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The MSP® Foundation Examination

Sample Paper 2

Answers and Rationales

For exam paper: EN_MSP_FND_2020_SamplePaper2_QuestionBk_v2.1

Q	A	Syllabus Ref	Rationale
1	C	3.2.5.e	A. Incorrect. Sponsoring group members focus on "ensuring the governance approach and stakeholder engagement approach are fit for purpose; identifying strategic stakeholders; agreeing the programme risk appetite." Ref 4.14, tab 4.4 B. Incorrect. The SRO is a "member of, and accountable to the sponsoring group." The SRO "chairs the programme board; has overall and ongoing accountability for the successful delivery of the outcomes of benefit of the programme; engagement of strategic stakeholders." Ref 4.14, tab 4.4 C. Correct. The programme manager focuses on "day-to-day leadership of the programme." Furthermore, the programme manager has "ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO." Ref 4.6.2, 4.14, tab 4.4 D. Incorrect. The SRO is a "member of, and accountable to the sponsoring group." The SRO "chairs the programme board; has overall and ongoing accountability for the successful delivery of the outcomes of benefit of the programme; engagement of strategic stakeholders." Ref 4.14, tab 4.4
2	A	3.5.5.b	A. Correct. Linear project lifecycles are used "where it is optimal to define scope and requirements and deliver these through sequential phases, varying time and cost as necessary to deliver the outputs right first time". Ref 7.6 B. Incorrect. Hybrid project lifecycles use "an iterative lifecycle and agile ways of working in some phases of an otherwise linear lifecycle". Although hybrid lifecycles do use linear lifecycles, they are not exclusively linear and therefore this is not the best answer. Ref 7.6 C. Incorrect. In iterative project lifecycles "time and cost are fixed within each timebox and scope and quality emerge". Ref 7.6 D. Incorrect. Continual improvement is "a delivery mode used for improvement work that enables an organization to identify waste in a process or system and work to eliminate this". It is about adjusting BAU to "adopt new capabilities and embed outcomes". Ref 7.6

Q	A	Syllabus Ref	Rationale
3	B	3.7.4.a	A. Incorrect. Change recipients are "the people in the investing organization(s) who are expected to change their ways of working." Ref glossary B. Correct. Assurance "provides transparency and confidence to the sponsoring group that the programme will meet its objectives by focusing activities on the most risky aspects of the programme." Ref 9.1 C. Incorrect. Business change manager 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." Ref 4.6.3 D. Incorrect. Community of practice is "a learning network of people who share a skill and who improve as they interact and learn from each other on a regular basis." Ref 8.4
4	D	2.1.1.a	A. Incorrect. "Facilitating effective cross-organizational governance" fulfils the 'collaborate across boundaries' principle. Ref 2.2 B. Incorrect. "Adapting to new information and emergent change" fulfils the 'align with priorities' principle. Ref 2.4 C. Incorrect. "Designing and delivering coherent organizational capabilities" fulfils the 'realize measurable benefits' principle. Ref 2.6 D. Correct. "Envisioning and communicating the desired outcomes" fulfils the 'lead with purpose' principle. Ref 2.1
5	B	3.1.1.c	A. Incorrect. "MSP does not require a plan for every approach as in some scenarios the approach will be sufficient to meet the programme's needs." Ref 3.5 B. Correct. "MSP does not require a plan for every approach as in some scenarios the approach will be sufficient to meet the programme's needs." Ref 3.5 C. Incorrect. "Programme plans answer the more detailed questions of 'who', 'when', and 'how' in order to deliver the outcomes of benefit over time." "The purpose of the programme strategy (which is to answer the questions of 'why' and 'what' with respect to the governance and control framework)". Ref 3.5 D. Incorrect. "Programme plans answer the more detailed questions of 'who', 'when', and 'how' in order to deliver the outcomes of benefit over time." "The purpose of the programme strategy (which is to answer the questions of 'why' and 'what' with respect to the governance and control framework)". Ref 3.5

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Q	A	Syllabus Ref	Rationale
6	D	3.3.3.c	A. Incorrect. The benefits profile provides "a description of the attributes and interdependencies of a single benefit and to detail how it will be realized and measured." Ref 5.8, tab 5.4 B. Incorrect. "The purpose of the target operating model is to articulate the future organization structure, its working practices and processes, the information it requires and the technology that supports its operations." Ref 5.7 C. Incorrect. The business case describes "the overall costs, the planned benefits realization and the risk profile of the programme in order to assess its viability and make appropriate management decisions about its continued justification." Ref 6.8, tab 6.3 D. Correct. The benefits map shows "the relationship between outputs, capabilities, outcomes, benefits (or dis-benefits), and organizational objectives." Ref 5.8, tab 5.4
7	A	3.5.3.c	A. Correct. 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". Ref 7.5, tab 7.3 B. Incorrect. The financial plan details "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 C. Incorrect. The benefits realization plan details "the scope and schedule for all benefits realization related work". Ref tab 7.3 D. Incorrect. The assurance plan details "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
8	D	3.2.3.b	A. Incorrect. The 'delivery approach' defines "how the programme will be structured to deliver the capabilities needed to achieve the desired outcomes of benefit." Ref tab 7.3 B. Incorrect. The 'stakeholder engagement and communication plan' details "how stakeholders are identified, prioritized and engaged over the life of the programme, including two-way communication and feedback". Ref tab 4.3 C. Incorrect. The 'governance approach' defines "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 D. Correct. The 'stakeholder engagement approach' defines "the stakeholder context and the controls for ensuring stakeholders are engaged throughout the lifecycle". A stakeholder is "any individual, group or organization that can affect, be affected by, or perceives itself to be affected by, a programme." Ref tab 4.3, 4.10

