

# M\_o\_R® 4 Sample Papers

## The Official M\_o\_R 4 Accreditor Sample Examination Papers

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## ***The M\_o\_R® 4 Practitioner Examination***

### ***Sample Paper 1***

#### ***Question Booklet***

#### **Multiple Choice**

**Examination Duration: 2 hours 15 minutes**

#### ***Instructions***

1. You should attempt all 65 question items. Each question item is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 33 question items correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 2 hours 15 minutes to complete this exam.
6. This is a 'open book' exam. You can use the *Management of Risk: Creating and Protecting Value (M\_o\_R®4)* guidance.
7. No other material is allowed.
8. The questions in this paper should be answered in the context of Scenario 2 (TaxDept) described in the *Management of Risk: Creating and Protecting Value (M\_o\_R®4)* guide.
9. Each question is separate. Do not use information from one question to answer another question.

- 1) Which statement about risks is CORRECT?
- A. Risks are unplanned events that are happening now
  - B. Risks include uncertainties regardless of their impact on objectives
  - C. Risks protect objectives by increasing the objectives' exposure to risk
  - D. Risks will impact the organization's objectives if they materialize
- 2) What is a purpose of corporate governance and enterprise risk management?
- A. Creating the organization's risk policy and process guide
  - B. Prioritizing the risks with the biggest potential to protect value
  - C. Providing assurance to executive management that risk controls are effective
  - D. Protecting the organization's assets, its capacity, and reputation
- 3) Which is a specific risk management challenge that is MOST LIKELY to be faced by organizations that are trying to climb the 'digital curve' by introducing product-focused agile ways of working?
- A. Risk management is viewed as slowing down the innovation needed to deliver speed to market
  - B. Risk management is viewed as a 'tick the box' exercise rather than a way to create value
  - C. Risk management focuses on threats rather than the potential for opportunities to add value
  - D. Risk management focuses on applying guiding obligations continually until an objective is achieved

- 4) The TaxDept has identified that the taxpayers' demands for more online solutions are increasing. As a result, the department has decided to introduce a product-oriented approach to developing its digital solutions for businesses and individual taxpayers. The DTP is being split into 2 programmes, one introducing the product focus for individual taxpayers and one doing the same for businesses. The remainder of the programmes within the department remain unaffected.

What should risk management focus on?

- A. The need to coordinate the release of new functionality between the 2 new product-focused programmes and the other programmes in the portfolio
  - B. The need to monitor the objective of accurate and reliable tax collection more frequently due to rapid changes in the external environment
  - C. The need to obtain up-front funding in order to fund large-scale investment in programmes designed to change the way tax is collected
  - D. The need to work within a stable taxation environment enabling planning to focus on the longer-term reduction in real estate and staffing levels
- 5) Which element of the M\_o\_R integrated framework gives risk practitioners confidence that they are managing risk in an effective way across the whole organization, regardless of its size?
- A. Principles
  - B. Portfolio
  - C. The 'plan responses' process
  - D. Perspectives
- 6) The TaxDept follows a 'tight risk process' to make sure value is protected. However, the chief risk officer has agreed with the programme manager of the DTP that the rules about delegated authority for project objectives need to be adjusted to accommodate the needs of projects applying the agile ways of working. This will allow the agile teams to be empowered and self-managing.

Which principle is being applied?

- A. Aligns with objectives
- B. Provides clear guidance
- C. Engages stakeholders
- D. Informs decision-making

- 7) The national government has introduced legislation to phase out the use of gas-fired heating systems within 20 years. At the same time, research suggests that the TaxDept could reduce heating bills to a quarter of the current cost if they invested in new heating technologies such as infrared panels. Complying with the new legislation will significantly disrupt the current portfolio. However, it gives the TaxDept an opportunity to make significant positive changes to the TaxDept Properties. The proposed redevelopments are much riskier than previous change activities, due to the relatively new technologies being used. The executive management has asked the chief risk officer if the current risk management process guide is suitable for this programme, and to update it if necessary.

Is this an appropriate application of the 'fits the context' principle, and why?

- A. Yes, because the executive management should ensure that the risk management process guide meets the needs of the whole department
  - B. Yes, because the executive management, as key senior stakeholders, should be actively engaged in conversations about risk
  - C. No, because the proposed estates redevelopment programme could significantly disrupt the existing flexible working programme
  - D. No, because making changes to the risk management process at this time could cause confusion among the department's stakeholders
- 8) As part of the TaxDept's risk management process, it has been identified that project managers working on the DTP feel that their role in risk management has been reduced by the introduction of agile ways of working. As a result, it has been agreed that a 'PM Forum' should be created. This will be hosted by an independent agile coach who will be able address the project managers' concerns.

