

# MSP® Sample Papers

## The Official MSP Accreditor Sample Examination Papers

### Terms of use

Please note that by downloading and/or using this document, you agree to comply with the terms of use outlined below:

1. All sample papers (in electronic or paper format) are for personal use only.
2. The sample papers are intended for the following use only:
  - As a study aid for candidates who wish to sit an MSP examination, or
  - For reference purposes.
3. By downloading a complimentary digital copy of any of the MSP sample papers, you agree not to:
  - Print or reproduce it (unless it is for your own personal use);
  - Forward or share it to/with any third party;
  - Sell the document.
4. If you wish to use the whole, or part, of this sample paper for any purpose other than for your own study or reference, please contact the AXELOS Accreditation Team ([accreditation@axelos.com](mailto:accreditation@axelos.com)).



## ***The MSP® Foundation Examination***

### ***Sample Paper 2***

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

#### **Multiple Choice**

**Examination Duration: 1 hour**

#### ***Instructions***

1. You should attempt all 75 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 35 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 1 hour to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

- 1) Which is an assurance management principle?
  - A. Supportive culture
  - B. Benefits and threats to them
  - C. Action and intervention
  - D. Rate of change
  
- 2) Which description is MOST applicable to a Vision Statement?
  - A. A definition of the improvements expected
  - B. A design for the future organization
  - C. An explanation of the links between projects and benefits
  - D. A high level picture of the intended future
  
- 3) Which is an opportunity response?
  - A. Conform to the Risk Management Strategy
  - B. Allocate a risk actionee
  - C. Update the Benefits Map
  - D. Transfer the risk
  
- 4) What role consults other roles when focusing on the preparation of the Benefits Realization Plan?
  - A. Programme Manager
  - B. Senior Responsible Owner
  - C. Benefits Realization Manager
  - D. Programme Office
  
- 5) In what transformational flow process are the arrangements for the governance of the programme prepared?
  - A. Identifying a Programme
  - B. Defining a Programme
  - C. Delivering the Capability
  - D. Realizing the Benefits

- 6) What role has a focus on setting up and controlling the functioning of the programme's configuration management system?
- A. Programme Office
  - B. Senior Responsible Owner
  - C. Benefits Realization Manager
  - D. Project teams
- 7) Which BEST describes a programme?
- A. Focuses on fit for purpose output oriented delivery
  - B. Achieves operational targets through daily business activities
  - C. Transforms the business to achieve strategic benefits
  - D. Encompasses all current and future organizational change
- 8) Which activity should be undertaken by members of the Programme Board?
- A. Oversee external suppliers to the programme
  - B. Confirm the closure of the programme
  - C. Initiate assurance and audit reviews
  - D. Oversee the programme to ensure that it delivers within its agreed boundaries
- 9) Which of the following statements about programme resources is true?
- 1. Funding and services are types of resource
  - 2. Maximizing resource sharing prevents bottlenecks
- A. Only 1 is true
  - B. Only 2 is true
  - C. Both 1 and 2 are true
  - D. Neither 1 or 2 is true

- 10) What transformational flow process includes the implementation of the governance relating to monitoring and control of the programme?
- A. Identifying a Programme
  - B. Defining a Programme
  - C. Managing the Tranches
  - D. Realizing the Benefits
- 11) What does the 'O' stand for in POTI, the model that helps with Blueprint development?
- A. Options analysis
  - B. Organizational structure
  - C. Opportunity management
  - D. Outline vision
- 12) What role has a focus on commissioning independent reviews to give confidence about the viability of the Business Case?
- A. Programme Office
  - B. Senior Responsible Owner
  - C. Programme Manager
  - D. Business Change Manager
- 13) What document is used to assess whether the programme is likely to be viable and achievable before the creation of the full Business Case?
- A. Benefits Realization Plan
  - B. Programme Plan
  - C. Programme Brief
  - D. Programme Preparation Plan

- 14) Which is a purpose of benefits management?
- A. Manage uncertainty, complexity and ambiguity
  - B. Ensure that there is a focus on programme process effectiveness
  - C. Achieve measurable improvements which contribute to corporate strategy
  - D. Measure the effectiveness of two-way communications
- 15) What role consults on the programme's approach to assurance before approving the governance arrangements for programme information?
- A. Design Authority
  - B. Senior Responsible Owner
  - C. Programme Manager
  - D. Programme Office
- 16) Which is NOT normally a characteristic of a good Vision Statement?
- A. Explains the future so that it is readily understood by stakeholders
  - B. Presents brief information which is easy to remember
  - C. Indicates key benefits without stating them explicitly
  - D. Includes dates for delivery of key outcomes
- 17) What transformational flow process immediately follows Identifying a Programme?
- A. Managing the Tranches
  - B. Delivering the Capability
  - C. Realizing the Benefits
  - D. Defining a Programme
- 18) Where are specific business change management responsibilities recorded?
- A. Business Case
  - B. Organization Structure
  - C. Information Management Plan
  - D. Benefits Realization Plan

- 19) Which is an organizational perspective for risk management?
- A. Financial
  - B. Maturity
  - C. Strategic
  - D. Benefit
- 20) Which is a purpose of gathering information into the Stakeholder Profiles?
- A. Identify which person should be the Programme Manager
  - B. Enable the stakeholders to be organized by categories
  - C. Gather strategic guidance on changing business drivers
  - D. Identify important perceptions stakeholders may have about a programme
- 21) What is the definition of a Vision Statement?
- A. A detailed description of the changed organization
  - B. An encapsulation of a better future
  - C. A description of programme viability
  - D. A framework to enable effective communication
- 22) Which requirement does NOT describe a trigger for a vision-led programme?
- A. Top down corporate plans affecting cross-functional practices
  - B. A shift in political priorities compelling the business to change
  - C. A board decision to exploit opportunities resulting from market changes
  - D. Individual projects working in parallel need better coordination
- 23) Which communication channel relies on active involvement from stakeholders?
- A. Workshop
  - B. Press release
  - C. Site exhibition display
  - D. Video film

- 24) Which role is MOST likely to have a focus on applying programme controls which impact on operational areas?
- A. Business Change Manager
  - B. Programme Manager
  - C. Programme Office
  - D. Senior Responsible Owner
- 25) Which describes intra dependencies on other programmes or projects?
- A. Outside the programme but part of the corporate portfolio
  - B. Within the control of the programme itself
  - C. Resulting from a programme outside the corporate organization
  - D. Resulting from relationships between the projects within the Projects Dossier
- 26) Which information is included in a Business Case?
- A. Benefits to be delivered by the programme
  - B. Terms of reference for members of programme management team
  - C. Process for escalating risks
  - D. Guidance on programme information that must be kept confidential
- 27) What management activity controls the links between programme assets?
- A. Process
  - B. Supply chain
  - C. Configuration
  - D. Information
- 28) Which is an example of a test for whether a programme can close as intended?
- A. Business Case is no longer viable
  - B. Benefits realization is complete
  - C. Operational capabilities have been embedded
  - D. The last project has been closed



- 29) Which is a driver for change that is MOST likely to result in implementation of a programme management approach?
- A. Requirements to comply with industry standards or legislation
  - B. Opportunities for realizing further benefits
  - C. Consolidation of existing stand-alone projects that are not a good strategic fit
  - D. Ineffective arrangements for configuration management
- 30) Which is an area of focus of the Senior Responsible Owner in Blueprint Design and Delivery?
- A. Ensuring operational staff understand the changes described in the Blueprint
  - B. Applying configuration management to the Blueprint
  - C. Ensuring there are sufficient resources to support the design of the Blueprint
  - D. Working collaboratively with Business Change Managers to write the content of the Blueprint
- 31) What document enables the Sponsoring Group to commit to the activities needed to define a programme?
- A. Programme Preparation Plan
  - B. Programme Definition Document
  - C. Programme Brief
  - D. Resource Management Plan
- 32) Which influence and interest levels are MOST likely to require a method of engagement which ensures high levels of commitment from a programme stakeholder?
- A. Low, medium
  - B. Low, low
  - C. High, high
  - D. Medium, medium

- 33) What transformational flow process involves developing a suggested organization change into a potentially viable business proposition?
- A. Identifying a Programme
  - B. Defining a Programme
  - C. Managing the Tranches
  - D. Realizing the Benefits
- 34) Which document is used to monitor overall risk trends in a programme?
- A. Risk Management Strategy
  - B. Programme progress report
  - C. Project brief
  - D. Risk Register
- 35) What type of cost is incurred by a project as it acquires and delivers the means to enable the capabilities in the Blueprint?
- A. Transition
  - B. Benefit realization
  - C. Programme management
  - D. Development
- 36) Which is one of the critical organizational elements aligned by programme management?
- A. Benefits realized
  - B. 'To-be' state
  - C. Business-as-usual environment
  - D. Competence of the Senior Responsible Owner