Q	A	Syllabus Ref	Rationale
9	B	1.2.1.c	A. Incorrect. It is true that a specific programme may seek as one of its objectives to address a poor line management culture. However, this is not a common challenge that frustrates many investing organizations seeking to make change. MSP is specifically designed to address the challenge that organizations encounter when there are "unrealistic expectations about [the organization's] capacity and ability to change." Ref 1.4
			B. Correct. MSP is specifically designed to address the challenge that organizations encounter when there are "unrealistic expectations about [the organization's] capacity and ability to change." Ref 1.4
			C. Incorrect. Project management methodologies, not MSP, are designed to manage the challenge of complex dependencies between the tasks of a single project. "The constituent parts of programmes, i.e. projects and other work, may use different modes of delivery within a single programme and it is important to use the most appropriate modes for the situation." Ref 1.4, 7.6
			D. Incorrect. "Organizations may choose to adopt a portfolio management approach (such as that defined in Management of Portfolios, MoP®) because their primary focus is to keep their extensive collection of individual investments in change efficient and focused on strategic objectives." Ref 1.5

Q	A	Syllabus Ref	Rationale
10	B	4.1.1.g	A. Incorrect. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1
			B. Correct. 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. This includes ensuring that the investing organization(s) isready to maximize the benefits to be realized from the completed programme work by continuing to measure the benefits and taking steps in BAU to minimize benefit erosion." Ref 18.1
			C. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1
			D. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1
11	D	4.3.1.e	A. Incorrect. "Ensuring that the projects in the programme are started, managed and closed appropriately and remain aligned with the target operating model" is part of the context of the 'deliver the capabilities' process. Ref 15.3
			B. Incorrect. "The outcome expectations are deemed to have been sufficiently achieved, leading to the mandate being fulfilled" is part of the context of the 'close the programme' process. Ref 18.3
			C. Incorrect. "Understanding how the outcomes of benefit will be achieved through delivery of the programme's projects and other work" is part of the context of the 'plan progressive delivery' process. Ref 14.3
			D. Correct. "Enacting the transition" is part of the context of the 'embed the outcomes' process. Ref 16.3

Q	A	Syllabus Ref	Rationale
12	C	3.4.4.c	A. Incorrect. Financial contingency is defined as "the financial allowance that the investing organization(s) decides to make available to deal with identified and unidentified risks", not issues. An issue is defined as "an unplanned event that has occurred and requires management action. It could be a problem, query, change request or a risk that has occurred." Ref 6.6.3, 10.4 B. Incorrect. Financial contingency is defined as "the financial allowance that the investing organization(s) decides to make available to deal with identified and unidentified risks", not changes. A change is a type of issue which is defined as "an unplanned event that has occurred and requires management action. It could be a problem, query, change request or a risk that has occurred." Ref 6.6.3, 10.4 C. Correct. Financial contingency is defined as "the financial allowance that the investing organization(s) decides to make available to deal with identified and unidentified risks." Ref 6.6.3 D. Incorrect. Financial contingency is defined as "the financial allowance that the investing organization(s) decides to make available to deal with identified and unidentified risks", not costs. Costs are included in the budget, which is defined as "the sum of the estimates of income and expenditure for the programme that are delegated to the roles in the programme organization." Failure to estimate costs correctly would be an issue not a risk. Ref 6.6.3, 6.7.1
13	C	2.1.1.g	A. Incorrect. The 'deal with ambiguity' principle is achieved by "reflecting uncertainty of estimates and specific risks in the business case (justification theme)". Ref 2.3 B. Incorrect. The 'realize measurable benefits' principle is achieved by "ensuring that stakeholders can access details of the benefits and understand how they are measured (knowledge theme)". Ref 2.6 C. Correct. "Establishing the right pace will enable the organization to achieve the desired future outcomes alongside the BAU activities required to deliver value". Ref 2.7 D. Incorrect. The 'collaborate across boundaries' principle is achieved by "maintaining mechanisms for organizational units and stakeholders to interact (organization theme)". Ref 2.2

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Q	A	Syllabus Ref	Rationale
14	B	3.5.4.e	A. Incorrect. A programme is "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2 B. Correct. A tranche is "the work required to deliver a step-change in capability and benefits realization. Several interrelated projects and other work may be involved in a tranche. Work may be delivered incrementally across several tranches." Ref 7.5 C. Incorrect. A lifecycle "defines the interrelated steps, stages, phases, or processes that provide a structure for governing the progression of work." Ref glossary D. Incorrect. A project is "a temporary organization that is created for the purpose of delivering one or more business outputs according to a specified business case." Ref glossary
15	B	4.1.1.b	A. Incorrect. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. 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." Ref 12.1 B. Correct. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1 C. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1 D. Incorrect. The 'plan progressive delivery' process "is to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1

