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The MSP® Practitioner Examination

Sample Paper 1

Answers and Rationales

For exam paper: EN_MSP_PRAC_2020_SamplePaper1_QuestionBk_v2.1

Q	A	Syllabus Ref	Rationale
1	B	1.1.1.a	A. Incorrect. While it is important to provide "a clear view of current thinking and the risks perceived" to key stakeholders, this helps the programme with the 'deal with ambiguity' principle, not the 'lead with purpose' principle. Ref 2.3 B. Correct. "The principle of leading with purpose applies to the whole programme team" and in this case the BCM would be best placed "to provide clarity of purpose" to their operational area by providing "organizational change management for the programme in support of the SRO." Ref 2.1, tab 4.4 C. Incorrect. "The principle of leading with purpose applies to the whole programme team" and in this case the BCM would be better placed "to provide clarity of purpose" to their operational area than the SRO. Ref 2.1 D. Incorrect. "The principle of leading with purpose applies to the whole programme team across the programme lifecycle. Leading with purpose keeps stakeholders and decision-makers focused on what is most important." Therefore, when planning a response, the risk owner and actionees should still follow the 'lead with purpose' principle. Ref 2.1
2	B	1.1.1.b	A. Incorrect. It is true that, 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)." However, this does not explain why both organizations should collaborate in the development of the target operating model and associated benefits. Ref 2.2 B. Correct. The 'collaborate across boundaries' principle recommends collaboration across organizational boundaries, such as different legal entities, business units or departments, which facilitates effective cross-organizational practices and governance. This principle is achieved by "articulating benefits and designing a clear target operating model." Ref 2.2 C. Incorrect. The 'deal with ambiguity' principle aims to understand and embrace uncertainty, providing a "clear view of current thinking and the risks perceived." It does this by "making knowledge as clear and accessible as possible (knowledge theme)." However, it is the 'collaborate across boundaries' principle that is achieved by "articulating benefits and designing a clear target operating model." Ref 2.3, 2.2 D. Incorrect. The 'align with priorities' principle results in avoiding redundant work. Whereas the 'deal with ambiguity' principle aims to understand and embrace uncertainty, "providing a clear view of current thinking and the risks perceived." Ref 2.3

Q	A	Syllabus Ref	Rationale
3	B	1.1.1.c	A. Incorrect. Regardless of the format, the 'align with priorities' principle states that as new information is acquired, the business case needs to be updated, e.g. "potential changes in direction." Ref 2.4 B. Correct. The 'deal with ambiguity' principle includes "reflecting uncertainty of estimates and specific risks in the business case." "Decision-makers often require confidence levels to be placed on return-on-investment estimates." Using three-point estimates build a picture of the confidence level. Ref 2.3, tab 6.1, 6.6.1.2 C. Incorrect. The 'realize measurable benefits' principle states that stakeholders have "confidence that the benefits are real, and the investment is justified." However, regardless of the format, all benefits in the business case will be real benefits that have been rigorously validated. Ref tab 6.1 D. Incorrect. The 'deal with ambiguity' principle includes "reflecting uncertainty of estimates and specific risks in the business case." Decision-makers often require confidence levels to be placed on return-on-investment estimates, and quantitative risk assessment techniques can support this by modelling the combined effects of estimate uncertainty and specific risks." Ref 2.3, 6.6.1.2
4	C	1.1.1.d	A. Incorrect. It is true that high priority projects are likely to be scheduled for early tranches. However, the 'align with priorities' principle states "new information results in changed priorities which leads to the realignment programme plans and the reassignment of the limited resources available to deliver work." Ref 2.4 B. Incorrect. It is true that projects may control some resources, but some factors are allocated by the programme, which include "resource requirements, including scarce and shared resources." Ref 7.5 C. Correct. The 'align with priorities' principle states "new information results in changed priorities which leads to the realignment programme plans and the reassignment of the limited resources available to deliver work." Ref 2.4 D. Incorrect. "Designing the delivery plan (with the BCM) is a programme manager responsibility. "Planning programme delivery considers a number of factors, including resource requirements, including scarce and shared resources". The SRO would approve the delivery plan, not design it. Ref tab 7.4, 7.5

Q	A	Syllabus Ref	Rationale
5	B	1.1.1.e	A. Incorrect. It is true that end-of-tranche reviews are key decision points which are led by the SRO. However, this does not explain why the decision as to which resources are used is based on "allocating the right resources to assurance activities, balancing independence, specialist knowledge, and cost." Ref 2.5, tab 9.1 B. Correct. An end-of-tranche review is an assurance activity and the 'deploy diverse skills' principle includes "allocating the right resources to assurance activities, balancing independence, specialist knowledge, and cost." Ref 2.5, tab 9.1 C. Incorrect. "The SRO is likely to be directly involved with key programme-level authorizations, including the: assurance plans and commissioning of reviews." However, this does not explain why "allocating the right resources to assurance activities, balancing independence, specialist knowledge, and cost" is important. Ref 4.6.1, 2.5 D. Incorrect. End-of-tranche reviews are part of the 'evaluate new information' process. Activities in this process are the responsibility of the SRO, not the sponsoring group. Ref tab 17.2
6	A	1.1.1.f	A. 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); ensuring outcomes of benefit are embedded in line with intermediate landing points (structure theme)." Holding workshops in the early parts of the programme to encourage stakeholder engagement, focused on agreeing how this will be achieved will ensure this. Ref 2.6 B. Incorrect. It is true that the 'realize measurable benefits' principle is applied by "ensuring that stakeholders can access details of the benefits and understand how they are measured (knowledge theme)". However, holding these relates to ensuring that there is two-way communication about the outcomes of benefits and that these become embedded. Ref 2.6 C. Incorrect. It is the 'deploy diverse skills' principle that is applied by "providing clarity on the skills necessary for the target operating model to work as designed (design theme)." Ref 2.5 D. Incorrect. It is the 'align with priorities' principle that is achieved by "supporting stakeholders to acquire the knowledge and information they need to understand priorities (knowledge theme)." Ref 2.4

Q	A	Syllabus Ref	Rationale
7	C	1.1.1.g	A. Incorrect. The 'bring pace and value' principle does include "planning the delivery of capabilities at the best pace to achieve the outcomes of benefit in line with the business case." However, decisions on new functionality required should be made within the programme team by those who are "as close to the day-to-day work as possible." In this instance, this would be the business operations teams as represented by the BCM role. Ref 2.7 B. Incorrect. The 'bring pace and value' principle does include "working within clear delegated limits of authority and only escalating decisions when needed." However, decisions on new functionality required should be made within the programme team by those who are "as close to the day-to-day work as possible." In this instance, that will be the business operations teams as represented by the BCM role. Ref 2.7 C. Correct. 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." The day-to-day work of the organization will be carried out within the business operation teams, so business operations, as represented by the BCM role, should be empowered to make decisions about future requirements. Also, it is the role of the programme manager to manage the relationship with project delivery teams. Ref 2.7, tab 10.1, 4.6.2 D. Incorrect. The 'bring pace and value' principle does include "keeping the vision, benefits, and target operating model clear and aligned with priorities." However, decisions on new functionality required should be made within the programme team by those who are "as close to the day-to-day work as possible." In this instance, that will be the business operations teams as represented by the BCM role, rather than the programme manager. Ref 2.7
8	A	2.1.1.a	A. Correct. The design approach in the programme strategy records "how the target operating model will be defined and approved." Ref tab 5.4 B. Incorrect. The delivery approach in the programme strategy records, "how the programme work will be structured and delivered, based on the organizational environment, programme complexity, and availability of skills and resources." The focus of the foundations would be documented in the delivery approach. Ref tab 7.3 C. Incorrect. The delivery approach in the programme strategy records, "ways of working most appropriate to the task, team, individuals, and context [and what] modes of delivery to be used." Agile is an example of an iterative delivery approach and should be documented in the delivery approach. Ref tab 7.3 D. Incorrect. The decision-making approach records, "how decisions made by governance boards are documented and communicated." The minutes from the governance board meetings will contain the decisions so this would be recorded in the decision-making approach. Ref tab 10.3