- 37) Which is a description of the role of the Senior Responsible Owner?
- A. Day to day management of the programme
  - B. Embed new capability into business operations
  - C. Take on accountability for programme delivery
  - D. Coordinate monitoring and control activities
- 38) What role has a focus on implementing changes to operational processes to achieve a better future?
- A. Programme Manager
  - B. Business Change Manager
  - C. Senior Responsible Owner
  - D. Sponsoring Group
- 39) Which is a critical validation test for a benefit?
- A. Measurement
  - B. As-is' state
  - C. Identified owner
  - D. Stakeholder impact
- 40) Which information should NOT be included in a Blueprint?
- A. Skills profile for staff to operate the required business models
  - B. How the business will operate in the future
  - C. Data needed to monitor future business performance
  - D. Organization structure for the programme team

- 41) Which role is MOST likely to build good relations with all the senior stakeholders and keep them involved in the programme?
- A. Programme Office
  - B. Business Change Manager
  - C. Programme Manager
  - D. Senior Responsible Owner
- 42) What role has a focus on analysing stakeholder information?
- A. Senior Responsible Owner
  - B. Programme Manager
  - C. Benefits Realization Manager
  - D. Programme Office
- 43) Which is a purpose of a Programme Office?
- A. Commission independent reviews to provide confidence in supplier performance
  - B. Implement improvements by learning from experiences in managing operational change
  - C. Approve requests for audits of programme performance
  - D. Provide expertise on how to control change across a programme
- 44) What is an uncertain event that could have a favourable impact on a programme's objectives?
- A. Opportunity
  - B. Threat
  - C. Issue
  - D. Health check
- 45) Which is an assurance management technique?
- A. Maturity assessments
  - B. Net present value
  - C. Organizational governance
  - D. Benefits mapping

- 46) Which is a governance theme?
- A. Leadership and Stakeholder Engagement
  - B. Designing and delivering a coherent capability
  - C. Managing the Tranches
  - D. Assurance reviews
- 47) What role facilitates the appointment of project managers within the programme?
- A. Programme Manager
  - B. Business Change Manager
  - C. Design Authority
  - D. Senior Responsible Owner
- 48) What role ensures that the programme is complying with the risk management principles?
- A. Business Change Manager
  - B. Programme Manager
  - C. Risk Manager
  - D. Senior Responsible Owner
- 49) What term is associated with the uncertainty that a threat will become an issue?
- A. Proximity
  - B. Threshold
  - C. Tolerance
  - D. Probability
- 50) Which describes an output?
- A. Total capability needed to produce an outcome
  - B. Measurable improvement produced by an outcome
  - C. Deliverable produced by a project for a programme
  - D. New operational state resulting from capability being put into use

- 51) Which is a key area of programme focus when monitoring the progress of projects?
- A. Suitability of each project risk response
  - B. Creation of project briefs
  - C. Programme intra dependencies
  - D. Avoidance of scope creep
- 52) In a programme organization structure, what role would be MOST appropriate for a project executive?
- A. Sponsoring group member
  - B. Senior responsible owner
  - C. Programme board attendee
  - D. Business change manager
- 53) Which focus statement characterizes an individual acting as a manager rather than a leader?
- A. Achievement of value for money
  - B. Overall direction of the programme
  - C. Delivery on time and to quality
  - D. Justification and reasons
- 54) What document provides information on how to ensure the integration of different types of assurance activity across the programme?
- A. Quality and Assurance Plan
  - B. Quality and Assurance Strategy
  - C. Information Management Plan
  - D. Information Management Strategy

- 55) Which attribute is NOT required by members of a Business Change Team in order to fulfil their responsibilities?
- A. Operational experience
  - B. Operational knowledge
  - C. Configuration management knowledge
  - D. Change management skills
- 56) What is described as an organization that can be affected by a programme??
- A. Programme Organization Structure
  - B. Leaders
  - C. Stakeholder
  - D. Business Change Team
- 57) What document is used to gain an understanding of how to manage a dis-benefit?
- A. Benefits Realization Plan
  - B. Business Case
  - C. Risk Register
  - D. Benefit Profile
- 58) Which is a reason for the process Realizing the Benefits?
- A. Initiate projects listed in the Projects Dossier
  - B. Ensure that project outputs are suitable for operational use
  - C. Ensure that project direction is in line with programme objectives
  - D. Review and confirm validity of the Business Case
- 59) What role designs the content of the future state section of the Blueprint?
- A. Programme Board
  - B. Business Change Manager
  - C. Programme Manager
  - D. Design Authority

60) What is defined as 'the coordinated organization, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realize benefits of strategic importance'?

- A. Programme management
- B. Configuration management
- C. Portfolio management
- D. Quality assurance management

61) Which is NOT an objective of the programme communications process?

- A. Maintain a high level of awareness among stakeholders
- B. Describe programme issues and their impacts
- C. Explain when changes will be implemented
- D. Describe to stakeholders a vision of the future

62) Which of the following statements about programme management principles is true?

- 1. Reduce the ability of Programme Managers to influence the shape of the transformational change
- 2. Relevant to all programmes

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

63) Which is a purpose of 'visioning' workshops?

- A. Confirm the Programme Mandate
- B. Produce Benefit Profiles
- C. Influence key stakeholders
- D. Refine the Blueprint



64) Which is a programme characteristic?

- A. Issues are managed to ensure products are fit-for-purpose
- B. Governance is focused on establishing corporate policies and standards
- C. Future state is defined for the entire business
- D. Stakeholder involvement comes from all levels of the organization

65) What type of event could have a detrimental effect on the achievement of programme objectives?

- A. Threat
- B. Issue
- C. Constraint
- D. Contingency

66) Which of the following statements about Benefits Management is true?

- 1. Benefits require a programme structure to be in place to realize them
  - 2. The Programme Manager should continue to have responsibility for realizing benefits that occur beyond the end of the programme
- A. Only 1 is true
  - B. Only 2 is true
  - C. Both 1 and 2 are true
  - D. Neither 1 or 2 is true

67) Which is NOT a programme management principle?

- A. Focusing on the benefits and threats to them
- B. Leading change
- C. Controlling assets
- D. Learning from experience

68) Which is NOT one of the three types of programme?

- A. Compliance
- B. Vision-led
- C. Feasibility study
- D. Emergent

69) Which of the following statements about the Business Change Manager is true?

1. Ensures that projects will create the appropriate Blueprint capabilities
  2. Appointed as senior user on a project board, if required
- A. Only 1 is true
  - B. Only 2 is true
  - C. Both 1 and 2 are true
  - D. Neither 1 or 2 is true

70) Which document identifies the outline budget assigned to deliver a project's outputs?

- A. Programme Preparation Plan
- B. Blueprint
- C. Projects Dossier
- D. Information Management Plan

71) Which is required for an effective programme organization?

- A. Control of programme changes
- B. Health checks on progress
- C. Sound overview of the Benefit Profiles
- D. Defined roles with clear responsibilities

- 72) Which describes how a programme might manage a threat?
- A. Exploit an uncertain event
  - B. Communicate throughout the Risk Management Cycle
  - C. Enhance the likelihood of an event occurring
  - D. Remove the cause of a potential problem
- 73) What process provides the outputs required to deliver the Blueprint?
- A. Managing the Tranches
  - B. Delivering the Capability
  - C. Benefits Management
  - D. Realizing the Benefits
- 74) What provides a memorable description of the organization as it will be when the programme is complete?
- A. Programme Plan
  - B. Programme Communications Plan
  - C. Vision Statement
  - D. Organization Structure
- 75) Which is NOT a responsibility of the role of a risk owner?
- A. Manage a risk
  - B. Track a risk
  - C. Implement a specific risk response action
  - D. Report on the effectiveness of a risk response



***The MSP® Foundation Examination***

***Sample Paper 2***

***Answer Key***

## The MSP® Foundation Examination

**For Exam Paper:** EN\_MSP\_FND\_2011\_SamplePaper2\_QuestionBk\_v2.0

Q	A	Syll topic	Section
1	C	QA01 02	12.3.1.5
2	D	VS02 03	A.4.28
3	D	RM0 102	Tbl 11.1
4	A	BM0 206.2	Tbl 7.3
5	B	TF02 04	15.1
6	A	PL02 03.4	Tbl 9.1
7	C	PT02 02.1	7.2
8	D	OP02 02.2	4.7.1
9	A	PL01 01	9.2.1
10	C	TF02 05	16.1
11	B	BL01 01	8.2
12	B	BC02 04.1	Tbl 10.2
13	C	TF02 01.2	A.4.13.1
14	C	BM0 202.1	7.1
15	B	QA02 04.1	Tbl 12.1
16	D	VS02 01.2	5.2
17	D	TF01 01	Fig 13.1
18	B	OP02 01	A.4.12.1
19	C	RM0 103.1	11.1.1
20	D	LS02 01.5	6.6.2
21	B	VS01 01	5.1
22	D	PT02 04.1	1.6
23	A	LS02 06.2	6.6.4.2
24	A	PT02 05.3	Tbl 3.3
25	A	PL02 05	9.3.2