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Q	A	Syllabus Ref	Rationale
16	D	4.1.1.e	A. Incorrect. "The purpose of the design the outcomes process is to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1
B. Incorrect. "The purpose of the identify the programme process is to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery." Ref 12.1
C. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1
D. Correct. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1
17	D	4.2.1.c	D. Correct.
(1) An objective of the 'plan progressive delivery' process is "to ensure that the tranches of delivery and intermediate landing points are defined." Ref 14.2
(4) An objective of the 'plan progressive delivery' process is "to ensure that the approach to acquiring and managing the resources (needed to deliver the programme) is defined." Ref 14.2
A, B, C. Incorrect.
(2) Ensuring that "project outputs are aligned with capabilities in the target operating model" is an objective of the 'deliver the capabilities' process, not the 'plan progressive delivery' process. Ref 15.2
(3) Ensuring that "the approaches to managing different aspects of the programme (defined in the programme strategy) are implemented" is an objective of the 'deliver the capabilities' process, not the 'plan progressive delivery' process. Ref 15.2

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Q	A	Syllabus Ref	Rationale
18	A	1.1.1.c	A. Correct. "Programmes are designed to deliver outcomes of benefit to stakeholders" using an incremental approach to progress the organization towards a desired future state. This step-by-step approach ensures that the programme can align with any new information that emerges as the programme advances. "Such responsiveness and flexibility is often referred to as enterprise agility" which is "a condition of an organization that is able to be flexible and responsive to drivers in its environment". Ref 1.2.3 B. Incorrect. The value that any programme brings to an enterprise is the beneficial contribution that the programme is making to the investing organization's strategic objectives. The responsive and flexible incremental approach of programmes "is often referred to as enterprise agility." Ref 1.2.3 C. Incorrect. Corporate strategy for an enterprise comprises the long-term aims and objectives of an organization rather than the approach offered for programme delivery. The responsive and flexible incremental approach to delivery offered by programmes "is often referred to as enterprise agility." Ref 1.2.3 D. Incorrect. Corporate governance across an enterprise is the ongoing activity of maintaining a sound system of internal control by which the senior managers ensure that effective management systems are in place to protect an organization's assets, earning capacity and reputation. The responsive and flexible incremental approach to delivery offered by programmes "is often referred to as enterprise agility." Ref 1.2.3, 3.2
19	D	2.1.1.e	A. Incorrect. The 'lead with purpose' principle is achieved by "gathering, analysing and presenting decision-ready information and communicating the rationale that underpins decisions (decisions theme)." Ref 2.1 B. Incorrect. The 'bring pace and value' principle is achieved by "focusing on establishing governance that empowers decision-making as close to the day-to-day work as possible (organization theme)." Ref 2.7 C. Incorrect. The 'align with priorities' principle is achieved by "adapting structures, roles and responsibilities over time to provide oversight and alignment with business operations (organization theme)." Ref 2.4 D. Correct. The 'deploy diverse skills' principle is achieved by "allocating the right resources to assurance activities, balancing independence, specialist knowledge and cost (assurance theme)." Ref 2.5

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Q	A	Syllabus Ref	Rationale
20	A	3.4.5.b	A. Correct. "The business case [is] required so that decisions can be made about realignment with needs and the ongoing viability of the programme." "Reviewing the business case provides answers to the following questions: Does the programme remain affordable?; Do the programme outcomes remain achievable?; Does the programme continue to demonstrate value for money in terms of the balance between benefits and costs?; Does the financial contingency provide realistic cover for knowable risks?" Ref 6.6.4 B. Incorrect. A programme is defined as "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Therefore, the project aligns to programme objectives, not the other way around. Ref 1.2 C. Incorrect. "Insufficient support from decision-makers in the investing organization(s)" is a challenge that MSP has been designed to address. However, it is not a question which is answered when reviewing the business case. Ref 1.4, 6.6.4 D. Incorrect. It is the design approach that answers the question "How will the risks to achievement of the benefits be captured and prioritized?" Reviewing the business case answers the question "Does the financial contingency provide realistic cover for knowable risks?" Ref 5.3
21	B	3.6.4.d	A. Incorrect. A decision point is "an event or occurrence that triggers the need for programme governance to make decisions about the future of the programme." Ref 10.3 B. Correct. A retrospective is "a regular event that looks at how the process of doing work can be improved." A technique used, but not exclusively, in agile ways of working. Ref 8.5 C. Incorrect. An audit is "a type of assurance activity that provides a systematic and independent examination of records vs a defined standard." Ref glossary D. Incorrect. Risk assessment is "the term used for the identification, analysis, and evaluation of risks." Ref glossary

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Q	A	Syllabus Ref	Rationale
22	B	3.8.5.c	A. Incorrect. The 'transfer' response is a proactive response that "that aims to pass part of the risk to a third party". There is a cost involved and "the cost of transference must be justified in terms of the change to residual risk". Ref tab 10.2 B. Correct. The 'prepare contingent plans' response involves preparing plans now, but not taking action now which means it "builds in future managerial flexibility for a smaller committed cost than investing in more proactive strategies". Ref tab 10.2 C. Incorrect. The 'exploit' response is about "making the uncertain situation certain" often by implementing the cause of an opportunity, it is a proactive response which does not build in future flexibility as the risk has been removed. Ref tab 10.2 D. Incorrect. The 'avoid' response is about "making the uncertain situation certain" often by removing the cause of a threat, it is a proactive response which does not build in future flexibility as the risk has been removed. Ref tab 10.2
23	D	4.3.1.b	A. Incorrect. "Controlling the work required to manage each tranche of delivery, focusing on implementing the governance themes as defined in the programme strategy" is part of the context of the 'deliver the capabilities' process. Ref 15.3 B. Incorrect. Work is focused on "implementing the transition plans" is part of the context of the 'embed the outcomes' process. Ref 16.3 C. Incorrect. "The executive management communicates the drivers and key objectives for the programme" is part of the context of the 'identify the programme' process. Ref 12.3 D. Correct. "The 'design the outcomes' process refines the initial vision statement, which is in the programme brief, and expands it into two things: a detailed future state comprising the target operating model and a set of benefits to be realized." is part of the context of the 'design the outcomes' process. Ref 13.3