Which principle is being applied?

- A. Fits the context
- B. Engages stakeholders
- C. Provides clear guidance
- D. Facilitates continual improvement

- 9) Following a recent review of the DTP, it was found that the scales used for measuring risks were inappropriate. This resulted in the programme's total risk exposure caused by the one of the projects being underestimated. The SRO has asked for the programme and project teams to carry out a review of the programme and project level controls to understand why this happened.

Is this an appropriate use of the 'facilitates continual improvement' principle, and why?

- A. Yes, because mechanisms to measure the change in risk exposure over time need to be developed
  - B. Yes, because lessons from the inappropriate impact scales should be learned by project managers across the programme
  - C. No, because changing the programme level controls would require rework by the other ongoing DTP projects
  - D. No, because a maturity model should be developed and applied across the whole programme instead
- 10) As part of an initiative to build a risk culture, the TaxDept's board members have approved the funding for risk training at all levels of management. The focus for this training is "the benefits of taking risk in pursuit of our objective to transform our service delivery."

Which principle is being applied?

- A. Provides clear guidance
- B. Creates a supportive culture
- C. Informs decision-making
- D. Achieves measurable value

11) Following a review of a successful project, the SRO of the DTP has decided that all projects affecting tax collection processes and systems should also measure:

"The number of risks to the collection of taxes that were effectively managed and therefore did not materialize."

Which principle is being applied, and why?

- A. Achieves measurable value, because effective management of risks to the TaxDept's objectives demonstrates the importance of managing risks
- B. Achieves measurable value, because measuring key performance indicators should reduce the number of risks to the collection of taxes
- C. Creates a supportive culture, because measuring key performance indicators should encourage conversations about the risks to collecting taxes
- D. Creates a supportive culture, because the SRO has demonstrated they value the risk process and its positive impact on the change

12) What is defined at the strategic perspective in an organization?

- A. The amount of risk the organization is able and willing to take in pursuing organizational objectives
- B. The added value brought by risk management to the collection of changes
- C. The objectives at risk due to failure to deliver the right outputs and capabilities as planned
- D. The number of risks faced by the organization as a result of existing low levels of customer service

13) Which is the MOST appropriate action when a risk within one perspective is assessed to be at a level that is significant at a higher perspective?

- A. Appoint a risk specialist to take responsibility for responding to the risk
- B. Communicate and agree whether to formally escalate the risk for management
- C. Calibrate how fast the risk would impact on objectives should it occur
- D. Appoint a risk action owner to take responsibility for responding to the risk

14) In support of agile ways of working, the senior responsible owner (SRO) for the TaxDept's DTP has agreed that agile projects should be empowered to calibrate their own scales for likelihood and impact. This is because working iteratively, using empowered, self-managed teams, is recognized to reduce risk by introducing early feedback.

Is this an appropriate calibration of scales, and why?

- A. Yes, because empowered, self-managed agile teams should be able to make risk-based decisions more effectively
- B. Yes, because the senior responsible owner should be responsible for the risks to achieving DTP's outcomes
- C. No, because best practice recommends the use of the same likelihood scale across the whole government department
- D. No, because determining likelihood is subjective unless there is a large homogeneous data set available from previous government programmes



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At the regular monthly management board meeting the risk specialist presented analysis of the current status of risks. The board members have asked the risk specialist to delegate the following three risks for further analysis.

To which perspective (A-F) should each of the risks be delegated?

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

15) Because most staff members take their annual holidays during the summer months, there is a risk that there may not be enough staff to continue to collect taxes and to support the DTP in transforming the digital delivery of service during this time. This could result in delays to the programme to reduce the real estate.	A. Strategic B. Portfolio C. Programme D. Project E. Product F. Operational
16) Because of a new government anti-fraud initiative, staff may have to spend more time identifying potential fraudulent activities resulting in a failure to meet tax collection deadlines.	
17) Because a supplier is having problems sourcing IT components, the supplier may be late in delivering the required hardware resulting in late delivery of the business 'self-serve' taxation system within the DTP	

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The TaxDept experienced significant disruption last week. New services were introduced by the DTP at the same time as changes were made to one of the call centres by the flexible working programme. There are concerns that the TaxDept has been overly ambitious and that the portfolio is negatively impacting critical activities such as collecting taxes. Some actions have been identified in order to prevent this occurring in the future.

