned.” In the ‘hand over residual work’ activity, the programme manager “assesses delivery of the target operating model”. In addition, the programme office should, as part of the ‘finalize programme information’ activity, “ensure that programme information is up to date and stored or archived.” Neither of these two activities are complete because the target operating model is not fully documented, so the work of the programme is not complete. Ref 18.3, 18.4.2, 18.4.3</p> <p>B. Incorrect. Even though the project has delivered the buildings, as part of the ‘deliver the capabilities’ process, all project outputs should have been delivered and met the defined acceptance criteria before being passed to the business for implementation in the ‘embed the outcomes’ process. In the situation described, the handover from the project was not completed. Ref 18.3, 15.4, 16.4</p> <p>C. Incorrect. It is true that part of "the purpose of the close the programme process is to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for closing it." But for a normal end of programme close, all of the capabilities to deliver the target operating model and to embed the capabilities into business operations should be delivered before the programme closes. Ref 18.1, 18.4</p> <p>D. Correct. As part of planned closure, “programmes are closed when ... the work has been completed as planned.” In the ‘hand over residual work’ activity, the programme manager “assesses delivery of the target operating model”. In addition, the programme office should, as part of the ‘finalize programme information’ activity, “ensure that programme information is up to date and stored or archived.” Neither of these two activities are complete because the target operating model is not fully documented, so the work of the programme is not complete. Ref 18.3, 18.4.2, 18.4.3</p>