Q	A	Syll topic	Section
26	A	BC02 01	10.1
27	C	QA02 02.3	12.2.2.6
28	C	TF02 08	19.1
29	A	PT02 03	Fig 1.3
30	C	BL02 03.1	Tbl 8.1
31	A	TF02 02.1	14.6
32	C	LS02 04	Fig 6.4
33	A	TF02 03	14.1
34	B	RM0 204.4	11.2.11
35	D	BC02 03	Tbl 10.1
36	C	PT01 03	1.3
37	C	OP01 01	4.6
38	B	VS02 02.3	Tbl 5.1
39	A	BM0 101.1	7.4.2.2
40	D	BL02 01	8.2
41	D	OP02 03.2	4.6.1
42	B	LS02 07.2	Tbl 6.5
43	D	OP02 07	C.5.1
44	A	RM0 101.1	11.2.7
45	A	QA01 01	12.3.2.4
46	A	PT01 06	3
47	A	OP02 04.2	4.8.1
48	B	RM0 207.2	Tbl 11.2
49	D	RM0 201.2	11.2.8
50	C	BM0 201.1	Tbl 7.1

Q	A	Syll topic	Section
51	D	PL02 04.2	17.6.1
52	C	OP01 03.2	4.7.2
53	C	LS02 02	Tbl 6.1
54	B	QA02 03.4	12.3.3.1
55	C	OP02 06.2	4.10
56	C	LS01 01	6.1
57	D	BM0 205.3	A.4.1.1
58	B	TF02 07	18.1
59	B	OP02 05.2	4.9.1
60	A	PT01 01.3	Glossary
61	B	LS02 05.1	6.6.4
62	B	PT02 07	2.1
63	C	LS02 03	6.2
64	D	PT02 01	Tbl B.2
65	A	RM0 203	Glossary
66	D	BM0 203.2	7.2
67	C	PT01 05	2.2
68	C	PT01 04	1.6
69	B	OP02 09	4.14.1
70	C	PL02 02	9.2.4
71	D	OP01 02	4.1
72	D	RM0 206	Tbl 11.1
73	B	TF02 06	17.1
74	C	VS02 03	5.2
75	C	RM0 205.1	11.3.3.4



***The MSP® Foundation Examination***

***Sample Paper 2***

***Answers and Rationales***

1 QA0102 - Quality and assurance management

C

To recall the assurance management principles.

- a) Incorrect. 'Creates a supportive culture' is a risk management principle (Section 11.1.2).
- b) Incorrect. 'Focusing on the benefits and threats to them' is a programme management principle (Section 2.2.4).
- c) Correct. Assurance is most effective when appropriate follow-up actions are taken to resolve any serious issues identified through planned assurance activity (Section 12.3.1.5).
- d) Incorrect. Maintaining the balance between the rate of change being offered by the Delivering the Capability process and the rate of change that the operational areas can cope with is a key principle of Managing the Tranches (Section 16.1).

2 VS0203 - Vision

D

To identify the typical contents of a Vision Statement.

- a) Incorrect. Definitions of improvements are more likely to be contained in Benefit Profiles which collectively define all benefits (Appendix A.4.1) whereas a Vision Statement is intended to be short and memorable (Appendix A.4.28).
- b) Incorrect. This is more likely to describe a Blueprint which is a design of the future organization developed from the Vision Statement (Section 8.1) whereas the Vision Statement provides an 'artist's impression' of the future (Appendix A.4.28).
- c) Incorrect. This describes a Benefits Map which illustrates the sequential relationship between project outputs, capabilities, outcomes and benefits (Appendix A.4.3) and such information is not intended to be part of a Vision Statement (Appendix A.4.28).
- d) Correct. The Vision Statement should provide a short, memorable and clear statement of the end goal of the programme which can be seen as an 'artist's impression' (Appendix A.4.28).

3 RM0102 - Risk and issue management

D

To recall the defined risk responses.

- a) Incorrect. It is expected that all those engaged in programme risk management will conform to the Risk Management Strategy but this is not one of the defined opportunity responses (Table 11.1).
- b) Incorrect. Every risk, having risk response actions, should be allocated at least one risk actionee (Section 11.3.3.4) but the allocation of a risk actionee is not one of the defined opportunity responses (Table 11.1).
- c) Incorrect. The Benefits Map may be useful in identifying risks as it illustrates dependencies between benefits and on project outputs (Appendix A), but it is not one of the defined opportunity responses (Table 11.1).
- d) Correct. Transfer the risk (threat or opportunity) is one of the defined opportunity responses (Table 11.1).

4 BM0206.2 - Benefits management

A

To identify areas of focus of the Programme Manager in the Benefits Management theme.

- a) Correct. The Programme Manager has a focus on developing the Benefits Realization Plan in consultation with other roles (Table 7.3).
- b) Incorrect. The Senior Responsible Owner approves the Benefits Realization Plan (Table A.3) but does not have a focus on developing it.
- c) Incorrect. This is an optional role (Section 4.13) which, if in place, provides assurance and overview of the Benefits Realization Plan but does not have a focus on developing it.
- d) Incorrect. The Programme Office will monitor progress against the Benefits Realization Plan (Table 7.3) but does not have a focus on developing the plan.

5 TF0204 - Transformational flow (FA – FF)

B

To identify the reasons for Defining a Programme.

- a) Incorrect. The governance strategies for the programme are not developed until Defining a Programme (Section 15.1).
- b) Correct. The governance strategies for the programme are developed in Defining a Programme (Section 15.1).
- c) Incorrect. The governance strategies for the programme may influence the way in which projects are started (Section 17.2) but they are developed in Defining a Programme.
- d) Incorrect. The governance strategies for the programme are developed in Defining a Programme before Realizing the Benefits begins (Figure 15.1).

6 PL0203.4 - Planning and control

A

To identify the areas of focus of the Programme Office for the governance theme Planning and Control.

- a) Correct. The Programme Office has a focus on establishing and operating the programme's information and configuration management systems, procedures and standards (Table 9.1).
- b) Incorrect. The Senior Responsible Owner authorizes the Resource Management Strategy, Monitoring and Control Strategy, Projects Dossier, Programme Plan, and the required monitoring and control activities but does not establish and operate the programme's information and configuration management systems. This is a focus of the Programme Office (Table 9.1).
- c) Incorrect. A Benefits Realization Manager provides assurance and overview of the Benefits Realization Plan (Section 4.13) and will use information from the programme's information and configuration management systems rather than operate the systems.
- d) Incorrect. Project teams will liaise with the Programme Office (Appendix C.5.1) but the latter has a focus on establishing and operating the programme's information and configuration management systems (Table 9.1).



7 PT0202.1 - Overview, principles and governance themes overview

C

To identify a description of a programme.

- a) Incorrect. Whilst a programme does require its projects to deliver fit for purpose outputs, this best describes a project (Table B.2).
- b) Incorrect. This describes business as usual (Glossary).
- c) Correct. This describes a programme (Section 7.2).
- d) Incorrect. All the current and future change activities form the corporate portfolio (Section 7.2).

8 OP0202.2 - Organization and programme office

D

To identify the responsibilities of the Programme Board.

- a) Incorrect. The Programme Manager is responsible for managing external suppliers to the programme (Section 4.8.1).
- b) Incorrect. The Sponsoring Group endorses the Senior Responsible Owner's proposal to close the programme (Section 19.3).
- c) Incorrect. The Senior Responsible Owner commissions assurance and audit reviews (Section 4.6.1).
- d) Correct. Members of the Programme Board are responsible for ensuring the programme delivers within its agreed boundaries (Section 4.7.1).

9 PL0101 - Planning and control

A

To recall the definition of a resource.

- a) Correct. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- b) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- c) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).
- d) Incorrect. 1 is true. Programme resources include people, assets, materials, funding and services (Section 9.2.1). 2 is false. It is minimizing resource sharing between projects that helps prevent bottlenecks (Section 9.2.1).

10 TF0205 - Transformational flow (FA – FF)

C

To identify the reasons for Managing the Tranches.

- a) Incorrect. Programme governance is not developed until Defining a Programme (Section 15.1) and is then implemented in Managing the Tranches (Section 16.1).
- b) Incorrect. Programme governance is developed in Defining a Programme (Section 15.1) but not implemented until Managing the Tranches (Section 16.1).
- c) Correct. Programme governance is implemented in Managing the Tranches (Section 16.1).
- d) Incorrect. The governance of the programme is implemented in Managing the Tranches (Section 16.1).

11 BL0101 - Blueprint design and delivery

B

To recall the definition of each of the four elements of the POTI model.

- a) Incorrect. Options analysis involves the assessment of alternative ways to create or acquire the outputs described in the Blueprint (Section 8.3.1) but this does not represent a part of the POTI model (Section 8.2).
- b) Correct. The 'O' in the POTI model stands for 'organizational structure', and also includes staffing levels, roles, skills requirements, organizational culture, supply chain and style (Section 8.2).
- c) Incorrect. Effective opportunity management can be achieved by categorizing all opportunities as benefits (Section 11.2.7) but this does not represent a part of the POTI model (Section 8.2).
- d) Incorrect. The Programme Brief defines the outline vision (Section 14.1) but this does not represent a part of the POTI model (Section 8.2).

12 BC0204.1 - The business case

B

To identify main areas of focus of the Senior Responsible Owner for the governance theme Business Case.