Which control (A-E) is being used in each response to this situation?

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

18) The portfolio director and portfolio manager have discussed whether the flexible working programme should remain a priority for the portfolio.	A. Decision-making processes B. Portfolio risk culture C. Aggregation to portfolio level D. Change portfolio escalation and delegation E. Portfolio level controls
19) Staff from the tax collection teams will be given more training before future changes are implemented in order to reduce the risk of similar disruption in future.	
20) New regular risk meetings have been scheduled for programme managers of the DTP and flexible working programme, with the aim of preventing similar disruption in future.	

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Within the TaxDept DTP they are deploying agile ways of working for the first time while complying with the department's 'tight risk process'. The programme manager has identified that the programme team may need to adapt to the agile ways of working.

Here are some actions being carried out within the DTP to achieve this.

Which role (A-E) should be responsible for each action?

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

21) Seeking feedback from the agile project teams on the current risk management practices and recommending changes to accommodate agile ways of working.	A. Senior responsible owner (SRO) of the DTP B. Programme manager of the DTP
22) Managing any risks to achieving the required reduction in staff levels resulting from the incremental roll-out of the new 'self-serve' taxation systems.	C. Business change manager of the DTP D. Programme office lead of the DTP programme
23) Providing advice on the suitability of the qualitative scales for likelihood and impact needed to enable aggregation of risks from the agile projects of the programme level	E. Risk specialist of the DTP

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The flexible working programme has just started a project at the TaxDept headquarters. The open plan project will replace open plan office spaces with 12 soundproofed collaborative workspace and 130 pre-bookable individual desks. Each workspace will be equipped with a meeting table, chairs, an interactive screen that can link to any device, and whiteboards for brainstorming. The desks will capture details of staff logging into the IT network to track which seats are in active use and by whom. The project manager is documenting the high-level project scope and outline business case to present to the project executive.

Which control (A-E) is being used in each situation?

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

24) Recording the risk that the desk tracking system might contravene global data protection legislation as a 'major risk' when presenting the project to the project executive for approval.	A. Estimating
25) Considering how likely the desk tracking system is to be delivered within the defined budget, based on experience from previous similar IT projects.	B. Project business case
26) Defining what processes should be followed in order to approve the extra spend to rent temporary office space, if it is required during the project.	C. Agreeing financial contingency
	D. Project stage gate decisions
	E. Project level controls

27) Which TWO statements about how risk management is influenced by different modes of delivery are CORRECT?

1. An agile project lifecycle reduces the risk of delivering outputs that are not fit for purpose by delivering them incrementally.
2. When a linear lifecycle is used, risks can be identified, and managed once scope and quality have been agreed.
3. A project manager can choose not to use formal risk management processes when using a hybrid lifecycle.
4. Continual improvement uses defined stage gates to make risk-based decisions about the viability of a project.

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

The TaxDept has identified that the demands of taxpayers for online solutions is changing rapidly. As a result, the department has decided to introduce a product-oriented approach to developing its digital solutions for business taxpayers and a business solutions team has been set up. Here are a number of actions to be carried out to meet the needs of business taxpayers.

Which role (A-F) should be responsible for carrying them out?

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

28) Specify what problems business taxpayers have caused for the reliable collection of taxes in the past, so that these can be managed as part of the online solutions.	A. Product manager for business B. taxation solutions C. Product director D. Expert in operational support E. Product developers F. Agile coach
29) Understand how the delivery of online solutions could cause a risk to the reliable and accurate collection of business taxes.	
30) Ensure the business solutions team understands the need to allow the scope to emerge as learning takes place, managing risks to delivery.	

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Following the successful implementation of a DTP project to implement business 'self-serve' taxation, operational managers from the business taxation support team have identified three new risks. The operational managers need to decide what to do about each risk. Each risk has same cause: "The recent implementation of business 'self-serve' taxation."

What decision should be taken for each risk?

Choose only ONE decision for risk. Each decision can be used once, more than once, or not at all.