Q	A	Syllabus Ref	Rationale
24	D	1.1.1.a	A. Incorrect. A single project is best managed via a project management methodology. A programme is defined as "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2 B. Incorrect. The permanent line management structure of an organization's existing operating model leads its business as usual's ongoing realization of any beneficial value. A programme is defined as "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2 C. Incorrect. A programme is defined as a temporary structure, not a permanent organization structure, that is "designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2 D. Correct. A programme is defined as "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2
25	A	3.1.1.d	A. Correct. "The 'act' phase is when validated actions are applied in practice. Continual improvement happens when plans and initial actions are reviewed and revised to reflect the current priorities and situation." Ref 3.3 B. Incorrect. "The 'check' phase involves validating the results from the previous phase and, if they are not as expected, identifying where further action may be needed." Ref 3.3 C. Incorrect. "The 'do' phase is when the specific steps required are performed such as, identifying, prioritizing, and responding to risks; capturing, codifying and storing information; or planning assurance activities." Ref 3.3 D. Incorrect. "The 'plan' phase involves understanding the current situation clearly before progressing. This might include establishing risk tolerances to express risk appetite, or analysing the current programme environment." Ref 3.3

Q	A	Syllabus Ref	Rationale
26	A	4.3.1.g	A. Correct. "Other organizations (e.g. vendors, programmes, projects, or BAU) are deemed to be better suited to delivering the outcomes or objectives of the programme..." is part of the context of the 'close the programme' process. Ref 18.3 B. Incorrect. "Implementing the transition plans" is part of the context of the 'embed the outcomes' process. Ref 16.3 C. Incorrect. "Supporting stakeholders in the business to adopt the capabilities into new ways of working" is part of the context of the 'embed the outcomes' process. Ref 16.3 D. Incorrect. "Controlling the work required to manage each tranche of delivery, focusing on implementing the governance themes as defined in the programme strategy" is part of the context of the 'deliver the capabilities' process. Ref 15.3
27	A	3.8.1	A. Correct. The purpose of the 'decisions' theme is to describe "how programmes make decisions at various points across the programme lifecycle, whether those decisions be related to resolving issues, responding to risks, or any other choice requiring a considered and governed approach." Programme governance is "the framework of authority and accountability applied by the investing organization(s) to control the work of the programme and ensure the creation of value." Ref 10.1, 3.1 B. Incorrect. The purpose of the 'assurance' theme is to describe "assurance roles and responsibilities, related to the three lines of defence; the assurance approach and how it supports governance; [and] how assurance activities are planned." "Lines of defence address the delegation of authority and responsibility from programme governance boards to other teams and individuals. There are three levels of delegated authority that define the three associated lines of defence." This could include the role of the programme office in providing assurance activities. Ref 9.1, 9.4 C. Incorrect. The purpose of the 'knowledge' theme is to describe how programmes "acquire, curate, and use knowledge." Ref 8.1 D. Incorrect. The purpose of the 'knowledge' theme is to describe how programmes "manage information to ensure its integrity, controlled access to the right versions, and data privacy." Ref 8.1

Q	A	Syllabus Ref	Rationale
28	A	4.2.1.b	A. Correct. (1) "To ensure that the risks … have been captured in a risk register and prioritized" is an objective of the 'design the outcomes' process. Ref 13.2 (2) "To ensure that … the design approach has been decided upon and documented" is an objective of the 'design the outcomes' process. The purpose of the design approach is "to define how the vision, benefits, target operating model and associated risks will be defined and approved by governance." Ref 13.2, tab 5.4 B, C, D. Incorrect. (3) "To ensure that … the outline vision and high-level benefits are understood" is an objective of the 'identify the programme' process, not the 'design the outcomes' process. Ref 12.2 (4) "To ensure that … the approach to acquiring and managing the resources … is defined" is an objective of the 'plan progressive delivery' process, not the 'design the outcomes' process. Ref 14.2
29	C	3.2.4.c	A. Incorrect. The definition of programme risk appetite is "the amount of risk the investing organization(s) is willing to accept in pursuing the benefits of the programme", not the objectives of the programme. It is true that the objectives of the programme are pursued. However, this is not part of the definition. Ref 4.4 B. Incorrect. An outcome is "the result of a change, that normally affecting real-world behaviour and/or circumstances. Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change". It is true that the outcomes of the programme are pursued. However, this is not part of the definition. Ref glossary C. Correct. The definition of programme risk appetite is "the amount of risk the investing organization(s) is willing to accept in pursuing the benefits of the programme". Ref 4.4 D. Incorrect. The capability is "the completed set of project outputs required to deliver an outcome; this exists prior to transition. It is a service, function or operation that enables the organization to exploit opportunities". It is true that the outputs of the programme are pursued. However, this is not part of the definition. Ref glossary