- a) Incorrect. The Programme Office has a focus on supporting the Senior Responsible Owner in compiling and updating the Business Case, but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- b) Correct. The Senior Responsible Owner has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- c) Incorrect. The Programme Manager has a focus on preparing the Business Case (Table 10.2), but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).
- d) Incorrect. The Business Change Manager has a focus on identifying operational risks to the Business Case, but it is the Senior Responsible Owner who has a focus on initiating independent assurance reviews of Business Case viability (Table 10.2).

13 TF0201.2 - Transformational flow (FA – FF)

C

To identify the purpose of the Programme Brief.

- a) Incorrect. The Benefits Realization Plan is used to track realization of benefits across the programme and set review controls but not to assess likely viability and achievability (Appendix A.4.4.1).
- b) Incorrect. The Programme Plan is used to control and track the progress and delivery of the programme and resulting outcomes but not to assess likely viability and achievability (Appendix A.4.17.1).
- c) Correct. The Programme Brief is used to assess whether the programme is viable and achievable (Appendix A.4.13.1) and provides an outline business case (Section 10.2.2).
- d) Incorrect. The Programme Preparation Plan details how Defining a Programme will be undertaken but does not assess the likely viability and achievability of the programme (Appendix A.4.18.1).

14 BM0202.1 - Benefits management

C

To identify the purpose of benefits management.

- a) Incorrect. This is a purpose of risk management (Section 11.1).
- b) Incorrect. This is a purpose of Quality and Assurance Management (Section 12.2).
- c) Correct. This is a purpose of benefits management (Section 7.1).
- d) Incorrect. This is an aspect of stakeholder engagement (Section 6.6).

15 QA0204.1 - Quality and assurance management

B

To identify the main areas of focus of the Senior Responsible Owner for the governance theme Quality and Assurance Management.

- a) Incorrect. The Design Authority can provide expert advice (Section 4.13) but does not sign off (approve) the governance arrangements for programme information, which is a task for the Senior Responsible Owner (Table 12.1).
- b) Correct. The Senior Responsible Owner consults with the Sponsoring Group on the approach to programme assurance and then signs off (approves) the Information Management Strategy which describes the governance arrangements for programme information (Table 12.1).
- c) Incorrect. The Programme Manager produces the governance arrangements. The Senior Responsible Owner signs off (approves) the Information Management Strategy which describes the governance arrangements for programme information (Table 12.1).
- d) Incorrect. The Programme Office could have an involvement in supporting the governance arrangements for programme information but the Senior Responsible Owner signs them off (approves them) as described in the Information Management Strategy (Table 12.1).

16 VS0201.2 - Vision

D

To identify the characteristics of a good Vision Statement.

- a) Incorrect. A Vision Statement should be easily understood by a wide variety of stakeholders (Section 5.2).
- b) Incorrect. A Vision Statement should be short and memorable (Section 5.2).
- c) Incorrect. A Vision Statement should describe a desirable future in terms of the interests of key stakeholders. Key benefits are implicit (Section 5.2).
- d) Correct. A Vision Statement should avoid target dates unless the vision is truly time-dependent (Section 5.2).

17 TF0101 - Transformational flow (FA – FF)

D

To recall the sequence of the transformational flow processes.

- a) Incorrect. Managing the Tranches follows Defining a Programme (Figure 13.1).
- b) Incorrect. Delivering the Capability occurs in parallel with Realizing the Benefits and both follow Defining a Programme (Figure 13.1).
- c) Incorrect. Realizing the Benefits occurs in parallel with Delivering the Capability and both follow Defining a Programme (Figure 13.1).
- d) Correct. Defining a Programme immediately follows Identifying a Programme (Figure 13.1).

18 OP0201 - Organization and programme office

B

To identify the purpose of the Organization Structure.

- a) Incorrect. The Business Case focuses on the viability of the programme, which would not include information on business change management responsibilities (Appendix A.4.6.2).
- b) Correct. Business change management responsibilities are part of programme management for which the roles and responsibilities are recorded in the Organization Structure (Appendix A.4.12.1).
- c) Incorrect. The Information Management Plan sets out the timetable for implementing and managing the Information Management Strategy (Appendix A.4.7.2).
- d) Incorrect. Although most of the plan will be executed by business change management staff, this is not where their responsibilities are recorded (Appendix A.4.4.2).

19 RM0103.1 - Risk and issue management

C

To recall the four risk management perspectives

- a) Incorrect. Financial management is a possible source of risk within a programme but 'financial' is not one of the organizational perspectives for risk management, which are the Strategic, Programme, Operational and Project perspectives (Section 11.1.1).
- b) Incorrect. The level of organizational maturity in programme delivery can be assessed using P3M3 and effectiveness measured against 7 perspectives (Section 12.3.2.4). However, 'maturity' is not one of the organizational perspectives for risk management (Section 11.1.1).
- c) Correct. 'Strategic' is one of the risk management organizational perspectives (Section 11.1.1).
- d) Incorrect. Benefits management is a possible source of risks within a programme but 'benefit' is not one of the organizational perspectives for risk management (Section 11.1.1).

20 LS0201.5 - Leadership and stakeholder engagement

D

To identify the purpose of Stakeholder Profiles.

- a) Incorrect. The Programme Manager develops and maintains the Stakeholder Profiles (Table 6.5).
- b) Incorrect. This is done prior to creating the Stakeholder Profiles (Section 6.6.1).
- c) Incorrect. This is part of the role of the Senior Responsible Owner (Table 6.5) but does not explain the purpose of the Stakeholder Profiles.
- d) Correct. Gathering information into a single source can provide useful insights into a programme's stakeholders (Section 6.6.2).

21 VS0101 - Vision

B

To recall the definition of a Vision Statement.

- a) Incorrect. A vision statement is a high-level description. It is the blueprint that gives the details. Ref 5.1
- b) Correct. The Vision Statement encapsulates the vision, which is a picture of a better future. Ref 5.1
- c) Incorrect. The Programme Brief is used to assess if the programme is viable and achievable. Ref A.4.13.
- d) Incorrect. The Stakeholder Engagement Strategy is the framework that will enable effective engagement and communication. Ref A.4.26.

22 PT0204.1 - Overview, principles and governance themes overview

D

To identify the triggers for vision-led programmes.

- a) Incorrect. A top down approach which has implications for the organization's cross-functional operations describes a trigger for a vision-led programme (Section 1.6).
- b) Incorrect. The translation of political priorities into changes to the business describes a trigger for a vision-led programme (Section 1.6).
- c) Incorrect. Development of new products and services that focus on innovation or opportunities offered by the business environment describes a trigger for a vision-led programme (Section 1.6).
- d) Correct. This requirement describes the trigger for an emergent programme (Section 1.6).

23 LS0206.2 - Leadership and stakeholder engagement

A

To identify participative communication approaches.

- a) Correct. Workshops are communication channels that require active participation from stakeholders (Section 6.6.4.2).
- b) Incorrect. A press release is a non-participative communication channel (Section 6.6.4.2).
- c) Incorrect. A static or rolling display as part of a site exhibition is a non-participative communication channel (Section 6.6.4.2).
- d) Incorrect. Video films are non-participative communication channels (Section 6.6.4.2).

24 PT0205.3 - Overview, principles and governance themes overview

A

To identify the governance responsibilities of the Business Change Manager.

- a) Correct. The Business Change Manager has a focus on the implementation of programme controls, as stipulated in the governance arrangements, where they impact on operations (Table 3.3).
- b) Incorrect. The Programme Manager implements programme governance strategies, but the Business Change Manager has a focus on governance arrangements where they impact on operations (Table 3.3)
- c) Incorrect. The Programme Office has a focus on the application of governance arrangements on behalf of the Programme Manager as appropriate, but the Business Change Manager has a focus on governance arrangements where they impact on operations (Table 3.3).
- d) Incorrect. The Senior Responsible Owner has a focus on the approval and compliance of the programme with governance strategies, but the Business Change Manager has a focus on the implementation of governance arrangements where they impact on operations (Table 3.3).

25 PL0205 - Planning and control

A

To identify the three types of dependencies that must be managed during a programme.

- a) Correct. Intra dependencies on other programmes or projects are the dependencies that are external to an individual programme. However, these are still within the perimeter of the organization's programme and project management environment, most likely linked to the scope of another programme or within a corporate portfolio (Section 9.3.2).
- b) Incorrect. Dependencies that can be managed within the boundary of the programme are internal dependencies that are within the programme (Section 9.3.2).
- c) Incorrect. External dependencies outside the programme environment are those dependencies that extend beyond the boundaries of all the programmes into other parts of the organization or even other organizations. These are dependencies that are outside of the control of the programme management environment, e.g. in business operations, other partners, external dynamics such as legislation, strategic decisions and approvals (Section 9.3.2).
- d) Incorrect. Dependencies which reflect how projects depend on each other are internal dependencies that are within the programme (Sections 9.3.2 and 9.2.4).

26 BC0201 - The business case

A

To identify the type of content in a Business Case.