Q	A	Syllabus Ref	Rationale
9	B	2.1.2.b	A. 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." Responding to a risk would be carried out in the 'do' phase. Ref 3.3 B. Correct. "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." Setting programme contingency should be carried out in the 'plan' phase where the governance for "reviewing and approving the risk response plans, both proactive and reactive/contingent response plans" is answered. Ref 3.3, 10.5 C. 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. This might include specific work to understand the effectiveness of the resolution of an issue or to review whether governance is working as planned." Issuing a questionnaire to establish success would be carried out in the 'check' phase. Ref 3.3 D. 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." Assigning the priority of the risk would be carried out in the 'do' phase. Ref 3.3
10	B	2.2.1.a	B. Correct. Relationship with wider governance. This section describes "how the programme governance boards and supporting offices work with other governance boards that exist outside the programme organization structure, including partner organizations and in the investing organization(s)." Ref tab 4.3 A, C, D, E. Incorrect. Ref tab 4.3
11	A	2.2.1.a	A. Correct. Terms of reference. This section describes "the programme governance boards and supporting offices in the programme organization structure." Ref tab 4.3 B, C, D, E. Incorrect. Ref tab 4.3
12	C	2.2.1.a	C. Correct. Role definitions. This section describes the "individual accountabilities and responsibilities for each role in each part of the organization structure." Ref tab 4.3 A, B, D, E. Incorrect. Ref tab 4.3

EN_MSP_PRAC_2020_SamplePaper1_Rationales_v2.1

Q	A	Syllabus Ref	Rationale
13	B	2.2.1.c	A. Incorrect. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO, including: defining and maintaining an integrated programme delivery plan." From the Scenario, the IT Manager has extensive experience in creating and delivering a complex series of inter-related IT projects where significant interdependencies needed to be managed. The IT Manager would therefore be more suitable as a programme manager. Ref 4.6.2
			B. Correct. "The BCM is typically a member of the business operations leadership team and will remain close to BAU activities during the programme. In collaboration with representatives from business operations, the BCM ensures that programme changes are valid and relevant to the business and that the business is ready to adopt the changes." From the Scenario, the Sales Manager has been with PCSafe for many years and knows the processes within the online PC market. They have a team of sales associates who answer online sales queries from customers. They would therefore be in a position to act as BCM. Ref 4.6.3
			C. Incorrect. "The programme board is the governance board with delegated authority to drive delivery of the outcomes of benefit within the defined constraints. It consists of a group of senior managers who are accountable to the sponsoring group (via the SRO as the delegate of the sponsoring group). In addition, "other representatives on the programme board may include: representatives of corporate functions (e.g. finance, HR, or risk)." From the Scenario, the Finance Manager has a team of accountants and analysts working for them. This team assists in preparing both project and programme business cases and they are personally responsible for assuring the quality of the business cases and ensuring alignment to corporate strategy. The Finance Manager would therefore be more suitable as a programme board member. Ref 4.5.2
			D. Incorrect. "The BCM is typically a member of the business operations leadership team and will remain close to BAU activities during the programme." From the Scenario, Office-U-like are a specialist external company providing expert architectural and estates services. Office design services have been outsourced to them. Therefore, the expert from Office-U-Like would not be suitable as a BCM. Ref 4.6.3

EN_MSP_PRAC_2020_SamplePaper1_Rationales_v2.1

Q	A	Syllabus Ref	Rationale
14	A	2.2.2	A. Correct. "The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme, which includes: setting the programme strategy and plans." According to the Additional Information, the COO will be heavily involved in determining the direction for PCTech. Ref 4.6.1 B. Incorrect. "The SRO has overall and ongoing accountability for the successful delivery of the outcomes of the programme, which includes: setting the programme strategy and plans." There is no requirement for the SRO to have an independent view of the programme; this is a success factor of assurance. Ref 4.6.1, tab 9.3 C. Incorrect. "The BCM is typically a member of the business operations leadership team and will remain close to BAU activities during the programme." However, there is no requirement for those with operational, customer-facing roles to act as the BCM and, according to the Additional Information, the COO is also suitable to act as the SRO. Ref 4.6.3 D. Incorrect. "The SRO is likely to be directly involved with key programme-level authorizations, including the: release of funding." However, the COO would have the seniority to be involved in the authorization of funding as they are responsible for the manufacture of products, product sales, and customer servicing. Ref 4.6.1
15	A	2.2.2	A. Correct. The sponsoring group is responsible for "being aware of the overall risk landscape of the programme and deciding how to act to keep exposure to risk within risk appetite." The expression of a risk tolerance in alignment with the corporate risk appetite acts as guidance for the programme. Sponsoring group members should focus on "agreeing the programme risk appetite." Ref 4.5.1, tab 4.4 B. Incorrect. "The programme office includes a group of specialists who are accountable to the programme manager and responsible for providing the skills, processes, and tools that assist the SRO and programme board in executing their accountabilities and fulfilling their roles. To achieve this, the programme office provides services that support the programme manager and BCM with managing: risks." However, sponsoring group members should focus on "agreeing the programme risk appetite." Ref 4.5.3, tab 4.4 C. Incorrect. The programme manager is responsible for "monitoring and reporting overall performance of the programme, including stakeholder engagement, risk management, and benefits realization." However, sponsoring group members should focus on "agreeing the programme risk appetite." Ref 4.6.2, tab 4.4 D. Incorrect. "The programme board is the governance board with delegated authority to drive delivery of the outcomes of benefit within the defined constraints." However, sponsoring group members should focus on "agreeing the programme risk appetite." Ref 4.5.2, tab 4.4

Q	A	Syllabus Ref	Rationale
16	C	2.3.1.b	C. Correct. The programme manager is responsible "for the completion of the requirements of the design theme." This includes risk identification and prioritization. "The risk register is likely to include wide-ranging types of risk, including those associated with delivery performance of projects and other work". Ref 5.6.1, tab 5.5 A, B, D, E. Incorrect. Ref tab 5.5
17	E	2.3.1.b	E. Correct. The programme office lead is responsible for "providing specialist resources required for design theme activities." Ref tab 5.5 A, B, C, D. Incorrect. Ref tab 5.5
18	D	2.3.1.b	D. Correct. The BCM should ensure that "benefits are realistic for the organization to achieve." Ref tab 5.5 A, B, C, E. Incorrect. Ref tab 5.5
19	B	2.3.1.c	A. Incorrect. The 'technology' aspect of the target operating model describes "technology of all types, including IT systems and the tools needed to support people to work effectively in the future." Descriptions of information and data used "to produce valuable knowledge" would be recorded in the 'information and data' aspect. Ref 5.7.1 B. Correct. The 'technology' aspect of the target operating model describes "technology of all types, including IT systems and the tools needed to support people to work effectively in the future." Ref 5.7.1 C. Incorrect. The 'technology' aspect of the target operating model describes "technology of all types, including IT systems and the tools needed to support people to work effectively in the future." Staff attitudes to learning would be recorded in the 'culture' aspect. Ref 5.7.1 D. Incorrect. The 'technology' aspect of the target operating model describes "technology of all types, including IT systems and the tools needed to support people to work effectively in the future." The procedure for providing training would be recorded in the 'processes' aspect. Ref 5.7.1

Q	A	Syllabus Ref	Rationale
20	B	2.3.2	A. Incorrect. It is true that "decisions made by each governance board" need to be recorded (in the decision register) to provide an audit trail of decisions and their underpinning rationale. However, this does not explain why the risk and its impact need to be recorded in the risk register. Ref tab 10.3 B. Correct. The 'design' theme applies the 'deal with ambiguity' principle by "providing a clear view of current thinking and the risks perceived." The BCM should ensure that "benefits are realistic for the organization to achieve" and that "risks associated with the business change are fully understood." Ref tab 5.1, tab 5.5 C. Incorrect. While it is true that details of "how the HR requirements of the programme will be managed" is recorded in the resourcing approach, this is part of the 'structure' theme, not the 'design' theme. In addition, it does not explain why the risk needs to be recorded, and the impact assessed. Ref tab 7.3 D. Incorrect. It is true that failure to follow the stakeholder engagement and communications plan is an issue. However, "developing the decision-making, issue resolution, and risk response approaches in the programme strategy, and ensuring that they are applied" is an area of focus for the programme manager for the 'decisions' theme, not the 'design' theme. The programme manager applied the 'design' theme by "providing a clear view of current thinking and the risks perceived." Ref tab 10.4, tab 5.1