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Q	A	Syllabus Ref	Rationale
30	B	3.7.3.b	A. Incorrect. It is the purpose of the decision register not the assurance plan to "record decisions made by each governance board, providing an audit trail of decisions and their underpinning rationale." Ref 10.3, tab 10.3 B. Correct. The assurance plan is used "to provide transparency and confidence to the sponsoring group that the programme is on track to deliver the desired outcomes of benefit." Ref 9.5, tab 9.4 C. Incorrect. It is the purpose of the 'identify the programme' process, not the assurance plan "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s)." Ref 12.1 D. Incorrect. It is the purpose of the financial plan not the assurance plan 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
31	D	4.2.1.g	D. Correct. (1) An objective of the 'close the programme' process is "to ensure that... evidence that supports future assurance activities is retained." Ref 18.2 (4) An objective of the 'close the programme' process is "to ensure that... other governance structures assume accountabilities for residual benefits realization, risk management and capability development activities." Ref 18.2 A, B, C. Incorrect. (2) Ensuring that "capabilities are being delivered through the completion of projects and other work, as defined in the delivery plan" is an objective of the 'deliver the capabilities' process, not the 'close the programme' process. Ref 15.2 (3) Ensuring that "the gap between the current state and the target operating model is understood and clearly documented" is an objective of the 'design the outcomes' process, not the 'close the programme' process. Ref 13.2

Q	A	Syllabus Ref	Rationale
32	A	3.2.2	A. Correct. The 'organization' theme applies the 'deploy diverse skills' principle by "providing oversight of the development of the required organizational capabilities and resource capacity". Ref 4.2, tab 4.1
			B. Incorrect. The 'organization' theme applies the 'align with priorities' principle by "adapting structures, roles and responsibilities over time to provide oversight and alignment with business operations", resulting in "governance that matches priorities." Ref 4.2, tab 4.1
			C. Incorrect. The 'organization' theme applies the 'collaborate across boundaries' principle by "maintaining mechanisms for organizational units and stakeholders to interact". Ref 4.2, tab 4.1
			D. Incorrect. The 'organization' theme applies the 'bring pace and value' principle by "focusing on establishing governance that empowers decision-making as close to the day-to-day work as possible". Ref 4.2, tab 4.1
33	D	1.2.1.a	A. Incorrect. Rather than replacing "the need for competent management of the project-based and process-based work that is grouped together", programmes focus on leading the choices about what of that work is done and when, using projects as a vehicle to create outputs and capabilities that enable outcomes of benefit. Ref 1.2.2, 1.2.4
			B. Incorrect. "The incremental approach [to programme delivery] also allows for the intentional alignment with new information as the programme progresses. This enables organizations to be responsive and flexible. Such responsiveness and flexibility is often referred to as enterprise agility." In addition, to survive and prosper, "leaders need to decide when to invest to address drivers for change. For example, when to: respond to societal expectations and policy changes." Ref 1.2.3, 1.1
			C. Incorrect. "Programmes do not progressively realize outcomes of benefit through fixed timeboxes, but rather by designing multiple interim landing points that are spaced to reflect a step-change in capability and benefits realization." Ref 1.2.3
			D. Correct. "Project work or process-focused work creates the outputs and capabilities that enable outcomes of benefit." Ref 1.2.2

Q	A	Syllabus Ref	Rationale
34	A	2.1.1.d	A. Correct. The 'align with priorities' principle is achieved by "adjusting the content of tranches to reflect new information (structure theme)." Ref 2.4 B. Incorrect. The 'bring pace and value' principle is achieved by "focusing on establishing governance that empowers decision-making as close to the day-to-day work as possible (organization theme)." Ref 2.7 C. Incorrect. The 'realize measurable benefits' principle is achieved by "keeping the decision-making focus at programme level, i.e. on the realization of the outcomes of benefit (decisions theme)." Ref 2.6 D. Incorrect. The 'collaborate across boundaries' principle is achieved by "developing a unified view of assurance for the programme (assurance theme)." In addition, "successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." Ref 2.2
35	C	3.2.5.c	A. Incorrect. 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 programme office is accountable to the programme manager, not the BCM. Ref 4.6.3 B. Incorrect. 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 programme office is accountable to the programme manager, not the programme board. Ref 4.5.2 C. Correct. "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." Ref 4.5.3 D. Incorrect. "The senior responsible owner (SRO) is accountable to the sponsoring group and chairs the programme board." The programme office is accountable to the programme manager, not the SRO. Ref 4.6.1

Q	A	Syllabus Ref	Rationale
36	D	3.6.1	A. Incorrect. The purpose of the 'assurance' theme is to describe "assurance roles and responsibilities, related to the three lines of defence; the assurance approach and how it supports governance; [and] how assurance activities are planned." Ref 9.1 B. Incorrect. The purpose of the 'decisions' theme is to describe "how programmes make decisions at various points across the programme lifecycle, whether those decisions be related to resolving issues, responding to risks, or any other choice requiring a considered and governed approach; [and] the prerequisites for effective decision-making within programmes." Ref 10.1 C. Incorrect. The purpose of the 'organization' theme is to describe "how programmes organize to ensure effective leadership, sponsorship, scrutiny, and decision-making, including clarity around roles, responsibilities, and delegated limits of authority; [and] how stakeholders are identified and engaged, and how communication is planned and effectively delivered." Ref 4.1 D. Correct. The purpose of the 'knowledge' theme is to "describe how programmes: acquire, curate, and use knowledge; use knowledge and experience to learn lessons, and to build a culture and practice of continual improvement; [and] manage information to ensure its integrity, controlled access to the right versions, and data privacy." Ref 8.1
37	D	3.8.5.a	A. Incorrect. Partial reporting of real progress can lead to "over-optimistic assessments of risk exposure. The number and magnitude of issues that arise would be expected to be lower in cultures where early sight of risks and realistic reporting enable decision-makers to anticipate, drive improvement, and keep on the 'front-foot'." Ref 10.6.1 B. Incorrect. Some cultures have behaviours that lead to "over-optimistic assessments of risk exposure. The number and magnitude of issues that arise would be expected to be lower in cultures where early sight of risks and realistic reporting enable decision-makers to anticipate, drive improvement, and keep on the 'front-foot'." Ref 10.6.1 C. Incorrect. "To make relevant and timely decisions as part of programme governance, decision-makers need access to relevant and timely data" and any data provided "must be as accurate and complete as practicable." Ref 10.6, 10.6.1 D. Correct. Realistic reporting enables "decision-makers to anticipate, drive improvement, and keep on the 'front-foot'. Providing false information on historic performance destroys value. The SRO and sponsoring group are accountable for building a culture where this does not happen." Ref 10.6.1

