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The MSP® Foundation Examination

Sample Paper 1

Answers and Rationales

For exam paper: EN_MSP_FND_2020_SamplePaper1_QuestionBk_v2.1

Q	A	Syllabus Ref	Rationale
1	A	1.1.1.a	A. Correct. A programme is defined as "a temporary structure designed to lead multiple interrelated projects and other work in order to progressively achieve outcomes of benefit for one or more organizations." Ref 1.2 B. Incorrect. Rather than defining what a programme is, this describes the target operating model that the programme has been established to realize; the target operating model is defined as the "detailed description of the future state of the investing organization(s) after the programme has finished, including roles and responsibilities, culture, processes, technology, infrastructure, information and data, and knowledge and learning." Ref 5.7 C. Incorrect. Rather than defining what a programme is, this describes a landing point, which is "a control point, following delivery of a step-change in capability and benefits realization (tranche), at which a programme can be redirected or closed." Ref 7.5 D. Incorrect. Rather than defining what a programme is, this describes a hybrid project lifecycle, which is "a project delivery mode that combines a linear lifecycle for some phases or activities with an iterative lifecycle for others." Ref 7.6
2	D	3.1.1.a	A. Incorrect. The vision statement, not the programme strategy, is used to agree the end state of the programme and describes "the desired future state of the investing organization(s) after the programme is completed." Ref 5.4 B. Incorrect. The programme plans, not the programme strategy, are used to direct the team. "The purpose of the programme plans is to define the specific arrangements for implementing the programme strategy and for directing the team." Ref 3.5 C. Incorrect. The target operating model, not the programme strategy, describes the future organizational structure. "The purpose of the target operating model is to articulate the future organization structure." Ref 5.7 D. Correct. Principles are guiding obligations that apply continually from the first identification of programmes through to their closure." "A purpose of the programme strategy is to "ensure that MSP principles are applied throughout the programme lifecycle." Ref 2, 3.4

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Q	A	Syllabus Ref	Rationale
3	B	4.1.1.a	A. Incorrect. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks, and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1
			B. Correct. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. The aim is to turn the initial idea into a tangible business concept so that a decision can be made on whether further work on the programme is worthwhile." Ref 12.1
			C. Incorrect. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1
			D. Incorrect. The purpose of the 'plan progressive delivery' process is "to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1
4	C	2.1.1.a	A. Incorrect. The 'align with priorities' principle is supported by "reporting both historic performance and emerging trends (decisions theme)." Ref 2.4
			B. Incorrect. The 'realize measurable benefits' principle is supported by "focusing assurance on the risks affecting outcomes of benefit over time (assurance theme)." Ref 2.6
			C. Correct. The 'lead with purpose' principle is supported by "justifying and communicating the financial viability over time in the business case (justification theme)." Ref 2.1
			D. Incorrect. The 'deal with ambiguity' principle is supported by "making knowledge as clear and accessible as possible (knowledge theme)." Ref 2.3

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Q	A	Syllabus Ref	Rationale
5	A	3.1.1.b	A. Correct. The definition of programme governance is "the framework of authority and accountability applied by the investing organization(s) to control the work and ensure the creation of value." Ref 3.1
			B. Incorrect. Corporate governance is "the means by which an organization is directed and controlled. At the level of a legal entity, corporate governance is focused on maintaining a sound system of internal control by which the directors and officers of the organization ensure that effective management systems are in place to protect assets, earning capacity, and the reputation of the organization." Ref 3.2
			C. Incorrect. "The purpose of the programme plans is to define the specific arrangements for implementing the programme strategy and for directing the team. Programme plans answer the more detailed questions of 'who', 'when', and 'how' in order to deliver the outcomes of benefit over time." Ref 3.5
			D. Incorrect. Assurance is "a discipline that provides transparency and confidence to the sponsoring group that the programme will meet its objectives by focusing activities on the most risky aspects of the programme." Ref 9.1

Q	A	Syllabus Ref	Rationale
6	A	4.1.1.b	A. Correct. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks, and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1
			B. Incorrect. The purpose of the 'plan progressive delivery' process is "to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1
			C. Incorrect. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. The aim is to turn the initial idea into a tangible business concept so that a decision can be made on whether further work on the programme is worthwhile. Ref 12.1
			D. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1
7	B	1.1.1.b	A. Incorrect. Capability is "the completed set of project outputs required to deliver an outcome; this exists prior to transition. It is a service, function, or operation that enables the organization to exploit opportunities." Ref glossary
			B. Correct. Themes are defined as the essential aspects "of governance required to ensure that the programme is aligned with the principles. Themes are collectively applied during the processes throughout the programme lifecycle." Ref 3
			C. Incorrect. A process is defined as "a structured set of activities that define the sequence of actions and their inputs and outputs to achieve a specific objective." Ref 11
			D. Incorrect. Assurance is defined as "a discipline that provides transparency and confidence to the sponsoring group that the programme will meet its objectives by focusing activities on the most risky aspects of the programme." Ref 9.1