Q	A	Syllabus Ref	Rationale
21	A	2.3.2	A. Correct. The use of a workshop is applying the 'lead with purpose' principle within the 'design' theme and results in a "clear view of the future state" through the "design of the target operating model." "When the programme team have a good understanding of the target operating model (the future state) and how things work at the start (the current state), it is possible to analyse the gap between the two." Ref tab 5.1, 5.7.2
			B. Incorrect. It is in the 'deliver the capabilities' process that "capabilities are being delivered through the completion of projects and other work, as defined in the delivery plan. Therefore, while it is true that a workshop will generate knowledge and information to help the project teams do their work, this work will not commence in the 'deliver the capabilities' process. "When the programme team have a good understanding of the target operating model (the future state) and how things work at the start (the current state), it is possible to analyse the gap between the two." Ref 5.7.2, 15.2
			C. Incorrect. While the programme office lead does provide "specialist resources required for design theme activities", the use of a workshop does show appropriate application of the 'design' theme. "When the programme team have a good understanding of the target operating model (the future state) and how things work at the start (the current state), it is possible to analyse the gap between the two." Ref tab 5.5, 5.7.2
			D. Incorrect. It is true that "the purpose of the 'plan progressive delivery' process is to build on the programme design." However, this does not explain why "when the programme team have a good understanding of the target operating model (the future state) and how things work at the start (the current state), it is possible to analyse the gap between the two." The statement is also false as the target operating model is created and developed in the 'design the outcomes' process. Ref 14.1, 5.7.2, 13.4.6
22	D	2.4.1.a	D. Correct. "Risks to achievement of outcomes of benefit and associated financial contingency" is included in the business case, not the funding approach which includes the methods to determine the size and manage financial contingency (rather than the financial contingency itself). Ref tab 6.3
			A, B, C, E, F. Incorrect. Ref tab 6.3, 6.6.2
23	E	2.4.1.a	E. Correct. The financial plan documents "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." It includes "releasing contingency – process and controls." Ref tab 6.3, 6.7.4
			A, B, C, D, F. Incorrect. Ref tab 6.3, 6.7.4

Q	A	Syllabus Ref	Rationale
24	D	2.4.1.a	D. Correct. The business case is used "to describe the overall costs, the planned benefits realization, and the risk profile." "Risk models aim to represent an uncertain situation." Using a probabilistic risk model such as net present value will provide a clear picture of the confidence level surrounding uncertainty with the programme investment. Ref tab 6.3, 6.6.2 A, B, C, E, F. Incorrect. Ref tab 6.3, 6.6.2
25	D	2.4.1.c	A. Incorrect. This is a non-financial benefit. "Financial measures of benefits may include: cost savings." The 'reduced costs' associated with the benefit assume that the benefit "will flow from the work of the programme, when in fact other activities are required to realize [this benefit]." Ref 6.6.1.1, 6.6.1.2 B. Incorrect. This is a non-financial benefit. "Financial measures of benefits may include: future cost avoidance, such as the avoidance of the need to upgrade a system that is being replaced." However, leveraging existing research and development capability during the merger does not guarantee that future upgrades will not be needed. Ref 6.6.1.1 C. Incorrect. This is a non-financial benefit. "Financial measures of benefits may include: improved safety performance (reduced costs of investigations or fines)." However, enabling greater innovation does not guarantee improved safety performance. Ref 6.6.1.1 D. Correct. This is a non-financial benefit. "Where benefits are difficult to attribute directly to the programme in financial terms, such as sales growth, the sponsoring group is likely to accept non-financial measures. This avoids the risk of double-counting of benefits in the investment appraisal or assuming that benefits will flow from the work of the programme, when in fact other activities are required to realize those benefits." Ref 6.6.1.2
26	B	2.4.2	A. Incorrect. The 'lead with purpose' principle is applied by the 'design' theme by "maintaining a compelling vision and design of the target operating model", not the 'justification' theme. Ref tab 5.1, tab 6.1 B. Correct. The 'lead with purpose' principle is applied by the 'justification' theme by "justifying and communicating the financial viability over time in the business case." This results in "managed stakeholder expectations about the programme's evolving purpose (benefits) and challenges (costs and risks)." Ref tab 6.1 C. Incorrect. The 'deal with ambiguity' principle is applied by the 'justification' theme by "reflecting uncertainty of estimates and specific risks in the business case." Ref tab 6.1 D. Incorrect. The 'deal with ambiguity' principle is applied by the 'justification' theme by "reflecting uncertainty of estimates and specific risks in the business case." Ref tab 6.1

Q	A	Syllabus Ref	Rationale
27	B	2.4.2	A. Incorrect. It is true that "budgets may cover the whole programme or part of a programme, such as the next tranche of work." However, this does not explain why the funding approach should define the funding mechanisms being used to finance the programme. Ref 6.4.1, tab 6.3 B. Correct. The funding approach addresses the question, "what funding mechanisms will be used, how will the debt be serviced, and what requirements will need to be satisfied for the different parties?" "When the investment in a programme is within a single privately owned organization or charity, the executive team and its board can decide how to fund the investment. Investments may be funded through borrowing from investors or the market as loans in the form of overdrafts, capital, or funds from shareholders through rights issues, venture capital, or grants." Ref tab 6.3, 6.4.1 C. Incorrect. It is true that "the purpose of the financial plan is to detail how costs and benefits are budgeted, monitored, and measured over time." However, this does not explain why the programme needs to understand where the funding is being sourced (funding mechanism). Ref 6.7, tab 6.3 D. Incorrect. "The purpose of the financial plan is to detail how costs and benefits are budgeted, monitored, and measured over time." However, it is the funding approach, not the financial plan, that "addresses how programme budgeting will work alongside annual budgeting within the investing organization(s)." Ref 6.7, 6.7.1
28	C	2.5.1.b	C. Correct. Procurement processes are part of the resourcing approach. "Developing the resourcing and delivery approaches" is an area of focus for the programme manager. Ref tab 7.4 A, B, D, E. Incorrect. Ref tab 7.4
29	D	2.5.1.b	D. Correct. "Operational functions are adequately prepared and ready for change" is an area of focus of the BCM. Ref tab 7.4 A, B, C, E. Incorrect. Ref tab 7.4
30	E	2.5.1.b	E. Correct. Specialist accountancy skills are a programme resource. "Providing programme and project resources" is an area of focus for the programme office lead. Ref tab 7.4 A, B, C, D. Incorrect. Ref tab 7.4

Q	A	Syllabus Ref	Rationale
31	A	2.5.1.c	A. Correct. "Delivering in tranches enables the programme to adapt to learning and new information... Early in a programme, the route to achieving the vision may also be unclear. Structuring a programme into tranches can help to explore different approaches and decide on the most appropriate mix of cost, time, benefits, and risk in achieving the vision." Therefore, by moving the project to Tranche 3 will enable the programme to produce a reasonable schedule and consider the dependencies between the projects. Ref 7.5 B. Incorrect. It is true that in some cases projects can be removed from programmes, but this is not required here because this project is an integral part of the Merger Programme. "Delivering in tranches enables the programme to adapt to learning and new information... Early in a programme, the route to achieving the vision may also be unclear. Structuring a programme into tranches can help to explore different approaches and decide on the most appropriate mix of cost, time, benefits, and risk in achieving the vision." Therefore, by moving the project to Tranche 3 will enable the programme to produce a reasonable schedule. Ref 7.5 C. Incorrect. Continuing with the current plans and estimates for this project would mean that the project did not adapt to the new information delivered as part of the two other projects. "Delivering in tranches enables the programme to adapt to learning and new information." Therefore, by moving the project to Tranche 3 will enable the programme to produce a reasonable schedule. Ref 7.5 D. Incorrect. Starting the project at the beginning of Tranche 2 would make the situation worse as the project would have no real definition and would have no information from the two projects on which it is dependent. "Delivering in tranches enables the programme to adapt to learning and new information." Therefore, by moving the project to Tranche 3 will enable the programme to produce a reasonable schedule. Ref 7.5