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Q	A	Syllabus Ref	Rationale
38	B	4.2.1.e	B. Correct.
			(2) An objective of the 'embed the outcomes' process is "to ensure that stakeholders adopt new ways of working." Ref 16.2
			(3) An objective of the 'embed the outcomes' process is "to ensure that capabilities are transitioned effectively." Ref 16.2
			A, C, D. Incorrect.
			(1) Ensuring that "project outputs are aligned with capabilities in the target operating model" is an objective of the 'deliver the capabilities' process, not the 'embed the outcomes' process. Ref 15.2
			(4) Ensuring that "corrective action is taken where necessary" is an objective of the 'deliver the capabilities' process, not the 'embed the outcomes' process. Ref 15.2
39	C	3.6.5.b	A. Incorrect. Knowledge management is considered as "an input to effective working and learning in a programme whereas information management is concerned with the control of the programme artefacts". Information management requires "version control to make sure that people are working from the latest versions of the document". Ref 8.7
			B. Incorrect. Benefits management is defined as the "identification, definition, tracking, realization and optimization of benefits within and beyond a programme". Ref glossary
			C. Correct. Information management is "concerned with the control of the programme artefacts. Knowledge that can be explicitly defined then becomes information". Information management requires "version control to make sure that people are working from the latest versions of the document". Ref 8.7
			D. Incorrect. Risk management describes how to escalate, aggregate and "manage risks with a direct impact on one or more outcomes of benefit". Ref 5.6.1
40	A	3.3.1	A. Correct. The purpose of the 'design' theme is to describe "how programmes are designed to ensure that the end-state is clear, and the benefits and risks are understood." Ref 5.1
			B. Incorrect. The purpose of the 'organization' theme is to describe "how programmes organize to ensure effective leadership, sponsorship, scrutiny, and decision-making, including clarity around roles, responsibilities, and delegated limits of authority." Ref 4.1
			C. Incorrect. The purpose of the 'justification' theme is to describe how programmes "ensure that the investment of capital and resources is value for money." Ref 6.1
			D. Incorrect. The purpose of the 'structure' theme is to describe how "programmes plan the delivery of projects and other work in the most effective way, ensuring the best pace of delivery to allow the organization to transition to the future state and achieve the benefits." Ref 7.1

Q	A	Syllabus Ref	Rationale
41	C	3.1.1.a	A. Incorrect. Any change in culture that the organization seeks to deliver will be described in the target operating model which will consider any "key elements of organization design such as the culture, ethos and the style of the organization." Ref 5.7.1 B. Incorrect. The activities required to run the programme are described in the processes, "this control environment needs to be applied over time and it is the processes that determine how this is done over the life of the programme." Ref 11 C. Correct. "The purpose of the programme strategy is to define the governance and control environment for a programme" and it "is intended to summarize the control environment, making it clear why a particular control is required and providing high-level detail of the steps needed to comply." Ref 3.4 D. Incorrect. The programme plans define the specific arrangements for implementing the strategy and "answer the more detailed questions of 'who', 'when', and 'how' in order to deliver the outcomes of benefit." Ref 3.5
42	A	3.8.3.c	A. Correct. Issues "could be a problem, query, change request, or a risk that has occurred". "The purpose of the issue register is to record issues and the impact on objectives if not managed". These are recorded in the issue register. Ref 10.4 B. Incorrect. The decisions register is used "to record decisions made by each governance board, providing an audit trail of decisions and their underpinning rationale." Ref tab 10.3 C. Incorrect. The risk register is used "to record those uncertain events that would affect one or more programme objectives" and includes the "likelihood of the risk occurring." Ref tab 10.3 D. Incorrect. The issue resolution approach defines the "arrangements for capturing, evaluating and deciding how to act on change requests or issues arising." Ref tab 10.3

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Q	A	Syllabus Ref	Rationale
43	C	4.1.1.f	A. Incorrect. The purpose of the 'deliver the capabilities' process, not 'evaluate new information' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model". Ref 15.1 B. Incorrect. The purpose of the 'embed the outcomes' process, not 'evaluate new information' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1 C. Correct. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1 D. Incorrect. The 'plan progressive delivery' process "plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery" not the 'evaluate new information' process. Ref 14.1