31) Risk 1. Disaster recovery procedures may not include the tasks needed to recover business customer data, resulting in the time to recover from system outages being increased.	A. Escalate to the TaxDept's executive management B. Escalate to the DTP programme manager C. Escalate to the project manager of the business 'self-serve' taxation project D. Resolve as an issue within the business taxation support team E. Manage as a risk within the business taxation support team
32) Risk 2. Staff may not have the time to be trained on the new business 'self-serve' taxation system resulting in the planned reduction in the number of staff needed to support business customers not being achieved.	
33) Risk 3. There may be delays in operational staff being able to fully use the new business features, resulting in delays in processing tax returns and the TaxDept not meeting its government targets.	

34) Why should an organization invest in building risk management competence in individuals?

- A. It removes the need for a top-down mandate for risk management
- B. It helps build shared understanding of risk management across teams
- C. It removes the need for a chief risk officer (CRO), or equivalent role
- D. It helps balance scarce resources between change and operational activities

35) Which ability should people possess in order to support successful risk management?

- A. The ability to apply systematic, inbuilt ways of thinking
- B. The ability to make judgements under conditions of uncertainty
- C. The ability to prioritize more recent and memorable situations
- D. The ability to understand and respond well to a crisis situation

36) The DTP has been running for two years, with three more years of development planned. The programme manager needs to complete a review to re-examine the engagement that the programme is undertaking with its project managers.

What is the MOST important factor for the programme manager to re-examine when completing this review?

- A. The project manager's role in the day-to-day leadership in achieving the project's outputs and capabilities
- B. The project manager's responsibilities for effective application of risk management across the project
- C. The project manager's attitudes to decisions and whether they are likely to be supporters or blockers
- D. The project manager's responsibilities for risks to achieving the project's outputs and capabilities on time

37) The project managers working on the DTP have continued to object to using the agile ways of working on the programme. As a result, the senior responsible owner has hired an independent consultant to support the deployment of agile. The consultant has held a group meeting with the project managers, but was unable to convince them of the value of using agile on the DTP.

Which approach is MOST LIKELY to help the consultant to overcome the project managers' decision bias?

- A. Encourage individual project managers to develop mental short cuts based on previous experience
- B. Meet with individual project managers and ask them to provide their opinion independently of others
- C. Schedule a second group meeting and invite the senior responsible owner to convince the project managers
- D. Schedule a second group meeting and invite the agile coaches to explain the value of agile ways of working

38) The TaxDept's DTP is mission critical and agile ways of working will be deployed for the first time. Consequently, the board members have made two announcements recently about the importance of risk management and the need to build a supportive risk culture.

Which announcement is consistent with a supportive risk culture, and why?

- A. The use of agile will be limited temporarily to DTP projects, because this should minimize the risk to the portfolio from adopting the agile ways of working across the whole organization
- B. The use of agile will be limited temporarily to DTP projects, because the programme manager should promote competition by rewarding the most agile project manager in the programme
- C. Agile coaches will be trained in the department's risk process, because the department's 'tight risk process' should be used to avoid the agile delivery teams being too empowered
- D. Agile coaches will be trained in the department's risk process, because risk management is a complex subject that requires ongoing learning and development of team members



39) Currently, the TaxDept's DTP has been running for two years, with three more years of development planned. A number of decisions have been made as part of this programme.

Which decision indicates there is a supportive risk culture in the TaxDept?

- A. Agile ways of working will be used to reduce risk and incrementally achieve the business case over the next three years
- B. The realization of benefits from the DTP will be used to measure and rank the performance of the project managers
- C. DTP project managers will work weekends to ensure that the DTP's full business case can be realized in the next three years
- D. The TaxDept's 'Suggestion Scheme' recognizes staff who identify opportunities to collect taxes more efficiently

40) The TaxDept's behavioural programme has started a project to develop three tailored risk management training modules: one each for programme managers, project managers and operational managers to ensure that they apply risk management effectively as part of their roles.

Is this an appropriate way to overcome the common challenges in risk management application, and why?

- A. Yes, because it will help to overcome any tendency towards 'tick the box' risk management
- B. Yes, because different risk language should be used to meet the needs of different parts of the organization
- C. No, because reward and recognition systems should be used to encourage staff to manage risk effectively
- D. No, because the programme should analyse risk information to improve estimates of risk likelihood

41) What should be achieved as a result of the 'define context and objectives' process?