Q	A	Syllabus Ref	Rationale
32	B	2.5.2	A. Incorrect. A hybrid project lifecycle is "a project delivery mode that combines a linear lifecycle for some phases or activities with an iterative lifecycle for others." The two projects are not using a hybrid lifecycle. However, the programme is using multimodal delivery. Ref 7.6
			B. Correct. Multimodal delivery is defined as "the selection of project lifecycles and/or methods of delivering the work of a programme that are appropriate to the task, the team, the individuals (including customer, stakeholders, leaders, and workers), and the context." In this case, the right mode of delivery has been selected to meet the project needs. Ref 7.6
			C. Incorrect. "A single programme may incorporate a mixture of approaches to its component work, with projects using iterative, linear, or hybrid lifecycles… or continual improvement activities." This can apply to any tranche. Ref 7.6
			D. Incorrect. It is true that "agile ways of working adopt iterative project lifecycles" and that programmes recommend incremental progression which is "an approach to delivering a programme that focuses on delivering benefits of value to stakeholders throughout the programme lifecycle, adapting as necessary to align with new information." "A single programme may incorporate a mixture of approaches to its component work, with projects using iterative, linear, or hybrid lifecycles… or continual improvement activities." Ref 7.6, 7.5

Q	A	Syllabus Ref	Rationale
33	C	2.5.2	A. Incorrect. It is true that "organizations may choose to consolidate all the plans for the programme into a single document or have separate documents, each with independent change control." However, "in all cases, the benefits realization plan and delivery plan must work together." "In some cases, the benefits realization plan may be combined with the delivery plan to show all the work of the programme on one timeline." Ref 3.5, 7.8
			B. Incorrect. The BCM and the programme manager together are responsible for "designing the delivery plan" but "in some cases, the benefits realization plan may be combined with the delivery plan to show all the work of the programme on one timeline." Ref tab 7.4, 7.8
			C. Correct. "Organizations may choose to consolidate all the plans for the programme into a single document or have separate documents, each with independent change control." Therefore, "in some cases, the benefits realization plan may be combined with the delivery plan to show all the work of the programme on one timeline." "In all cases, the benefits realization plan and delivery plan must work together to ensure that the phasing of delivery of new capabilities is coordinated with the work to: prepare the business for change." If the BCM believes that combining the schedules will assist with this, then this should happen. Ref 3.5, 7.8
			D. Incorrect. Although the BCM is involved (with the programme manager) in "designing the benefits realization plan", this is not a reason for combining them. "In some cases, the benefits realization plan may be combined with the delivery plan to show all the work of the programme on one timeline." Ref tab 7.4, 7.8
34	A	2.6.1.a	A. Correct. The 'what information' section of the information approach describes "the information that the programme will create." Ref tab 8.2
			B, C, D, E, F. Incorrect. Ref tab 8.2
35	E	2.6.1.a	E. Correct. The 'version control' section of the information approach describes "the controls to be used to ensure that people access the most appropriate and up-to-date information." Ref tab 8.2
			A, B, C, D, F. Incorrect. Ref tab 8.2
36	B	2.6.1.a	B. Correct. The 'access' section of the information approach describes "who will have access to what information." Ref tab 8.2
			A, C, D, E, F. Incorrect. Ref tab 8.2

Q	A	Syllabus Ref	Rationale
37	C	2.6.1.c	A. Incorrect. "Information management requires: access control, to make sure that only the right people have access to the information, to safeguard privacy and privileged information." The situation described is setting up an appropriate storage system, so that information is accessible across locations. Ref 8.7 B. Incorrect. Integrity ensures that "information is correct when it is accessed" and is concerned with the "quality and relevance of the information before it is stored." The situation described is setting up an appropriate storage system, so that information is accessible across locations. Ref 8.7 C. Correct. "Information management requires: storage, so that information is accessible across locations, time zones, and organizational boundaries." Ref 8.7 D. Incorrect. "Information management requires: version control to make sure that people are working from the latest versions of [documentation]." The situation described is setting up an appropriate storage system, so that information is accessible across locations. Ref 8.7
38	D	2.6.2	A. Incorrect. It is important to have access control, "to make sure that only the right people have access to the information, to safeguard privacy and privileged information." However, the situation described is a decision taken by the Sales Manager, and not the programme management team, and the information referenced is online sales statistics (without reference to customer details). Ref 8.7 B. Incorrect. It is important to define and manage "appropriate level[s] of privacy for different types of information." However, the situation described is a decision taken by the Sales Manager, and not the programme management team, and the information referenced is online sales statistics (without reference to customer details). Ref 8.6 C. Incorrect. It is true that a "culture of continual improvement based on embedding learning into ways of working so lessons are actually learned" should be encouraged. However, this does not explain why "providing everyone in the programme with access to knowledge and information" results in "everyone being able to do their work supported by the knowledge and information they need." Ref 8.3, tab 8.1 D. Correct. "Providing everyone in the programme with access to knowledge and information" results in "everyone being able to do their work supported by the knowledge and information they need." This is how the 'knowledge' theme applies the 'collaborate across boundaries' principle. The information approach answers the following question: "What controls will be used to ensure that people can access the most appropriate and up-to-date information?" Ref tab 8.1, 8.6

Q	A	Syllabus Ref	Rationale
39	B	2.6.2	A. Incorrect. It is true that "programmes need to build in time to allow individuals and groups to collaborate, reflect, and discuss learning, not just at the end of projects and tranches, but regularly throughout the project and programme lifecycles to allow adjustment and improvement." However, the situation described is supporting stakeholders to understand priorities in order to reduce re-work as people are working with current information. Ref 8.5
			B. Correct. "Supporting stakeholders to acquire the knowledge and information they need to understand priorities" should result in "reduced re-work and waste as people are working with current information." This is how the 'knowledge' theme applies the 'align with priorities' principle. Ref tab 8.1
			C. Incorrect. It is true that the programme manager is responsible for "developing the knowledge and learning, and information sections of the programme strategy, and ensuring that they are applied." However, the programme manager and the business change manager have a joint responsibility for "fostering a culture of knowledge-sharing." The situation described is supporting stakeholders to understand priorities in order to reduce "re-work and waste as people are working with current information." Ref tab 8.3, tab 8.1
			D. Incorrect. It is true that "supporting the curation and organization of knowledge" results in "everyone being able to access the knowledge that they need to do their best work." This is how the 'knowledge' theme applies the 'lead with purpose' principle. But the situation described is supporting stakeholders to understand priorities in order to reduce "re-work and waste as people are working with current information." Ref tab 8.1
40	D	2.7.1.b	A. Incorrect. A responsibility of the programme office lead, not the SRO, is "providing information to support the assurance activities." The SRO is responsible for "agreeing the approaches for the management of assurance of the programme with the sponsoring group and ensuring these are documented in the programme strategy." Ref tab 9.5
			B. Incorrect. A responsibility of the programme office lead, not the programme manager, is "providing information to support the assurance activities." The programme manager is responsible for "developing the assurance plan." Ref tab 9.5
			C. Incorrect. A responsibility of the programme office lead, not the BCM, is "providing information to support the assurance activities." The BCM is responsible for "helping to implement assurance investigation recommendations accepted by the sponsoring group." Ref tab 9.5
			D. Correct. A responsibility of the programme office lead is "providing information to support the assurance activities." Ref tab 9.5