Q	A	Syllabus Ref	Rationale
44	C	4.1.1.a	A. Incorrect. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1 B. Incorrect. The 'plan progressive delivery' process "is to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1 C. Correct. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. 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." Ref 12.1 D. Incorrect. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1
45	D	3.6.3.b	A. Incorrect. The decision-making approach includes "the criteria for escalation and delegation of information between governance boards." Ref 10.3 B. Incorrect. The governance approach answers questions such as "what is the appetite for risk for the programme, ideally expressed as tolerances around measurable targets?" Ref 4.3 C. Incorrect. The issue resolution approach answers questions such as "how are change requests logged and processed?" Ref 10.4 D. Correct. The information approach answers questions such as "who will have access to what information?" Ref 8.6

Q	A	Syllabus Ref	Rationale
46	B	2.1.1.f	A. Incorrect. The 'deal with ambiguity' principle is achieved by "reflecting uncertainty of estimates and specific risks in the business case (justification theme). Ref 2.3 B. Correct. The 'realize measurable benefits' principle is achieved by "ensuring that stakeholders are engaged and that there is two-way communication about the outcomes of benefit (organization theme)." Ref 2.6 C. Incorrect. The 'bring pace and value' principle is achieved by "encouraging the learning of lessons and a culture of continual improvement (knowledge theme)". Ref 2.7 D. Incorrect. The 'lead with purpose' principle is achieved by "maintaining a compelling vision and design of the target operating model (design theme)". Ref 2.1
47	C	1.2.1.d	A. Incorrect. This describes the target operating model that the programme has been established to realize; the target operating model is defined as the "detailed description of the future state of the investing organization(s) after the programme has finished." It is not the context (environment) within which the programme is being managed. Ref 1.5, 5.7 B. Incorrect. A landing point is "a control point, following delivery of a step-change in capability and benefits realization (tranche), at which a programme can be redirected or closed." "Programmes always exist within the internal and external organizational context", the source of a variety of pressures and uncertainties facing the programme. Ref 1.5, 7.5 C. Correct. "Programmes always exist within both an internal and external organizational context" (environment), the source of a variety of pressures and uncertainties facing the programme. Ref 1.5 D. Incorrect. Dependencies between projects within the programme are dependencies internal to the programme's scope and control. They are not a pressure or uncertainty facing the programme and arising from the programme's environment (the wider organizational context beyond the programme). Ref 1.5, 7.7

Q	A	Syllabus Ref	Rationale
48	B	3.3.5.c	A. Incorrect. This is describing an operational risk to existing business as usual. "Programme-level risk management does not seek to manage risks to the objectives of individual projects and other work within the programme, but it is in place to: manage risks with a direct impact on one or more outcomes of benefit." Ref 5.6.1
			B. Correct. "Programme-level risk management does not seek to manage risks to the objectives of individual projects and other work within the programme, but it is in place to: manage risks with a direct impact on one or more outcomes of benefit." Ref 5.6.1
			C. Incorrect. This is describing a risk affecting a single project that requires more work to that project. Therefore, this would not be handled at programme level. "Programme-level risk management does not seek to manage risks to the objectives of individual projects." Ref 5.6.1
			D. Incorrect. This is describing a risk affecting a single project. Therefore, this would not be handled at programme level. "Programme-level risk management does not seek to manage risks to the objectives of individual projects." Ref 5.6.1
49	A	3.7.2	A. Correct. The 'assurance' theme applies the 'lead with purpose' principle by "designing the three lines of defence to support leadership decision-making." Ref tab 9.1
			B. Incorrect. The 'assurance' theme applies the 'collaborate across boundaries' principle by "developing a unified view of assurance for the programme." Ref tab 9.1
			C. Incorrect. The 'assurance' theme applies the 'deploy diverse skills' principle by "allocating the right resources to assurance activities, balancing independence, specialist knowledge and cost." Ref tab 9.1
			D. Incorrect. The 'assurance' theme applies the 'bring pace and value' principle by "planning assurance that is timely and appropriate." Ref tab 9.1

Q	A	Syllabus Ref	Rationale
50	C	4.1.1.c	A. Incorrect. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. 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." Ref 12.1 B. Incorrect. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1 C. Correct. The 'plan progressive delivery' process "is to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1 D. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1

Q	A	Syllabus Ref	Rationale
51	A	3.8.4.a	A. Correct. Decision point is "an event or occurrence that triggers the need for programme governance to make decisions about the future of the programme". Ref 10.3 B. Incorrect. A dependency, not a decision point, is defined as "an activity, output, decision or resource that is required to achieve an aspect of the programme." Ref 7.7 C. Incorrect. Assurance, not a decision point, is defined as "a discipline that provides transparency and confidence to the sponsoring group that the programme will meet its objectives by focusing activities on the most risky aspects of the programme." Ref 9.1 D. Incorrect. Aggregated risk, not a decision point, is defined as "the combined effect of risk to the programme objectives when risks are viewed collectively rather than individually. This could include the outputs of particular scenarios or risk combinations." Ref glossary
52	C	2.1.1.b	A. Incorrect. The 'align with priorities' principle is achieved by "reporting both historic performance and emerging trends (decisions theme)." Ref 2.4 B. Incorrect. The 'realize measurable benefits' principle is achieved by "focusing assurance on the risks affecting outcomes of benefit over time (assurance theme)." Ref 2.6 C. Correct. The 'collaborate across boundaries' principle is achieved by "maintaining mechanisms for organizational units and stakeholders to interact (organization theme)." Ref 2.2 D. Incorrect. The 'deal with ambiguity' principle is achieved by "making knowledge as clear and accessible as possible (knowledge theme)." Ref 2.3
53	A	3.4.2	A. Correct. The 'justification' theme applies the 'lead with purpose' principle by "justifying and communicating the financial viability over time in the business case." Ref 6.2, tab 6.1 B. Incorrect. The statement "Reflecting uncertainty of estimates and specific risks in the business case" refers to the 'deal with ambiguity' principle. Ref 6.2, tab 6.1 C. Incorrect. The statement "Implementing governance for financial decision-making related to investments" refers to the 'collaborate across boundaries' principle. Ref 6.2, tab 6.1 D. Incorrect. The statement "Reflecting new information in the business case (e.g. performance to date)" refers to the 'align with priorities' principle. Ref 6.2, tab 6.1