- a) Correct. The Business Case contains information on benefits (Section 10.1).
- b) Incorrect. The terms of reference for the members of programme management team are described in the Organization Structure (Appendix A.4.12.2).
- c) Incorrect. The process for escalating risks is in the Risk Management Strategy (Appendix A.4.24.2).
- d) Incorrect. The Information Management Strategy would provide guidance on the confidentiality to be applied to the Business Case (Appendix A.4.8.2).

27 QA0202.3 - Quality and assurance management

C

To identify the purpose of configuration management.

- a) Incorrect. Process management in a programme ensures the deployment of processes with the appropriate level of specification and rigour to get the job done (Section 12.2.2.4).
- b) Incorrect. Effective supply chain management provides the capability for agile and flexible provision of resources and services as and when the programme needs them (Section 12.2.2.2).
- c) Correct. Configuration management tracks the interrelationships between the assets as well as the assets themselves (Section 12.2.2.6). It is concerned with the creation, maintenance and controlled change of configurations (Glossary).
- d) Incorrect. Information management in a programme provides the right information, in the right format, to the right people at the right time (Section 12.2.2.5).

28 TF0208 - Transformational flow (FA – FF)

C

To identify the tests for programme closure.

- a) Incorrect. If the Business Case is no longer viable, this may be an indication that the programme no longer makes good business sense and it is not sensible to continue the programme to its intended end point. This may be a reason for premature closure (Section 19.1).
- b) Incorrect. It is not necessary to complete benefits realization prior to closing a programme. Post programme benefits realization activity can be managed as a separate piece of work, taken on by the business-as-usual area or by the corporate portfolio (Section 19.1).
- c) Correct. 'The Blueprint has been delivered' is one of the tests for whether a programme can close (Section 19.1). The capability that the programme will deliver is defined in the Blueprint (Section 2.2.6).
- d) Incorrect. Although programme closure may be scheduled any time after completion of the last project, when the capability has been delivered, the timing of it will depend on the amount of support required to ensure that the new operational environment is fully embedded (Section 19.1).

29 PT0203 - Overview, principles and governance themes overview

A

To identify elements of a programme management environment.

- a) Correct. 'Requirements to comply with industry standards or legislation' is a driver for change that is likely to result in implementation of a programme management approach (Figure 1.3).
- b) Incorrect. Opportunities for further benefits can be realized during a programme (Section 7.2), and therefore do not require the implementation of a programme management approach because one is already in place.
- c) Incorrect. The adaptation of existing stand-alone projects that are not a good strategic fit is likely to be part of the work done to align with strategic objectives or to fit within an emerging programme (Section 8.3.3) but is unlikely to result in implementation of a programme management approach.
- d) Incorrect. If the current arrangements for configuration management are ineffective they must be carefully designed to ensure that they operate effectively (Section 11.7) but this unlikely to result in implementation of a programme management approach.

30 BL0203.1 - Blueprint design and delivery

C

To identify areas of focus of the Senior Responsible Owner in Blueprint Design and Delivery.

- a) Incorrect. This is an area of focus of the Business Change Manager (Table 8.1).
- b) Incorrect. This is an area of focus of the Programme Office (Table 8.1).
- c) Correct. This is an area of focus of the Senior Responsible Owner (Table 8.1).
- d) Incorrect. This is an area of focus of the Programme Manager (Table 8.1).



31 TF0202.1 - Transformational flow (FA – FF)

A

To identify the purpose of the Programme Preparation Plan.

- a) Correct. A Programme Preparation Plan for the Defining a Programme process is produced, so that the Sponsoring Group are fully aware of, and willing to commit to, the cost, time and resource that will be required in the next part of the programme (Section 14.6).
- b) Incorrect. The Programme Definition Document is used to consolidate or summarize the information that is used to define the programme (Appendix A.4.15.1), and is developed during the Defining a Programme process.
- c) Incorrect. The Programme Brief is used to assess whether the programme is viable and achievable (Appendix A.4.13.1), and covers the whole programme not just the Defining a Programme process.
- d) Incorrect. The Resource Management Plan shows the arrangements for implementing the Resource Management Strategy (Appendix A.4.22.1).

32 LS0204 - Leadership and stakeholder engagement

C

To identify the appropriate level of stakeholder engagement.

- a) Incorrect. For a stakeholder with a low level of influence over a programme and a medium interest in the programme, the mode of engagement is likely to require the maintenance of their interest or keeping them informed (Figure 6.4).
- b) Incorrect. For a stakeholder with a low level of influence over a programme and a low interest in the programme, the mode of engagement is likely to require keeping them informed (Figure 6.4).
- c) Correct. For a stakeholder with a high level of influence over a programme and a high interest in the programme, the mode of engagement is likely to be one that seeks to ensure strong buy-in (Figure 6.4).
- d) Incorrect. For a stakeholder with a medium level of influence over a programme and a medium interest in the programme, the mode of engagement is likely to involve active consultation or maintain interest (Figure 6.4).

33 TF0203 - Transformational flow (FA – FF)

A

To identify reasons for Identifying a Programme.

- a) Correct. An idea is turned into a tangible business concept in Identifying a Programme (Section 14.1).
- b) Incorrect. It is in Defining a Programme that the tangible business concept described in the Programme Brief is used as the starting point for developing the programme definition information in more detail (Section 15.1)
- c) Incorrect. Managing the Tranches is where the governance for the programme is implemented (Section 16.1), after the business concept has been further defined.
- d) Incorrect. The business concept will have been developed into a full programme definition in Defining a Programme (Section 15.1), prior to commencement of Realizing the Benefits.

34 RM0204.4 - Risk and issue management

B

To identify the purpose of progress reporting as part of risk management.

- a) Incorrect. A Risk Management Strategy defines the programme approach to risk management (Appendix A.4.24.1) but does not contain all the information needed to allow the overall risk trends to be monitored.
- b) Correct. Programmes use progress reports, whether as separate documents or incorporated within other progress reports, to monitor overall risk and issue trends across the entire programme (Section 11.2.11).
- c) Incorrect. Project briefs are developed by a programme to give each project a thorough and rapid start (Section 9.2.4).
- d) Incorrect. A Risk Register is used to capture and actively manage the risks to a programme (Appendix A.4.25.1). Information within the Risk Register needs to be aggregated and analysed to allow the overall risk trends to be monitored.

35 BC0203 - The business case

D

To identify types of programme cost.

- a) Incorrect. Transition costs are the costs incurred during the introduction of project outputs into business operations and until new practices are embedded. They do not include the cost of the development of the outputs (Table 10.1).
- b) Incorrect. Benefit realization costs are costs such as those for setting up and implementing measurement, monitoring, and reporting on benefit realization. They do not include the cost of the development of the outputs (Table 10.1).
- c) Incorrect. These are costs such as those associated with programme roles but do not include the costs incurred by projects (Table 10.1).
- d) Correct. Costs incurred by the projects in acquiring and delivering the enabling outputs are sometimes referred to as investment or development costs (Table 10.1). Project outputs enable the capabilities defined in the Blueprint (Section 17.1).

36 PT0103 - Overview, principles and governance themes overview

C

To recall the three critical organizational elements aligned by programme management.

- a) Incorrect. Realizing benefits is the goal of the Benefits Management theme (Section 7.1) and under-pins the Corporate Strategy, which is one of the elements (Section 1.3).
- b) Incorrect. The 'to-be' state is a future state designed in the Blueprint (Section 8.2.2) and eventually becomes the business-as-usual environment. It is not one of the three critical organizational elements aligned by programme management (Section 1.3).
- c) Correct. Programme management aligns three critical organizational elements: corporate strategy, delivery mechanisms for change, and business-as-usual environment (Section 1.3).
- d) Incorrect. The Senior Responsible Owner is responsible for maintaining alignment of the programme with the organization's strategic direction (Section 4.6.1). The competence of the Senior Responsible Owner is relevant to how well that person fulfils this responsibility, but it is not one of the three elements (Section 1.3).

37 OP0101 - Organization and programme office

C

To recall defined roles in a programme.

- a) Incorrect. This describes the role of the Programme Manager (Section 4.8).
- b) Incorrect. This describes the role of the Business Change Manager (Section 4.9).
- c) Correct. This describes the role of the Senior Responsible Owner (Section 4.6).
- d) Incorrect. This describes the role of the Programme Office (Section 4.11).

38 VS0202.3 - Vision

B

To identify the areas of focus of the Business Change Manager for the governance theme Vision.

- a) Incorrect. The Programme Manager has a focus on designing the delivery of the capability to align with the Vision Statement, but it is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- b) Correct. The Business Change Manager has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- c) Incorrect. The Senior Responsible Owner has a focus on ensuring the organization is capable of achieving the proposed transformation, but it is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).
- d) Incorrect. The Sponsoring Group authorizes the Vision Statement (Section 4.5.2), which contains a description of the end goal of the programme. It is the Business Change Manager who has a focus on delivering the operational changes needed to achieve the desired end state (Table 5.1).

39 BM0101.1 - Benefits management

A

To recall the critical validation tests for a benefit.