Q	A	Syllabus Ref	Rationale
41	C	2.7.1.c	A. Incorrect. The key decisions assurance activity would be linked to an important event such as an "end-of-tranche review", where a decision will be made to close or continue the programme. The expert in employment law giving advice "directly to the SRO after observing a programme board meeting" is an example of real-time advice. Ref tab 9.2 B. Incorrect. Activities driven by progress monitoring are health checks and maturity assessments. The expert in employment law giving advice "directly to the SRO after observing a programme board meeting" is an example of real-time advice. Ref tab 9.2 C. Correct. The expert in employment law will give advice "directly to the SRO after observing a programme board meeting." This is an example of real-time advice. Ref tab 9.2 D. Incorrect. Examples of activities driven by common causes of risk or an emerging risk are "review[s] of common risk areas" or "assessment[s] of the impact of an emerging risk." The expert in employment law giving advice "directly to the SRO after observing a programme board meeting" is an example of real-time advice. Ref tab 9.2
42	D	2.7.2	A. Incorrect. While it is true that the programme office lead can "potentially [conduct] some assurance activities on behalf of the programme board", this assessment is being carried out on behalf of the CEO. Also, for assurance to be successful it should be independent and "conducted by people who are not carrying out the work being assured." A maturity assessment will examine the whole programme, including the work of the programme office lead. Ref tab 9.5, tab 9.3 B. Incorrect. It is true that the assurance approach will include "corporate governance requirements." However, for assurance to be successful it should be independent and "conducted by people who are not carrying out the work being assured." A maturity assessment will examine the whole programme, including the work of the programme office lead. Ref tab 9.4, tab 9.3 C. Incorrect. The assurance approach should be updated to hold the new "corporate governance requirements", not the decision-making approach. For assurance to be successful it should be independent and "conducted by people who are not carrying out the work being assured." A maturity assessment will examine the whole programme, including the work of the programme office lead. Ref tab 9.4, tab 9.3 D. Correct. For assurance to be successful it should be independent and "conducted by people who are not carrying out the work being assured." A maturity assessment will examine the whole programme, including the work of the programme office lead. Ref tab 9.3, tab 9.5

Q	A	Syllabus Ref	Rationale
43	A	2.7.2	A. Correct. "Some assurance activities will not be planned in advance, emerging as the programme progresses and new information materializes; for example, investigating the impact of an emerging risk on the viability of the programme." This would be part of the first line of defence which "owns project- and operational-level risk controls, measures, and monitoring" and "reports findings to the programme board." Ref 9.5.2, 9.4.1 B. Incorrect. Regular progress monitoring would not usually include a review of programme approaches. Also, this action was not taken as part of regular reporting, but due to an emerging issue/risk. "Some assurance activities will not be planned in advance, emerging as the programme progresses and new information materializes; for example, investigating the impact of an emerging risk on the viability of the programme." Ref 9.5.2 C. Incorrect. While it is true that the stakeholder engagement approach will be reviewed in the 'evaluate new information' process, that will be too late to address this situation. Some assurance activities will emerge "as the programme progresses and new information materializes." Ref 9.5.2 D. Incorrect. While it is true that the potential damage to reputation should be recorded as a risk, this would be the application of the 'decisions' theme. The 'assurance' theme has been correctly applied as the action was taken in response to an emerging risk. Some assurance activities will emerge "as the programme progresses and new information [such as a new risk] materializes." Ref 10.5, 9.5.2
44	E	2.8.1.a	E. Correct. Issue register. This document describes unplanned events that have occurred and that require management action. It contains the issue description and "impact on the programme if not resolved." Ref tab 10.3 A, B, C, D, F. Incorrect. Ref tab 10.3
45	D	2.8.1.a	D. Correct. Decision register. This document will "record decisions made by each governance board, providing an audit trail of decisions and their underpinning rationales." Ref tab 10.3 A, B, C, E, F. Incorrect. Ref tab 10.3
46	A	2.8.1.a	A. Correct. Decision-making approach. This document defines "the decision points in the programme and the information provided to decision-makers in order to align with new information as the programme progresses" and contains "the decision points for the programme, both planned and ad-hoc", for example, a significant change request or emergent change in the programme environment. Ref tab 10.3 B, C, D, E, F. Incorrect. Ref tab 10.3

Q	A	Syllabus Ref	Rationale
47	B	2.8.1.c	A. Incorrect. "The 'accept' option means that the organization 'takes the chance' that the risk will occur, with its full impact if it did. There is no change to residual risk with the accept option, but neither are any costs incurred now to manage the risk, or to prepare to manage the risk in future." This is a monitoring action and therefore would be an accept response. Ref tab 10.2
			B. Correct. "Other risks will have an exposure that would be intolerable for the sponsoring group. They would therefore see value in investing additional time and resources now in order to increase certainty, either by making an opportunity more likely to happen, or a threat less likely to happen." The 'reduce a threat' response "chooses definite action now to change the probability and/or the impact of the risk." Selling parts of the estate before there is a downturn in prices will reduce the likelihood of the risk occurring. Ref 10.5.1, tab 10.2
			C. Incorrect. The 'reduce a threat' response "chooses definite action now to change the probability and/or the impact of the risk." However, delaying the sale of the estates to a time when the price fall is more likely to have occurred would increase the likelihood of the risk occurring, not reduce it. Ref tab 10.2
			D. Incorrect. The 'prepare contingent plans' option "involves preparing plans now, but not taking action now. Most usually associated with the accept option, preparing contingent plans in this instance is saying: 'We will accept the risk for now, but we will make a plan for what we will do if the situation changes'." This is a contingent action as the estate will be rented out if the prices fall. Ref tab 10.2

Q	A	Syllabus Ref	Rationale
48	D	2.8.2	A. Incorrect. 'Looking back' data is based on reports of performance to date, decision-ready data, knowledge created, and assurance outputs. This data is based on 'looking forward' as "it looks for new information on emerging risks and disruptive trends in the programme environment, and is aware of weak data signals as well as established information. This activity is often referred to as horizon scanning. Effective monitoring of the external context for the investing organization(s) enables timely decisions to be made on risks or issues that may have an impact on the capacity and capability to embed outcomes to realize benefits." Ref 10.6.2
			B. Incorrect. 'Looking back' data is based on reports of performance to date, decision-ready data, knowledge created, and assurance outputs. This data is based on 'looking forward' as "it looks for new information on emerging risks and disruptive trends in the programme environment, and is aware of weak data signals as well as established information. Such activity is often referred to as horizon scanning. Effective monitoring of the external context for the investing organization(s) enables timely decisions to be made on risks or issues that may have an impact on the capacity and capability to embed outcomes to realize benefits." Ref 10.6.2
			C. Incorrect. 'Looking forward' is where "the programme-level focus is upwards and outwards." "It looks for new information on emerging risks and disruptive trends in the programme environment, and is aware of weak data signals as well as established information. Such activity is often referred to as horizon scanning. Effective monitoring of the external context for the investing organization(s) enables timely decisions to be made on risks or issues that may have an impact on the capacity and capability to embed outcomes to realize benefits." It is not related to identifying current issues, which is 'looking back' data. Ref 10.6.2
			D. Correct. 'Looking forward' is where "the programme-level focus is upwards and outwards." "Established techniques to evaluate the programme environment can be used as a means of horizon scanning… they can be useful for programmes to keep a specific focus on longer-term trends in the programme environment. Other relevant techniques include scenario analysis where different potential futures are described. Armed with a considered 'forward look', decision-makers are able to consider the new information and the potential need to realign and justify the programme." Ref 10.6.2

Q	A	Syllabus Ref	Rationale
49	C	2.8.2	A. Incorrect. The decision-making approach in the programme strategy describes "the criteria that will be used to report data, analyse information, and make recommendations." However, the issue resolution approach "define[s] the specific arrangements for capturing, evaluating, and deciding how to act on change requests or issues arising." Ref tab 10.3 B. Incorrect. The decision-making approach in the programme strategy describes the "criteria for escalation and delegation of information between governance boards." However, the issue resolution approach "define[s] the specific arrangements for capturing, evaluating, and deciding how to act on change requests or issues arising." Ref tab 10.3 C. Correct. The issue resolution approach in the programme strategy describes "the governance for reviewing change impact analysis and making decisions" including answering the question "how are change requests logged and processed?" Ref tab 10.3, tab 10.4 D. Incorrect. The terms of reference in the governance approach describes "the programme governance boards and supporting offices in the programme organization structure." The issue resolution approach "define[s] the specific arrangements for capturing, evaluating, and deciding how to act on change requests or issues arising." Ref tab 4.3, 10.4, tab 10.3