Q	A	Syllabus Ref	Rationale
54	C	3.5.2	A. Incorrect. The 'bring pace and value' principle is applied by "planning the delivery of capabilities at the best pace to achieve the outcomes of benefit in line with the business case", not by ensuring clarity about resource sourcing arrangements. Ref 7.2, tab 7.1 B. Incorrect. The 'realize measurable benefits' principle is applied by "ensuring outcomes of benefit are embedded in line with intermediate landing points", not by ensuring clarity about resource sourcing arrangements. Ref 7.2, tab 7.1 C. Correct. The 'collaborate across boundaries' principle is applied by "maintaining clarity about the number and types of resources needed and how they will be sourced". Ref 7.2, tab 7.1 D. Incorrect. The 'align with priorities' principle is applied by "adjusting the content of tranches to reflect new information", not by ensuring clarity about resource sourcing arrangements. Ref 7.2, tab 7.1
55	D	4.1.1.d	A. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1 B. Incorrect. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. 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." Ref 12.1 C. Incorrect. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1 D. Correct. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1

Q	A	Syllabus Ref	Rationale
56	B	3.7.5.c	A. Incorrect. Part of the second line of defence is to integrate "assurance from relevant programmes, corporate functions, and outsourced functions." Ref 9.4.2 B. Correct. The first line of defence "integrates assurance from relevant projects, operational functions, and service areas." Ref 9.4.1 C. Incorrect. Part of the third line of defence is to provide "an assurance focus on the business case of the programme." Ref 9.4.3 D. Incorrect. Part of the second line of defence is to monitor "the effectiveness of programme-level processes and progress." Ref 9.4.2
57	A	3.4.5.a	A. Correct. "Understanding and accepting the risk profile and not setting expectations of higher-than-justified confidence in estimates of return on investment is critical work for the SRO and sponsoring group." Ref 6.6.1.2 B. Incorrect. "Understanding and accepting the risk profile and not setting expectations of higher-than-justified confidence in estimates of return on investment is critical work for the SRO and sponsoring group." The BCM focuses on planning and monitoring all benefit realization for the programme. Ref 6.6.1.2, tab 6.4 C. Incorrect. "Understanding and accepting the risk profile and not setting expectations of higher-than-justified confidence in estimates of return on investment is critical work for the SRO and sponsoring group." The programme manager focuses on planning and monitoring all costs in delivering the programme; and on ensuring financial analysis is risk-informed. Ref 6.6.1.2, tab 6.4 D. Incorrect. "Understanding and accepting the risk profile and not setting expectations of higher-than-justified confidence in estimates of return on investment is critical work for the SRO and sponsoring group." Ref 6.6.1.2
58	D	3.3.4.c	A. Incorrect. The vision is defined as "the desired future state of the investing organization(s) after the programme is completed", not final. Ref 5.4 B. Incorrect. The vision is defined as "the desired future state of the investing organization(s) after the programme is completed", not detailed. Ref 5.4 C. Incorrect. The vision is defined as "the desired future state of the investing organization(s) after the programme is completed", not visible. Ref 5.4 D. Correct. The vision is defined as "the desired future state of the investing organization(s) after the programme is completed". Ref 5.4

Q	A	Syllabus Ref	Rationale
59	A	2.1.1.c	A. Correct. The 'deal with ambiguity' principle is achieved by "defining the appetite for risk and facilitating transparency, information sharing and evidence-based decision-making (organization theme)". Ref 2.3
			B. Incorrect. The 'realize measurable benefits' principle is achieved by "ensuring that stakeholders are engaged and that there is two-way communication about the outcomes of benefit (organization theme)". Ref 2.6
			C. Incorrect. The 'collaborate across boundaries' principle is achieved by "maintaining clarity about the number and types of resource needed and how they will be sourced (structure theme)". Ref 2.2
			D. Incorrect. The 'lead with purpose' principle is achieved by "designing the three lines of defence to support leadership decision-making (assurance theme)". Ref 2.1
60	B	3.4.3.a	A. Incorrect. "The purpose of the programme brief is to validate and build from the programme mandate and create the information that represents evolving thinking about the programme's areas, such as: ...outcomes; benefits." It is not used to formulate the budget for the 'identify the programme' process. Ref 6.5
			B. Correct. "On confirming the programme mandate, the sponsoring group will also confirm the initial budget for progressing the programme and creating the programme brief." Ref 6.3
			C. Incorrect. The resourcing approach defines "how the programme will acquire and manage the resources required to deliver the capabilities." The initial programme strategy (which may contain the some of the resourcing approach) is established in the 'identify the programme' process. It is not used to formulate the budget for this process. Ref tab 7.3, tab 12.1
			D. Incorrect. The purpose of the business case is "to describe the overall costs, the planned benefits realization, and the risk profile of the programme in order to assess its viability and make appropriate management decisions about its continued justification." It is not used to formulate the budget for the 'identify the programme' process. Ref 6.6

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