- a) Correct. 'How and when will the achievement of the benefit be measured' is a critical validation test for a benefit (Section 7.4.2.2).
- b) Incorrect. The 'as-is' state is taken as a baseline against which new performance measures are compared (Section 7.4.3), but it is not one of the four critical tests for a benefit (Section 7.4.2.2).
- c) Incorrect. Each benefit should have an operational owner, identified in the Benefit Profile (Section 7.4.1.3), but this is not one of the four critical tests for a benefit.
- d) Incorrect. Understanding the impact of benefits on stakeholders is part of Benefits Management (Section 7.3.4), but it is not one of the four critical tests for a benefit (Section 7.4.2.2).

40 BL0201 - Blueprint design and delivery

D

To identify the type of content of a Blueprint.

- a) Incorrect. Organizational structure, staffing levels, roles, skills requirements, organizational culture, supply chain and style are in the Blueprint (Section 8.2).
- b) Incorrect. Processes, business models of operations and functions, including operational costs and performance levels, are in the Blueprint (Section 8.2).
- c) Incorrect. Information and data requirements for the future business operations are in the Blueprint (Section 8.2).
- d) Correct. This is not a part of the Blueprint which contains the organization structure for the future organization, not for the programme team (Section 8.2).

41 OP0203.2 - Organization and programme office

D

To identify responsibilities of the Senior Responsible Owner.

- a) Incorrect. The Programme Office coordinates all communication activities (Section 4.11), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- b) Incorrect. BCMs ensure effective communications with the areas of the business they represent (Section 4.9.1), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- c) Incorrect. The Programme Manager is responsible for managing communications with stakeholders in general (Section 4.8.1), but the Senior Responsible Owner maintains the links with key senior stakeholders and is the most likely to build good relationships with all of them (Section 4.6.1).
- d) Correct. The Senior Responsible Owner maintains the interface with key senior stakeholders, keeping them engaged and informed, and is the most likely to build good relationships with all of them (Section 4.6.1).

42 LS0207.2 - Leadership and stakeholder engagement

B

To identify areas of focus of the Programme Manager for the governance theme Leadership and Stakeholder Engagement.

- a) Incorrect. The Senior Responsible Owner ensures the creation, implementation and maintenance of the overall Stakeholder Engagement Strategy (Table 6.5).
- b) Correct. The Programme Manager has a focus on developing and maintaining the Stakeholder Profiles (Table 6.5) which are compiled from analysis of the information collected (Section 6.6.2).
- c) Incorrect. The Benefits Realization Manager provides assurance and overview of the Benefit Profiles (Section 4.13) and is therefore independent of their development and analysis (Section 12.3.1.1).
- d) Incorrect. The Programme Office maintains information relating to the stakeholders (Table 6.5) but does not have a focus on the analysis of the Stakeholder Profiles.

43 OP0207 - Organization and programme office

D

To identify the purpose of a Programme Office.

- a) Incorrect. Initiating assurance reviews of supplier performance is a focus for the Programme Manager (Table 12.1).
- b) Incorrect. Ensuring that business change lessons learned are implemented is a focus of the Business Change Manager (Table 12.1). A programme office provides guidance and expertise but does not implement change management improvements (Appendix C.2).
- c) Incorrect. Commissioning assurance and audit reviews is a responsibility of the Senior Responsible Owner (Section 4.6.1).
- d) Correct. Providing specialist skills across the programme is a purpose of the Programme Office (Appendix C.5.1).

44 RM0101.1 - Risk and issue management

A

To identify the definition of an opportunity.

- a) Correct. An opportunity is an uncertain event that could have a favourable impact on objectives or benefits (Section 11.1 and 11.2.7).
- b) Incorrect. A threat is an uncertain event that could have a negative impact on objectives or benefits (Section 11.1).
- c) Incorrect. An issue is a relevant event that has happened (Glossary).
- d) Incorrect. A health check is not an uncertain event. It is a planned event that provides a snapshot of the status of a programme (Appendix D).

45 QA0101 - Quality and assurance management

A

To recall the techniques that may be used to help assure that the programme is being delivered optimally.

- a) Correct. The P3M3 maturity assessment is an assurance management technique that assesses the level of organizational maturity in programme delivery, which will have a direct bearing on how well an organization is able to support its programmes (Section 12.3.2.4).
- b) Incorrect. This is a technique that is used to calculate financial value, such as in risk evaluation (Section 11.2.8).
- c) Incorrect. Organizational governance is an area to which an assurance management technique might be applied, but it is not an assurance management technique (Section 12.3.2.4).
- d) Incorrect. A Benefits Map shows the relationship between outputs, capabilities, outcomes, benefits and the objectives (Section 7.4.1.1). It would aid the completeness of benefits management, but it is not an assurance management technique.

46 PT0106 - Overview, principles and governance themes overview

A

To recall the governance themes.

- a) Correct. Leadership and Stakeholder Engagement is one of the nine governance themes (Section 3).
- b) Incorrect. 'Designing and delivering a coherent capability' is a programme management principle (Section 2.2).
- c) Incorrect. Managing the Tranches is a process in the transformational flow (Section 16).
- d) Incorrect. 'Assurance review' is a technique used within the governance theme of Quality and Assurance Management (Section 12.3.2.3).

47 OP0204.2 - Organization and programme office

A

To identify the responsibilities of the Programme Manager.

- a) Correct. The Programme Manager facilitates the appointment of individuals to the project delivery teams (Section 4.8.1).
- b) Incorrect. The Business Change Manager may know of people who would make good project team members but it is the responsibility of the Programme Manager to facilitate the appointments to projects (Section 4.8.1).
- c) Incorrect. The Design Authority is an optional role which may have responsibilities for some corporate functions (Section 4.13) and provide information needed, but the Programme Manager facilitates the appointment of individuals to project delivery teams (Section 4.8.1).
- d) Incorrect. The Senior Responsible Owner appoints members of the Programme Board but the Programme Manager facilitates the appointment of individuals to project delivery teams (Section 4.8.1).

48 RM0207.2 - Risk and issue management

B

To identify main areas of focus of the Programme Manager for the governance theme Risk and Issue Management.

- a) Incorrect. The Business Change Manager ensures that the Risk Management Cycle includes operational risks, but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- b) Correct. The Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- c) Incorrect. The Risk Manager is an optional role who provides expertise and management support for risk management (Section 4.13), but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).
- d) Incorrect. The Senior Responsible Owner initiates assurance reviews of risk and issue management effectiveness, but the Programme Manager has a focus on assuring programme adherence to the risk management principles (Table 11.2).

49 RM0201.2 - Risk and issue management

D

To identify descriptions of risk probability.

- a) Incorrect. 'Proximity' reflects the fact that risks will occur at particular times in the future and the value will vary according to when they occur (Section 11.2.10).
- b) Incorrect. Thresholds define the exposure to risks on one level that, if exceeded, requires escalation and reaction from the level above (Section 11.2.3).
- c) Incorrect. Tolerance is the threshold level of risk exposure, which if exceeded, will trigger an escalation (Section 11.2.3).
- d) Correct. The uncertainty associated with risks is expressed as the probability of them becoming issues (Section 11.2.8).

50 BM0201.1 - Benefits management

C

To identify the description of an output.

- a) Incorrect. A capability is the completed set of project outputs required to deliver an outcome; it exists prior to transition (Table 7.1).
- b) Incorrect. A benefit is a measurable improvement resulting from an outcome. It is perceived as an advantage by one or more stakeholders and contributes towards one or more organizational objective(s) (Table 7.1).
- c) Correct. An output is the deliverable or output developed by a project from a planned activity (Table 7.1).
- d) Incorrect. An outcome is a new operational state achieved after the transition of the capability into live operations (Table 7.1).

51 PL0204.2 - Planning and control

D

To identify ways that live projects are monitored.

- a) Incorrect. A programme should not micro-manage a project (Section 9.3). Information on risks will only be relevant at the programme level if tolerance is exceeded and exception reports are raised (Section 17.6).
- b) Incorrect. Project briefs are developed by the programme to give each project a thorough and rapid start (Section 9.2.4). Therefore, these are in place prior to project development and delivery, so would not be a key focus of the monitoring of project progress.
- c) Incorrect. These are the dependencies that are external to an individual programme but are still within the perimeter of the organization's programme and project management environment, most likely linked to the scope of another programme or within a corporate portfolio (Section 9.3.2). Therefore, this is not a key area of focus for a programme monitoring the progress of its projects.
- d) Correct. Changes need to be formally managed to avoid insidious scope creep (Section 17.6.1).

52 OP0103.2 - Organization and programme

office C

To recall the typical membership of the Programme Board.

- a) Incorrect. Although a person fulfilling the role of project executive could be appointed to the sponsoring group, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2
- b) Incorrect. Although a person fulfilling the role of project executive could be appointed as the senior responsible owner, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2
- c) Correct. Project executives should be considered as optional attendees of the programme board to provide advice and expertise. Ref 4.7.2
- d) Incorrect. Although a person fulfilling the role of project executive could be appointed as a business change manager, it would be because of their line management responsibility, not because they are a project executive. Ref 4.7.2

53 LS0202 - Leadership and stakeholder

engagement C

To identify leadership and management.