Q	A	Syllabus Ref	Rationale
50	C	3.1.1.a	A. Incorrect. As part of the 'confirm the organization structure' activity, "the sponsorship for the programme and the overall programme governance structure needs to be confirmed at the earliest opportunity. The sponsoring group is appointed first, followed by the programme board." The press release lists benefits of the programme so would be useful in the 'confirm the programme mandate' activity. Ref 12.4.1, 12.4.3 B. Incorrect. As part of the 'confirm the SRO' activity, "the sponsoring group appoints the SRO, which is the role accountable for the programme's success. The SRO needs to be a peer and member of the sponsoring group to ensure the appropriate level of seniority and decision-making authority." The press release lists benefits of the programme so would be useful in 'confirm the programme mandate' activity. Ref 12.4.2, 12.4.3 C. Correct. The programme mandate may not be received from executive management "as a single, cohesive document." During the 'confirm programme mandate' activity the "sponsoring group creates a single document" from the information that they have been given. The press release identifies the strategic objectives of the programme so would be useful in this activity. The sponsoring group is accountable for the 'confirm the programme mandate' activity. Ref 12.4.3, tab 12.2 D. Incorrect. As part of the 'develop the programme brief' activity, "the programme brief builds from the programme mandate and provides the formal basis for assessing whether the proposed programme is viable and achievable. It shows the programme's specific objectives, benefits, costs, and risks, together with a view of the organization's capability and capacity to be successful." The press release lists benefits of the programme so would be useful in the 'confirm the programme mandate' activity. In addition, the sponsoring group is not accountable for the 'develop the programme brief' activity. Ref 12.4.4, 12.4.3, tab 12.2

Q	A	Syllabus Ref	Rationale
51	B	3.1.1.c	A. Incorrect. Application of the 'organization' theme in the 'identify the programme' process includes "appoint[ing] key programme roles and establish initial programme structure, [and] identify[ing] key stakeholders." The recording of the opportunity is an application of the 'design' theme. Ref tab 12.3 B. Correct. Application of the 'design' theme in the 'identify the programme' process includes "identify[ing] an initial set of key programme risks and issues." The identified opportunities represent risks that could have a positive effect on programme objectives. Ref tab 12.3, 5.6 C. Incorrect. Application of the 'justification' theme in the 'identify the programme' process includes "develop[ing] an outline business case (programme brief)." Ref tab 12.3 D. Incorrect. Application of the 'structure' theme in the 'identify the programme' process includes "plan[ning] the work required for the next process [and] identify[ing] existing projects which may form part of the programme." Ref tab 12.3
52	D	3.1.2	A. Incorrect. "The sponsoring group approves the outputs from the process" during the 'agree to proceed (or close)' activity. However, details of the future state would be contained in the target operating model which is an output of the 'design the outcomes' process. Ref 12.4.7, tab 13.1 B. Incorrect. It is true that the programme brief "shows the programme's specific objectives, benefits, costs, and risks, together with a view of the organization's capability and capacity to be successful." However, details of the future state would be contained in the target operating model which is an output of the 'design the outcomes' process. Ref 12.4.4, tab 13.1 C. Incorrect. The BCM will be responsible for working with the programme manager to develop the target operating model. However, this is an output of the 'design the outcomes' process. Ref tab 13.1 D. Correct. Details of the infrastructure of the future state will be held in the target operating model which is an output of the 'design the outcomes' process, not the 'identify the programme' process. Ref 5.7.1, 13.4.6, tab 13.1

Q	A	Syllabus Ref	Rationale
53	D	3.2.1.b	A. Incorrect. 'Appoint the programme roles' is an activity during the 'design the outcomes' process. However, the risk manager "defines risk strategy and governance; identifies, prioritizes, and monitor risks; and works with enterprise-level risk management." This answer is describing a risk owner, needed to manage an individual risk. Ref tab 13.1, 4.5.3 B. Incorrect. The vision statement is not detailed. "The vision statement describes the desired future state after the end of the programme at a high level." Ref 5.4 C. Incorrect. The objectives of the 'design the outcomes' process ensure that "the target operating model is in place for…culture…" The clash of cultures is a historical trend, not a current situation withing PCTech. Ref 13.2 D. Correct. When considering decisions, the programme level "looks for new information on emerging risks and disruptive trends in the programme environment, and is aware of weak data signals as well as established information. Such activity is often referred to as horizon scanning. Effective monitoring of the external context for the investing organization(s) enables timely decisions to be made on risks or issues that may have an impact on the capacity and capability to embed outcomes to realize benefits." Ref 10.6.2
54	D	3.2.1.c	A. Incorrect. The 'design' theme is applied in the 'design the outcomes' process by "develop[ing] the vision statement, [and] identify[ing] and validat[ing] benefits." The 'justification' theme is applied in the 'design the outcomes' process by "develop[ing] the business case." Ref tab 13.3 B. Incorrect. The 'knowledge' theme is applied in the 'design the outcomes' process by "identify[ing] lessons from the past, [and] develop[ing] the knowledge and learning approach." The 'justification' theme is applied in the 'design the outcomes' process by "develop[ing] the business case." Ref tab 13.3 C. Incorrect. The 'structure' theme is applied in the 'design the outcomes' process by "prepar[ing] for the next process, develop[ing] the delivery approach, [and] develop[ing] the delivery plan and benefits realization plan." The 'justification' theme is applied in the 'design the outcomes' process by "develop[ing] the business case." Ref tab 13.3 D. Correct. The 'justification' theme is applied in the 'design the outcomes' process by "develop[ing] the business case." "Building from the programme brief, the team will gather information about benefits, costs, and risks, and potentially reconsider some of the options explored when developing the programme brief." Ref tab 13.3, 13.4.9

Q	A	Syllabus Ref	Rationale
55	A	3.2.2	A. Correct. "One way of developing this vision is to hold a vision workshop for the representatives of different stakeholder groups to explore the potential end-state of the programme." Ref 13.4.3 B. Incorrect. Even though many roles and stakeholders will contribute to the vision statement, the SRO is the role responsible for developing the vision statement. The sponsoring group is accountable, not responsible. Ref tab 13.2 C. Incorrect. Although "one way of developing this vision is to hold a vision workshop for the representatives of different stakeholder groups to explore the potential end-state of the programme" and it is true, that "specialist skills will be required, such as business analysts and benefits specialists, to help with the construction of the target operating model", there is no absolute requirement for external experts when developing the vision statement. Ref 13.4.3, 13.4.2 D. Incorrect. It is true that "the outputs of this workshop should be validated before being included in the vision statement." However, this is not a reason why so many roles should contribute to the vision statement. Ref 13.4.3
56	D	3.3.1.a	A. Incorrect. As part of the 'validate required resources' activity, "the resources required during the plan progressive delivery process need to be confirmed, acquired, and established." This is a risk to the programme benefits and should be included in the business case. Ref 14.4.1 B. Incorrect. The 'complete the programme strategy' activity "validates, confirms, and finalizes the overall programme strategy, including the approaches to: risk response." However, this is a risk to the programme benefits and should be included in the business case. Ref 14.4.2 C. Incorrect. The 'continue to develop and validate programme plans' activity plans the following aspects of the programme: "delivery of new capabilities; benefits realization; stakeholder engagement and communications; assurance; [and] finances." However, this is a risk to the programme benefits and should be included in the business case. In addition, the sponsoring group has no accountability in the 'continue to develop and validate programme plans' activity. Ref 14.4.3, tab 14.2 D. Correct. As part of the 'confirm the business case' activity, "the business case is finalized here as the arrangements for programme management and delivery are developed. When the information about the programme's costs, benefits, timings, and risks are understood, the overall viability of the programme can be assessed and confirmed." Ref 14.4.4