- A. Focus on the need to create value by identifying opportunities
- B. Clarity about how the risk management process may be tailored
- C. Focus on the need to assign responsibility for the agreed priority of risks
- D. Clarity about existing controls and how they may be strengthened

- 42) Which is an objective of the 'identify threats and opportunities' process?
- A. The strategic risk management policy is clearly defined
  - B. The objectives 'at risk' are clearly described
  - C. The governance of contingency is clear and understood
  - D. The owners of each defined risk are identified and agreed
- 43) Which is the BEST indicator that the 'plan responses' process is working well?
- A. Risk owners examine the best ways of keeping risk exposure within tolerances
  - B. Risk owners are appointed to take responsibility for agreed risk response actions
  - C. Decision-makers agree the size of contingency when selecting leading indicators
  - D. Decision-makers understand how risk events affect the chances of achieving a single objective
- 44) Which is an indication that the 'agree contingency' process is working well?
- A. Stakeholders understand the most significant risks to higher perspectives from lower perspectives
  - B. Ownership of the financial allowances is delegated to the person who can best protect its use
  - C. Value is added to the achievement of the overall change objectives of the organization
  - D. Design and delivery can be repeated in order to manage risks associated with uncertainty of scope
- 45) A new "Staff Motivation" project is being initiated and the project is in the 'define the context and objectives' process. The project team has identified that the current TaxDept was set up by merging several government departments, with a new hierarchy and role names. However, some staff members still refer to the old structures and make decisions in the old ways. So much so, that there appears to be a hidden hierarchy within TaxDept.

In which activity of the 'define the context and objectives' process would this be identified?

- A. Analyse context
- B. Analyse and engage stakeholders
- C. Agree objectives at risk and how these will be measured
- D. Develop perspective level risk approach(es) as necessary

46) The government has introduced legislation to phase out the use of gas-fired heating systems within 20 years. The TaxDept does not have enough resources to address this while delivering the existing programmes and collecting taxes. The senior management team cannot agree which change activities the TaxDept should continue with and which should be stopped.

Which technique in the 'define context and objectives' process is MOST LIKELY to resolve this issue?

- A. Horizon scanning
- B. Stakeholder analysis
- C. Benefits mapping
- D. Quality function deployment

47) As part of the DTP, the programme manager has made the following notes:

"The Public Service Union represents 68% of the TaxDept's staff. The Union is concerned that the proposed reduction in staff will result in remaining staff being overloaded."

In which document should this information MOST LIKELY be recorded?

- A. Strategic risk management policy
- B. Strategic risk management process guide
- C. DTP risk approach
- D. DTP stakeholder map

48) The TaxDept. executive management team identified several risks relating to the DTP during a board meeting. The executive management team were unable to agree how to describe the risk cause of several of the risks and there was confusion as to why the risks were important. An example of one risk that has been recorded is "the external supplier might be late delivering the systems changes." The programme manager needs to decide whether to include this risk on the DTP risk register.

Which action should the programme manager take FIRST for this risk in the 'identify threats and opportunities' process?

- A. Identify the cause of the risk as "using agile ways of working for the first time in this programme"
- B. Identify what could go wrong with the agile ways of working, leading to the external supplier being late, impacting the programme
- C. Identify someone who understands the risk relating to the external supplier and appoint them as risk owner to describe the risk
- D. Identify how the late delivery of the systems changes could impact on the DTP's benefits being realized

49) The DTP is preparing to add a new feature to the 'self-serve' website. The feature will enable taxpayers to apply for tax refunds online. If tax refunds are applied incorrectly then it will be costly and time-consuming to reclaim the refunds from taxpayers. The project team plans to spend a day examining each step in the tax refund process to identify risks to the effective collection of taxes.

Which technique in the 'identify threats and opportunities' activity is being used?

- A. Group idea generation
- B. Constraint analysis
- C. Johari window
- D. Failure mode effect analysis

50) The government has introduced legislation to phase out gas-fired heating systems within 20 years. In response, the TaxDept has started the new carbon neutral programme. It has been agreed that the first tranche of the programme will research different replacement heating systems and select the preferred solution. The second tranche will implement the chosen technology in one pilot location (the pilot project).

As part of the 'identify threats and opportunities' process, in which document should this agreement be recorded FIRST?

- A. Carbon neutral programme risk register
- B. Pilot project risk register
- C. Carbon neutral programme issue register
- D. Carbon neutral programme decision register

51) The TaxDept consists of a large number of operational teams of differing sizes. For example, the "call handling" team has over 200 team members, while the "fraud investigations" team only has 10 team members. The executive management team has asked all operational managers to tailor the impact scale for the prioritization of risks in the 'prioritize risks' process, based on each team's staffing budget.