- a) Incorrect. Leadership is focused on realized value (Table 6.1).
- b) Incorrect. Leadership is more concerned with direction, effectiveness and purpose (Table 6.1).
- c) Correct. Management is concerned with speed, efficiency and quality (Table 6.1).
- d) Incorrect. Leadership is inclined to clarify the 'what' and the 'why' (Table 6.1).

54 QA0203.4 - Quality and assurance management

B

To identify the purpose of the Quality and Assurance Strategy.

- a) Incorrect. The Quality and Assurance Plan identifies who will undertake activities for quality, assurance, review and control. It describes how and when the programme will carry out audits, health checks and reviews (Appendix A.4.20.2), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).
- b) Correct. The Quality and Assurance Strategy provides information on how to ensure the integration of different types of assurance activity across the programme (Section 12.3.3.1).
- c) Incorrect. The Information Management Plan sets out the activities and timetable for putting the governance designed in the Information Management Strategy into practice (Section 9.3.4.2), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).
- d) Incorrect. The Information Management Strategy defines the required activities to ensure the rigorous management of programme information (Section 9.3.4.1), but it does not provide information on how to ensure the integration of assurance activity across the programme (Section 12.3.3.1).



55 OP0206.2 - Organization and programme office

C

To identify the responsibilities of a Business Change Team.

- a) Incorrect. A member of the Business Change Team requires operational knowledge and experience (Section 4.10).
- b) Incorrect. A member of the Business Change Team requires operational knowledge and experience (Section 4.10).
- c) Correct. A member of a Business Change Team does not need configuration management experience. This is provided by the Programme Manager and Programme Office (Table 11.2).
- d) Incorrect. A member of the Business Change Team requires change management skills (Section 4.10).

56 LS0101 - Leadership and stakeholder engagement

C

To recall the definition of stakeholder.

- a) Incorrect. Members of the programme organization are stakeholders, but the definition is not limited to these types of stakeholders (Section 6.1).
- b) Incorrect. Programme leaders influence and persuade stakeholders, and are themselves stakeholders. However, the definition is not limited to these types of stakeholders (Section 6.1).
- c) Correct. A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a programme (Section 6.1).
- d) Incorrect. Members of the Business Change Team are stakeholders, but the definition is not limited to this group of people (Section 6.1).

57 BM0205.3 - Benefits management

D

To identify the purpose of a Benefit Profile.

- a) Incorrect. The Benefits Realization Plan is used to track realization of benefits across the programme and set review controls (Appendix A.4.4.1) but will not have sufficient detail to fully understand how to manage a dis-benefit.
- b) Incorrect. The Business Case may have some information about dis-benefits (Appendix A.4.6.2) but not sufficient to understand how to manage a dis-benefit.
- c) Incorrect. A Risk Register is not used to manage dis-benefits as a dis-benefit is not a risk. Dis-benefits are anticipated when a change is conceived and, while there may be uncertainty relating to its extent, the dis-benefit itself is not a risk because it is planned to be realized (Section 7.1).
- d) Correct. A Benefit Profile is used to define each benefit (and dis-benefit), providing a detailed understanding of what will be involved and how the benefit will be realized. It therefore provides an understanding of how to manage it (Appendix A.4.1.1).

58 TF0207 - Transformational flow (FA – FF)

B

To identify the reasons for the process Realizing the Benefits.

- a) Incorrect. Starting projects takes place during Delivering the Capability (Section 17.2).
- b) Correct. Monitoring the progress of the projects to ensure that the outputs are fit for purpose and can be integrated into operations such that the benefits can be realized is a reason for the process Realizing the Benefits (Section 18.1).
- c) Incorrect. Aligning projects with programme objectives takes place during Delivering the Capability (Section 17.5).
- d) Incorrect. The Business Case is confirmed during Defining a Programme (Fig.15.1) and maintained and reviewed in Managing the Tranches (Section 10.6.3).

59 OP0205.2 - Organization and programme office

B

To identify the responsibilities of a Business Change Manager.

- a) Incorrect. Members of the Programme Board provide support in ensuring the viability and integrity of the Blueprint (Section 4.7.1), but the Business Change Manager is responsible for designing it (Section 4.9.1).
- b) Correct. The Business Change Manager is responsible for designing the future operating model ('to-be' state) and ensuring that it is contained and maintained within the programme Blueprint (Section 4.9.1).
- c) Incorrect. The Programme Manager is responsible for facilitating the development of the Blueprint (Section 4.8.1) but not for designing the content of the future state.
- d) Incorrect. The Design Authority is an optional role which may have responsibilities for some corporate functions (Section 4.13) and so may provide some relevant information. However, this role does not have responsibility for designing the content of the Blueprint.

60 PT0101.3 - Overview, principles and governance themes overview

A

To recall the definition of programme management.

- a) Correct. Programme management is the coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realize benefits of strategic importance (Glossary).
- b) Incorrect. Configuration management is the technical and administrative activities concerned with the creation, maintenance and controlled change of configuration throughout the life of a Product (Glossary).
- c) Incorrect. Portfolio management is the totality of an organization's investment (or segment thereof) in the changes required to achieve its strategic objectives (Glossary).
- d) Incorrect. Quality assurance management is management of planned systematic processes that will be used to provide confidence that outputs will match their defined quality criteria (Glossary).

61 LS0205.1 - Leadership and stakeholder engagement

B

To identify the objectives of the communications process.

- a) Incorrect. Keeping awareness and commitment high is an objective of the communications process (Section 6.6.4).
- b) Correct. The Issue Register is used to describe issues and their impacts (Appendix A.4.10.1).
- c) Incorrect. Explaining what changes will be made, and when, is an objective of the communications process (Section 6.6.4).
- d) Incorrect. Describing the desired future end state to stakeholders is an objective of the communications process (Section 6.6.4).

62 PT0207 - Overview, principles and governance themes overview

B

To identify the characteristics of the seven principles that improve the probability of a programme achieving its objectives.

- a) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- b) Correct. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- c) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).
- d) Incorrect. 1 is false. The programme management principles are empowering because they give MSP practitioners some added ability or power to influence and shape transformational change towards success (Section 2.1). 2 is true. These principles are universal in that they apply to every programme (Section 2.1).

63 LS0203 - Leadership and stakeholder engagement

C

To identify the purpose of 'visioning' workshops.

- a) Incorrect. The Programme Mandate is confirmed in Identifying a Programme (Section 14.3). This is not part of a 'visioning' workshop.
- b) Incorrect. The first Benefit Profiles for end benefits are initially created from information in the Vision Statement and the Programme Brief (Section 15.8). Therefore they will be created sometime after a 'visioning' workshop.
- c) Correct. 'Visioning' workshops can be used to engage the right stakeholders early, even including clients and suppliers (Section 6.2).
- d) Incorrect. The Blueprint is created after the creation of the Vision Statement (Section 8.1) and is refined at the end of each tranche (Section 16.14). 'Visioning' workshops are only concerned with the development of the Vision Statement.

64 PT0201 - Overview, principles and governance themes overview

D

To identify programme characteristics.

- a) Incorrect. This is a characteristic of a project (Table B.2).
- b) Incorrect. This is a characteristic of a portfolio (Table B.2).
- c) Incorrect. This is a characteristic of a portfolio (Table B.2).
- d) Correct. This is a characteristic of a programme (Table B.2).

65 RM0203 - Risk and issue management

A

To identify the description of risks, including causes, events and effects of threats and opportunities.

- a) Correct. A threat is an uncertain event which could have a negative impact on objectives or benefits (Glossary).
- b) Incorrect. Issues are events that have happened (Section 11.1).
- c) Incorrect. A constraint is a source of an issue (Section 11.4.1).
- d) Incorrect. Contingency is a part of a plan (Section 9.2.3) or a budget (Section 10.3.2) for use if the risk becomes an issue.

66 BM0203.2 - Benefits management

D

To identify reasons that benefit management continues beyond the end of the programme.

- a) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- b) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- c) Incorrect. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).
- d) Correct. Neither is true. 1 is false because benefits can manifest themselves at any time and may not require the programme structure to be in place to realize them (Section 7.2). 2 is false because, beyond the end of the programme, the Business Change Manager would continue to have responsibility for realization even though the formal structures may well have been disbanded (Section 7.2).

67 PT0105 - Overview, principles and governance themes overview

C

To recall the seven principles which improve the probability of a programme achieving its objectives.

- a) Incorrect. Focusing on the benefits and threats to them is a programme management principle (Section 2.2).
- b) Incorrect. Leading change is a programme management principle (Section 2.2).
- c) Correct. All assets that are created by the programme are recorded as programme configuration items and controlled by configuration management (Section 11.7), but this is not one of the seven programme management principles (Section 2.2).
- d) Incorrect. Learning from experience is a programme management principle (Section 2.2).

68 PT0104 - Overview, principles and governance themes overview

C

To recall the three types of programme.

- a) Incorrect. Compliance is one of the three types of programme (Section 1.6).
- b) Incorrect. Vision-led is one of the three types of programme (Section 1.6).
- c) Correct. A feasibility study is one of the possible types of project work required in a programme (Section 8.3.3), but this is not one of the three programme types which are vision-led, emergent and compliance (Section 1.6).
- d) Incorrect. Emergent is one of the three types of programme (Section 1.6).