EN_MSP_PRAC_2020_SamplePaper1_Rationales_v2.1

Q	A	Syllabus Ref	Rationale
57	D	3.3.1.c	A. Incorrect. "Confirm[ing] the governance approach" is an example of the application of the 'organization' theme within the 'plan progressive delivery' process. However, as part of this process, the 'decisions' theme is applied by confirming "the approach to decision-making and escalation paths." Ref tab 14.3 B. Incorrect. The 'knowledge' theme would be applied to the 'plan progressive delivery' process by "confirm[ing] the approach to managing information and knowledge." However, as part of this process, the 'decisions' theme is applied by confirming "the approach to decision-making and escalation paths." Ref tab 14.3 C. Incorrect. The 'structure' theme would be applied by "identify[ing] projects and tranches of delivery" within the 'plan progressive delivery' process. However, as part of this process, the 'decisions' theme is applied by confirming "the approach to decision-making and escalation paths." Ref tab 14.3 D. Correct. As part of the 'plan progressive delivery' process, the 'decisions' theme is applied by confirming "the approach to decision-making and escalation paths." Furthermore, "to make relevant and timely decisions as part of programme governance, decision-makers need access to relevant and timely data about performance to date and/or things that have happened, and emerging trends about the future and/or things that might happen." Ref tab 14.3, 10.6
58	D	3.3.2	A. Incorrect. It is true that one of the key aspects of programme justification is affordability. However, it is "the sponsoring group [that] authorizes and commits to resource the first tranche of delivery [or closure]." Ref tab 14.2, 14.4.6 B. Incorrect. "The sponsoring group authorizes and commits to resource the first tranche of delivery [or closure of the programme]." Ref tab 14.2, 14.4.6 C. Incorrect. As well as identifying the business case factors of benefits, costs, timings and risk, affordability is also needed to justify continuance. "The purpose of the justification theme is to describe how programmes: balance affordability and achievability." Therefore, the programme should not continue if is not affordable. Ref 6.1 D. Correct. "The SRO approves the programme business case", but it is the sponsoring group (not the SRO) that is accountable for authorizing programme closure, if necessary. Ref 14.4.6, tab 14.2

Q	A	Syllabus Ref	Rationale
59	D	3.4.1.b	A. Incorrect. "Ensuring that project outputs meet acceptance criteria and align with the capabilities outlined in the target operating model" is part of 'closing projects' within the 'conduct the planned activities - delivery plan' activity and is the responsibility of the programme manager. The BCM will be consulted, and may be involved in reviewing project outputs, but is not responsible. Ref 15.4.2.1, tab 15.2 B. Incorrect. It is the programme manager that confirms that to the SRO that the required capabilities have been delivered as part of the 'agree to proceed (or close)' activity. Ref 15.4.7 C. Incorrect. "During the implementation of the tranche, new knowledge may emerge that requires adjustments to the programme plans" and will require the plans to be monitored. This is part of the 'validate the adequacy of the programme strategy and plans' activity and is the responsibility of the programme manager. The BCM is consulted and would be expected to inform the programme manager if, for example, changes to planned transition are identified. Ref 15.4.4, tab 15.2 D. Correct. As part of the 'prepare the business for change and plan transition' activity, "while the programme manager is leading the delivery of new capabilities, the BCM is preparing the business for change and planning transition. The programme manager and BCM work together to ensure that this work is coordinated so that preparation for change (including confirmation of business readiness) and transition is timely and can be implemented as soon as the capabilities are created." Ref 15.4.5, tab 15.2
60	A	3.4.1.c	A. Correct. The 'design' theme is applied to the 'deliver the capabilities' process by measuring the "benefits baseline as outlined in the benefits realization plan." This will be done in the 'prepare the business for change and plan transition' activity within the 'deliver the capabilities' process. Ref tab 15.3, 15.4.5 B. Incorrect. During the 'deliver the capabilities' process, the 'justification' theme is applied through "implement[ing] financial controls as outlined in the financial plan" including tracking costs, to ensure that they remain in line with the financial management plan. Ref tab 15.3 C. Incorrect. During the 'deliver the capabilities' process, the 'knowledge' theme covers "manag[ing] information so that it is accurate, timely, and controlled, and available for monitoring and decision-making", and "ensur[ing] lessons and improvements are incorporated into the programme, and shared more widely within the organization(s)." Ref tab 15.3 D. Incorrect. During the 'deliver the capabilities' process, the 'structure' theme covers "deliver[ing] projects and conduct[ing] activities as outlined in the delivery plan", and "plan[ning] transition." Ref tab 15.3

Q	A	Syllabus Ref	Rationale
61	A	3.4.2	A. Correct. "Obtaining additional specialist resources" is part of the 'deploy the required resources' activity within the 'deliver the capabilities' process. The programme manager is responsible for this activity, but the BCM should be consulted, and would be expected to have an input where relevant. Ref 15.4.1, tab 15.2
			B. Incorrect. It is true that "key project roles are appointed" as part of 'starting projects' in the 'conduct the planned activities' activity. But the situation describes acquiring a specialist resource (subject matter expert) rather than allocating a project decision-making role (such as project board members or project manager). Ref 15.4.2, 15.4.2.1, tab 15.2
			C. Incorrect. "Obtaining additional specialist resources" is part of the 'deploy the required resources' activity within the 'deliver the capabilities' process. The programme manager is responsible for this activity, but the BCM should be consulted to assist in identifying the need for specialist resources. Ref 15.4.1, tab 15.2
			D. Incorrect. It is true that the programme manager has the responsibility for ensuring that projects deliver capabilities according to the 'programme delivery plan'. This is part of the 'conduct the planned activities' activity within the 'deliver the capabilities' process. But the situation described relates to "obtaining additional specialist resources" which is part of the 'deploy required resources' activity within the 'delivering the capabilities' process. Ref 15.4.2, 15.4.1, tab 15.2

Q	A	Syllabus Ref	Rationale
62	C	3.5.1.a	A. Incorrect. In the 'begin to realize and measure benefits' activity, "reports start to be provided to the governance boards based on benefit measurement baselines and measurement systems implemented in the previous process." However, the ability to cross sell products is an outcome, not a benefit. The measurement is wrong. Ref 16.4.4 B. Incorrect. "After [the capabilities] are transitioned and adopted, benefits will begin to be realized." However, 'increased sale of existing products' is the benefit, not the number of team members selling products. The measurement is wrong. Ref 16.4.4 C. Correct. The 'begin to realize and measure benefits' activity is a "critical time for any programme and the measurements must be scrutinized to ensure that they are effective and not motivating any perverse behaviours across the business... The potential for new knowledge to be acquired is significant at this time." Tracking and measuring popular cross-sales could lead to deeper insights and eventually even more sales. Ref 16.4.4 D. Incorrect. This information is more appropriate for the 'capture learning' activity, which recommends that "people should be encouraged to share this new knowledge and express this as learning." The 'begin to realize and measure benefits' activity involves measuring and reporting on the benefit of 'increased sale of existing products', not the sales techniques used. Ref 16.4.3, 16.4.4
63	A	3.5.1.c	A. Correct. The 'assurance' theme during the 'embed the outcomes' process is applied through "monitoring, control, and assurance activities as outlined in the assurance plan." "Assurance activities may be planned to coincide with specific events", especially at risk-based areas of the programme such as a benefit dependency. Ref tab 16.3, 9.5.2 B. Incorrect. The risk register is used and monitored in this process. However, from the statement, there is no indication that the probability has changed. It is already noted as 'major'. Ref tab 16.1 C. Incorrect. Withdrawing bonuses is not an example of "withdrawing access to old ways of doing things, such as legacy systems." Instead, they should be supported and rewarded for right behaviours. "Key to this activity is the support that people are given as they learn new capabilities and embed them into new ways of working." Ref 16.4.2 D. Incorrect. It is incorrect to adjust the description of the landing point during the process. The landing point is not an input, nor an activity in this process. Instead, it is an output of this process: "Landing point achieved, a safe place to stop if necessary." Ref tab 16.1