Which statement about the consequence of this action is CORRECT?

- A. Risks can be accurately aggregated across the "fraud investigations" and "call handling" teams to identify individual risks that could impact the reliable collection of taxes
- B. Risks identified by the "call handling" team with a major impact will be recognized as being more important than those with a major impact identified by the "fraud investigations" team
- C. Risks identified by the "fraud investigations" team with a major impact will appear to be as important as those with a major impact identified by the "call handling" team
- D. Risks identified by the "call handling" team with a major impact should have a higher risk probability than those with a major impact identified by the "fraud investigations" team

52) The TaxDept has decided to adopt a product-oriented approach for its digital solutions, initially appointing a product team for individual taxation products with a flatter, less hierarchical structure. As a result, concerns have been raised about whether the product team will be able to reach agreement about the priority of risks when they usually allow the former team leader to make important decisions.

Which technique is MOST LIKELY to assist with this in the 'prioritize risks' process?

- A. Group assessment
- B. Individual assessment
- C. Sensitivity analysis
- D. Probabilistic risk analysis

53) The DTP is attempting to deploy agile ways of working for the first time. Each delivery team is using its own way of documenting risks. However, the senior responsible owner (SRO) wants to visually compare identified risks in a consistent and logical way across the programme.

Which technique should the programme manager use to fulfil the SRO's needs in the 'prioritize risks' process?

- A. Risk matrix
- B. Sensitivity analysis
- C. Probabilistic risk analysis
- D. Group assessment

54) The TaxDept has decided to set up two separate teams focused on delivering products for business and individual taxpayers as part of the DTP. Two product managers have already been appointed to ensure the different needs of these taxpayers are met.

Which action should the product manager for business taxpayers take as part of the 'model relationships between risks and assess combined impact on objective(s)' activity?

- A. Advise the programme manager of a risk to the reliable collection of business taxes so that the programme manager can identify any similar risks to individual tax collection
- B. Estimate the predicted cost and benefit expected from the solutions being delivered by the product team appointed to meet the needs of business taxpayers
- C. Assess whether a risk identified by the product manager for individual taxpayers affects the ability to meet the needs of business taxpayers and to reliably collect business taxes
- D. Assess how likely it is that business taxes can be collected reliably and accurately as a result of a new feature being introduced offering deferred payments by businesses

55) The DTP is seeking to support individuals and businesses to 'self-serve' taxation matters online. As a result, the programme's SRO wants to understand what would happen if the number of individuals and businesses enrolling for the new online service is not as high as anticipated. In particular, the SRO wants to understand the impact of lower numbers for either of these customer groups on the programme's full business case over the next three years. The DTP is now in the 'assess the combined risk profile' process.

Which technique is MOST LIKELY to help identify the impact?

- A. Decision trees
- B. Sensitivity analysis
- C. Probabilistic risk analysis
- D. Scenario analysis

56) TaxDept has controls in place to prevent unauthorized access to IT systems. An internal review has identified the following risk:

"Because passwords have to comply with a specified format, staff may use a 'team password' to make it easier for all team members to access the system, allowing unauthorized access to IT systems by people outside of the team."

A number of actions have been identified to respond to this threat of unauthorized access.

Which action should be taken FIRST in the 'plan responses' process?

- A. Start a new project to change the IT systems to ensure 'team passwords' cannot be used on IT systems
- B. Review whether the current controls to prevent unauthorized access to IT systems are adequate
- C. Ask a public relations expert to create a plan to deal with the bad press, if unauthorized access occurs
- D. Add material to staff training courses on data protection obligations relating to the use of passwords

57) The DTP is in the 'plan responses' process. The following risk has been entered into the programme's risk register:

"Because of slow internet speeds in rural areas, there is a risk that individuals and businesses in those areas may be reluctant to 'self-serve' their taxation matters online, resulting in failure to fully realize the DTP business case in the required timescale."

Which role should suggest a suitable response to the identified risk?

- A. Programme change sponsor (SRO)
- B. Programme manager
- C. Project manager
- D. Risk owner



58) January is a particularly busy month for tax return submissions and, as a result, no changes to IT systems are permitted during this month. The desktop implementation project is about to start. The project manager has been discussing the risk that project delays could mean extending the project into January, causing major disruption to operations.