69 OP0209 - Organization and programme office

B

To identify project board roles that could be filled by those with programme management responsibilities.

- a) Incorrect. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- b) Correct. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- c) Incorrect. 1 is false. This is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).
- d) Incorrect. 1 is false. Ensuring that the delivery of outputs or services from the projects meets programme requirements in line with the programme Blueprint is the responsibility of the Programme Manager (Section 4.8.1). 2 is true. The Business Change Manager may provide valuable user-side input and assurance to projects within the programme and may do so in the role of senior user or project executive on the project board (Section 4.14.1).

70 PL0202 - Planning and control

C

To identify the type of content of a Projects Dossier.

- a) Incorrect. The Programme Preparation Plan details how Defining a Programme will be undertaken (Appendix A.4.18.1).
- b) Incorrect. The Blueprint may contain future operational costs (Section 8.2) but not the costs for developing project outputs.
- c) Correct. The Projects Dossier provides outline information on the anticipated budget for each project (Section 9.2.4).
- d) Incorrect. The Information Management Plan sets out the timetable and arrangements for implementing and managing the Information Management Strategy (Appendix A.4.7.1).

71 OP0102 - Organization and programme office

D

To recall the three features of an effective programme organization.

- a) Incorrect. Changes happen in programmes and configuration management provides the control for managing these changes (Section 11.6), but it is not one of the three features of an effective programme organization (Section 4.1).
- b) Incorrect. Health checks can be used to provide an impartial view of a programme during its lifecycle to assess whether or not it will meet its objectives. (Section 12.3.2.3), but they are not one of the three features of an effective programme organization (Section 4.1).
- c) Incorrect. Sound overview of the Benefit Profiles and Benefits Realization Plan is required and may be allocated to a Benefits Realization Manager (Section 4.13), but it is not one of the three features of an effective programme organization (Section 4.1).
- d) Correct. Effective programme organization means the combination of defined roles, clear accountabilities and responsibilities of each of these roles, and management structures and reporting arrangements (Section 4.1).

72 RM0206 - Risk and issue management

D

To identify the defined risk responses for threats.

- a) Incorrect. Exploiting an uncertain event is a response to an opportunity (Table 11.1).
- b) Incorrect. Communication is an important part of the Risk Management Cycle (Section 11.3.1) but it is not one of the defined risk responses (Table 11.1).
- c) Incorrect. Enhancing the likelihood of an event occurring is a response to a risk opportunity (Table 11.1).
- d) Correct. Removing the cause of a potential problem is a way of removing a threat, which is the 'avoid' response to a threat (Table 11.1).

73 TF0206 - Transformational flow (FA – FF)

B

To identify the reasons for Delivering the Capability.

- a) Incorrect. The purpose of the Managing the Tranches process is to implement the defined programme management governance strategies for the programme, ensure that the capability delivery is aligned to the strategic direction of the organization, and enable the release of benefits (Section 16.1).
- b) Correct. Delivering the Capability provides new outputs that enable the capabilities in the Blueprint (Section 17.1).
- c) Incorrect. Benefits Management is a governance theme and not a transformational flow process (Section 3.1).
- d) Incorrect. The purpose of the Realizing the Benefits process is to manage the benefits from their initial identification to their successful realization (Section 18.1).

74 VS0203 - Vision

C

To identify the type of content of a Vision Statement.

- a) Incorrect. The Programme Plan is more detailed and is used to control and track the progress and delivery of the programme and resulting outcomes (Appendix A.4.17.1).
- b) Incorrect. Programme Communications Plan sets out the timetable and arrangements for implementing and managing the Stakeholder Engagement Strategy (Appendix A.4.14.1).
- c) Correct. The Vision Statement provides a clear statement of end goal of the programme, which is short and memorable (Section 5.2).
- d) Incorrect. The Organization Structure provides a description of the management roles, responsibilities and reporting lines in the programme (Appendix A.4.12.1).

75 RM0205.1 - Risk and issue management

C

To identify the purpose of the risk owner.

- a) Incorrect. The risk owner is responsible for managing the implementation of the selected actions to address the threats or to maximize the opportunities (Section 11.3.3.4).
- b) Incorrect. The risk owner is responsible for tracking of the selected actions to address the threats or to maximize the opportunities (Section 11.3.3.4).
- c) Correct. It is the risk actionee who is responsible for the implementation of risk response actions. They support and take direction from the risk owner (Section 11.3.3.4).
- d) Incorrect. The risk owner is responsible for reporting the implementation of the selected actions to address the threats or to maximize the opportunities (Section 11.3).



Candidate Number

**The Foundation Examination Answer Booklet**

Use an **HB PENCIL** and only mark the paper where directed.

Enter your candidate number in the space provided at the bottom of the page and also in the 6 boxes on the right. Fill in the associated ovals next to the 6 boxes, e.g. for candidate 597, fill ovals 000597.

<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+
<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+
<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+
<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+
<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+
<input type="checkbox"/>	0	1	2	3	4	5	6	7	8	9	+

Select your answers by filling in the appropriate ovals. Ovals must be darker than the grey square at the top of the page and filled between 80% - 100% as follows:



Do **NOT** use the following marks as they may be ignored.



+	1.	a	b	c	d	21.	a	b	c	d	41.	a	b	c	d	61.	a	b	c	d	+
+	2.	a	b	c	d	22.	a	b	c	d	42.	a	b	c	d	62.	a	b	c	d	+
+	3.	a	b	c	d	23.	a	b	c	d	43.	a	b	c	d	63.	a	b	c	d	+
+	4.	a	b	c	d	24.	a	b	c	d	44.	a	b	c	d	64.	a	b	c	d	+
+	5.	a	b	c	d	25.	a	b	c	d	45.	a	b	c	d	65.	a	b	c	d	+
+	6.	a	b	c	d	26.	a	b	c	d	46.	a	b	c	d	66.	a	b	c	d	+
+	7.	a	b	c	d	27.	a	b	c	d	47.	a	b	c	d	67.	a	b	c	d	+
+	8.	a	b	c	d	28.	a	b	c	d	48.	a	b	c	d	68.	a	b	c	d	+
+	9.	a	b	c	d	29.	a	b	c	d	49.	a	b	c	d	69.	a	b	c	d	+
+	10.	a	b	c	d	30.	a	b	c	d	50.	a	b	c	d	70.	a	b	c	d	+
+	11.	a	b	c	d	31.	a	b	c	d	51.	a	b	c	d	71.	a	b	c	d	+
+	12.	a	b	c	d	32.	a	b	c	d	52.	a	b	c	d	72.	a	b	c	d	+
+	13.	a	b	c	d	33.	a	b	c	d	53.	a	b	c	d	73.	a	b	c	d	+
+	14.	a	b	c	d	34.	a	b	c	d	54.	a	b	c	d	74.	a	b	c	d	+
+	15.	a	b	c	d	35.	a	b	c	d	55.	a	b	c	d	75.	a	b	c	d	+
+	16.	a	b	c	d	36.	a	b	c	d	56.	a	b	c	d						+
+	17.	a	b	c	d	37.	a	b	c	d	57.	a	b	c	d						+
+	18.	a	b	c	d	38.	a	b	c	d	58.	a	b	c	d						+
+	19.	a	b	c	d	39.	a	b	c	d	59.	a	b	c	d						+
+	20.	a	b	c	d	40.	a	b	c	d	60.	a	b	c	d						+

[.....] [.....] Total <.....> [.....] [.....]

%

© AXELOS Limited 2012  
All rights reserved.

Reproduction of this material requires the permission of AXELOS Limited.  
The swirl logo™ is a trade mark of AXELOS Limited  
MSP® is a registered trade mark of AXELOS Limited

%



## Exam Experience Questionnaire

1. Did you have sufficient time to complete the exam?

A: Yes

B: No

2. How much of your exam time was left?

A: 0 - 15 minutes

B: 16 - 30 minutes

C: more than 30 minutes

3. How much additional time did you need?

A: 0 - 15 minutes

B: 16 - 30 minutes

C: more than 30 minutes

4. Was the exam available in your first language?

A: Yes

B: No

C: I don't know

5. Did you take the exam in your first language?

A: Yes

B: No

6. Did you take the exam in your business language?

A: Yes

B: No

7. Did you sit a dual language paper?

A: Yes

B: No

8. Were you given extra time to take the exam?

A: Yes

B: No

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	+
1.	<input type="radio"/> a	<input type="radio"/> b								+
2.	<input type="radio"/> a	<input type="radio"/> b	<input type="radio"/> c							+
3.	<input type="radio"/> a	<input type="radio"/> b	<input type="radio"/> c							+
4.	<input type="radio"/> a	<input type="radio"/> b	<input type="radio"/> c							+
5.	<input type="radio"/> a	<input type="radio"/> b								+
6.	<input type="radio"/> a	<input type="radio"/> b								+
7.	<input type="radio"/> a	<input type="radio"/> b								+
8.	<input type="radio"/> a	<input type="radio"/> b								+