EN_MSP_PRAC_2020_SamplePaper1_Rationales_v2.1

Q	A	Syllabus Ref	Rationale
64	C	3.5.2	A. Incorrect. "Part of this activity is withdrawing access to old ways of doing things, such as legacy systems. This can be difficult for some and these people will need the support of the BCM and change teams. Adjustments may be required as unforeseen issues arise." Simply reminding staff of the need to hit their targets is not providing sufficient support during the transition. Ref 16.4.2
			B. Incorrect. "Key to this activity is the support that people are given as they learn new capabilities and embed them into new ways of working." Simply reminding staff of the need to hit their targets would not provide sufficient support during the transition. Ref 16.4.2
			C. Correct. "Part of this activity is withdrawing access to old ways of doing things, such as legacy systems. This can be difficult for some and these people will need the support of the BCM and change teams. Adjustments may be required as unforeseen issues arise." This is the 'adopt the new capabilities' activity. Ref 16.4.2
			D. Incorrect. "People should be encouraged to share this new knowledge and express this as learning" as part of the 'capture learning' activity, not the 'adopt the new capabilities' activity. Ref 16.4.3
65	C	3.6.1.b	A. Incorrect. This is part of 'analyse current state vs target operating model' which is an activity in the 'evaluate new information' process. The BCM is responsible for this activity, the SRO is accountable. Ref tab 17.2
			B. Incorrect. This is part of 'analyse current state vs target operating model' which is an activity in the 'evaluate new information' process. The BCM is responsible for this activity. The programme manager is a contributor. Ref tab 17.2
			C. Correct. "Another specific element of the end-of-tranche review and report is to confirm the operating model in the current state, i.e. at the current landing point, comparing it with the intended change for that tranche and identifying any aspects that are not as planned." This is part of the 'analyse current state vs target operating model' activity. The BCM is responsible for this activity. Ref 17.4.2, tab 17.2
			D. Incorrect. This is part of 'analyse current state vs target operating model' which is an activity in the 'evaluate new information' process. The BCM is responsible for this activity. The programme office lead is a contributor. Ref tab 17.2

Q	A	Syllabus Ref	Rationale
66	C	3.6.1.c	A. Incorrect. In the 'evaluate new information' process, the 'design' theme identifies risks and assesses progress against the target operating model. Ref tab 17.3 B. Incorrect. In the 'evaluate new information' process, the 'structure' theme "assess[es] completeness of [the] tranche." This is proposing a lesson for future tranches which is an example of the 'knowledge' theme. Ref tab 17.3 C. Correct. The 'evaluate new information' process applies the 'knowledge' theme by "identify[ing] new knowledge and propos[ing] new lessons to be learned in the next tranche." Ref tab 17.3 D. Incorrect. In the 'evaluate new information' process, the 'assurance' theme "validate[s] that assurance activities have added value and propose[s] changes for next tranche." Ref tab 17.3
67	D	3.6.2	A. Incorrect. It is true that the tranche performance vs plans needs to be analysed as part of the 'evaluate new information' process. However, this is a responsibility of the programme office lead, not the SRO. Ref 17.4.1, tab 17.2 B. Incorrect. This information will need to be reflected in the business case when the programme progresses into the 'design the outcomes' process, but this question relates to the 'analyse tranche performance vs plans' activity of the 'evaluate new information' process. This is a responsibility of the programme office lead. Ref 17.4.1, tab 17.2 C. Incorrect. It is true that evaluating the cost performance vs plans is part of the 'analyse tranche performance vs plans' activity of the 'evaluate new information' process. However, this is a responsibility of the programme office lead. The programme manager is a contributor. Ref 17.4.1, tab 17.2 D. Correct. It is true that evaluating the cost performance vs plans is part of the 'analyse tranche performance vs plans' activity of the 'evaluate new information' process. However, this is a responsibility of the programme office lead. Ref 17.4.1, tab 17.2

Q	A	Syllabus Ref	Rationale
68	B	3.7.1.a	A. Incorrect. The purpose of the decision register is "to record decisions made by each governance board, providing an audit trail of decisions and their underpinning rationales." "To prepare for closure, the programme manager: evaluates programme performance to identify lessons to be learned (drawing from end-of-tranche report)." Ref tab 10.3, 18.4.1
			B. Correct. "To prepare for closure, the programme manager: evaluates programme performance to identify lessons to be learned (drawing from end-of-tranche report)." Ref 18.4.1
			C. Incorrect. The management of any risks and issues that do not automatically close at the end of the programme, the programme manager should hand over "residual capability delivery to other programmes." "To prepare for closure, the programme manager evaluates programme performance to identify lessons to be learned (drawing from the end-of-tranche report)." Ref 18.4.2, 18.4.1, tab 18.1
			D. Incorrect. The management of any risks and issues that do not automatically close at the end of the programme, the programme manager should hand over "residual capability delivery to other programmes." "To prepare for closure, the programme manager evaluates programme performance to identify lessons to be learned (drawing from the end-of-tranche report)." Ref 18.4.2, 18.4.1, tab 18.1

Q	A	Syllabus Ref	Rationale
69	D	3.7.1.c	A. Incorrect. As part of the 'prepare for closure' activity, "to prepare for closure the programme manager ensures that stakeholders are notified (this will be in the stakeholder engagement and communications plan if the closure is planned)." Stakeholder engagement is covered by the 'organization' theme. In addition, the 'assurance' theme is applied to the 'close the programme' process by providing "any assurance activities that are required by the sponsoring group before final closure of the programme." Ref 18.4.1, 4.12, tab 18.3
			B. Incorrect. As part of the 'prepare for closure' activity, "to prepare for closure the programme manager ensures that stakeholders are notified (this will be in the stakeholder engagement and communications plan if the closure is planned)." Stakeholder engagement is covered by the 'organization' theme. In addition, the 'decisions' theme is applied to the 'close the programme' process by proceeding to "close issues and risks, and confirm the status of other decisions" and "hand over any residual issues or risks as applicable." Ref 18.4.1, 4.12, tab 18.3
			C. Incorrect. As part of the 'prepare for closure' activity, "to prepare for closure the programme manager ensures that stakeholders are notified (this will be in the stakeholder engagement and communications plan if the closure is planned)." Stakeholder engagement is covered by the 'organization' theme. In addition, the 'justification' theme is applied to the 'close the programme' process by confirming "the status of the business case (all costs and benefits accrued to date)". Ref 18.4.1, 4.12, tab 18.3
			D. Correct. As part of the 'prepare for closure' activity, "to prepare for closure the programme manager ensures that stakeholders are notified (this will be in the stakeholder engagement and communications plan if the closure is planned)." The 'organization' theme is applied to the 'close the programme' process by proceeding to "disband the programme organization." In addition, "the purpose of the organization theme is to describe: how stakeholders are identified and engaged, and how communication is planned and effectively delivered." Ref 18.4.1, tab 18.3, 4.1

Q	A	Syllabus Ref	Rationale
70	C	3.7.2	A. Incorrect. The 'justification' theme is concerned with managing "achievability with the desired benefits of value to stakeholders", but the situation described is a lesson learned about an aspect of the way the programme is managed. Using "experience to learn lessons, and to build a culture and practice of continual improvement" is part of the 'knowledge' theme. Ref 6.1, 8.1, tab 18.3
			B. Incorrect. A purpose of the justification theme is to "ensure that the investment of capital and resources is value for money" but the situation described is a lesson learned about an aspect of the way the programme is managed. Using "experience to learn lessons, and to build a culture and practice of continual improvement" is part of the 'knowledge' theme. Ref 8.1, tab 18.3, 6.1
			C. Correct. The 'knowledge' theme when applied to the 'close the programme' process aims to "ensure that the knowledge gained by the programme team is captured and made explicit as far as possible" and "identify specific lessons for the organization to learn." Ref tab 18.3
			D. Incorrect. Who has access to which information and defining appropriate level of privacy for different information is part of the 'knowledge' theme, but the situation described is a lesson learned about an aspect of the way the programme was managed. Ref tab 18.3