Which action should the project manager take in the 'agree financial contingency' activity?

- A. Prepare a plan to identify how the business will continue to operate should the project extend beyond December
- B. Identify, with the senior management team, the impact on tax collections of continuing to deliver the project during January
- C. Identify how many additional specialist staff would be required to ensure the desktop implementation project finishes on time
- D. Prepare a risk response plan for the each of the risks that could delay the project to reduce the risk of the project delivering late

59) The DTP is seen as being mission critical for the TaxDept. Consequently, the department is focused on realizing benefits from the programme incrementally, with the full business case realized in the next three years. The programme is in the 'agree contingency' process and contingency needs to be sized to suit the DTP's needs.

Which is likely to be the BEST approach for sizing time contingency?

- A. Add an additional empty timebox of the same duration to each of the agile project, whatever the project complexity
- B. Add an additional tranche to the programme, with an allocated elapsed time, but no defined work
- C. Add an additional project to the scope of the programme and allocate an elapsed time to that project
- D. Add a defined buffer to protect the programme's critical chain of sequential projects and other work

60) The most difficult element of the DTP is the migration of the department's existing IT systems from the old infrastructure to the new infrastructure needed to support 'self-serve' taxation matters online. The following risk has been added to the DTP risk register:

"Because the TaxDept needs to migrate from the old infrastructure to the new infrastructure to enable 'self-serve' taxation, there is a risk that the new infrastructure could fail and the department could be completely unable to collect taxes, resulting in loss of revenue and reputation."

What action should be taken in response in the 'agree contingency' process?

- A. Prepare a contingent plan
- B. Prepare a business continuity plan
- C. Produce a risk report
- D. Conduct a risk management health check

61) January is a particularly busy month for tax return submissions due to the deadline for tax returns approaching. There is a risk that the performance of the IT systems will deteriorate during January due to the number of people trying to submit their tax returns online. The operations manager for online tax returns has been collecting data over the last months of the year on how many people have completed their tax returns compared with how many people need to complete a tax return before the deadline.

In which activity in the 'monitor and report progress' process should this take place?

- A. Monitor planned actions
- B. Monitor leading indicators
- C. Report use of contingency
- D. Escalate/delegate ownership of risks as appropriate

62) The DTP is seen as being mission critical for TaxDept, with the full business case to be realized in the next three years. The programme is in the 'monitor and report progress' process. Unfortunately, the actual benefits realized to date have been disappointing. It is not clear what has caused the benefits to be lower than anticipated. As a result, the SRO wishes to review all of the factors that have led to these reduced benefits.

Which technique is MOST LIKELY to provide this information?

- A. Cause-and-effect diagram
- B. Swiss cheese model
- C. Risk management health check
- D. Risk breakdown structure

63) The DTP is seen as being mission critical for the TaxDept, with the full business case to be realized in the next three years. Unfortunately, however, the actual benefits realized to date have been disappointing and, consequently, the DTP senior responsible owner (SRO) needs to monitor leading indicators relating to these specific risks across the programme.

Which role is MOST LIKELY to provide the data necessary for the SRO to monitor the situation?

- A. Change sponsor (SRO)
- B. Programme manager
- C. Risk owner
- D. Project manager

64) The portfolio is in the 'review and adapt' process and the portfolio manager has been reviewing the application of risk management across the portfolio. It is clear that the scales for risk velocity did not work well with the agile way of working used on the DTP. As a result, the 'self-serve' project did not prioritize some risks to the programme and the DTP's senior responsible owner was given risk information too late to act. The portfolio manager needs to recommend changes to the way velocity is assessed.

In which document should the portfolio manager recommend the required changes?

- A. TaxDept's risk management policy
- B. DTP's risk approach
- C. 'Self-serve' project risk approach
- D. Portfolio risk management improvement plan

65) The DTP has completed the first tranche. The programme manager is completing an end of tranche review, which includes the 'review and adapt' process.

Which statement should the programme manager record in the risk management improvement plan?

- A. There is a strong possibility that a key piece of software used in the self-service app will no longer be supported in future
- B. There are likely to be risks caused by dependencies between projects in the next tranche, as more services are added to the website
- C. An audit found that risk reports from the agile delivery teams often contained over-optimistic assessments of a risk's impact
- D. Risk reports were completed by the application developers as scheduled, using the right templates and reporting the right data

**END OF EXAMINATION**