Q	A	Syllabus Ref	Rationale
8	C	3.1.1.d	A. Incorrect. "The 'plan' phase involves understanding the current situation clearly before progressing. This might include establishing risk tolerances to express risk appetite, or analysing the current programme environment." Ref 3.3
			B. Incorrect. "The 'do' phase is when the specific steps required are performed, such as identifying, prioritizing, and responding to risks: capturing, codifying, and storing information; or planning assurance activities." Ref 3.3
			C. Correct. "The 'check' phase involves validating the results from the previous phase, and if they are not as expected, identifying where further action may be needed." Ref 3.3
			D. Incorrect. "The 'act' phase is when validated actions are applied in practice. Continual improvement happens when plans and initial actions are reviewed and revised to reflect the current priorities and situation." Ref 3.3
9	D	4.1.1.c	A. Incorrect. The purpose of the 'identify the programme' process is "to analyse the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery. The time to implement this process is typically short (perhaps only a few weeks), involving a minimum amount of work. The aim is to turn the initial idea into a tangible business concept so that a decision can be made on whether further work on the programme is worthwhile." Ref 12.1
			B. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1
			C. Incorrect. The purpose of the 'design the outcomes' process is "to establish solid foundations for the programme. This means enabling the organizations involved to understand the programme vision, benefits, risks, and the target operating model, including the gap between the current and future states, before starting to plan the programme in detail. This process is where the detailed definition and design work for the programme is undertaken. It is revisited at the start of each tranche to either validate the outputs or adapt them to new information." Ref 13.1
			D. Correct. The purpose of the 'plan progressive delivery' process is "to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1

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Q	A	Syllabus Ref	Rationale
10	A	2.1.1.b	A. Correct. "Successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." Therefore, this is the 'collaborate across boundaries' principle. Ref 2.2 B. Incorrect. "The programme environment does not stand still and it is normal for organizational priorities to change frequently during the life of any programme. Successful programmes adapt to emerging information and work to continually improve the quality of decision-making in a dynamic environment." This is the 'align with priorities' principle. Ref 2.4 C. Incorrect. "The blend of internal and external skills then shapes and delivers the required outputs and outcomes of benefit. Different skills are needed at different times and successful programme management deploys the right mix of skills and contracting routes to meet the changing needs of the work." This is the 'deploy diverse skills' principle. Ref 2.5 D. Incorrect. "The ability for people involved in leading programmes to envision and communicate the desired outcomes of benefit, and to reinforce those desired outcomes over many years, is critical to success." This is the 'lead with purpose' principle. Ref 2.1
11	C	3.2.1	A. Incorrect. The purpose of the 'design' theme is to describe "how programmes are designed to ensure that the end-state is clear, and the benefits and risks are understood", and to describe "how to create the target operating model, and how to understand the gap between the current and future states." Ref 5.1 B. Incorrect. The purpose of the 'structure' theme is to describe how: "programmes plan the delivery of projects and other work in the most effective way, ensuring the best pace of delivery to allow the organization to transition to the future state and achieve the benefits" and to describe how "resources are selected, allocated, and optimized, including people, facilities, and equipment." Ref 7.1 C. Correct. The purpose of the 'organization' theme is to describe: "how stakeholders are identified and engaged, and how communication is planned and effectively delivered." A stakeholder is defined as "any individual, group, or organization that can affect, be affected by, or perceives itself to be affected by, a programme." Ref 4.1, 4.10 D. Incorrect. The purpose of the 'assurance' theme is to describe: "assurance roles and responsibilities, related to the three lines of defence; the assurance approach and how it supports governance; [and] how assurance activities are planned." Ref 9.1

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Q	A	Syllabus Ref	Rationale
12	C	4.1.1.d	A. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date, and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1
			B. Incorrect. The purpose of the 'close the programme' process is "to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for closing it. This includes ensuring that the investing organization(s) is ready to maximize the benefits to be realized from the completed programme work by continuing to measure benefits and taking steps in BAU to minimize benefit erosion." Ref 18.1
			C. Correct. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1
			D. Incorrect. The purpose of the 'plan progressive delivery' process is "to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1
13	C	1.2.1.a	A. Incorrect. "Programmes do not progressively realize outcomes of benefit through fixed timeboxes, but rather by designing multiple interim landing points that are spaced to reflect a step-change in capability and benefits realization." Ref 1.2.3
			B. Incorrect. "Projects within the programme may adopt agile ways of working where it is optimal to deliver outputs iteratively", but other modes of delivery such as linear, waterfall or hybrid can also be used as part of multimodal delivery. Ref 1.2.3, 7.6
			C. Correct. "Programmes do not progressively realize outcomes of benefit through fixed timeboxes, but rather by designing multiple interim landing points that are spaced to reflect a step-change in capability and benefits realization." Ref 1.2.3
			D. Incorrect. "A single programme may incorporate a mixture of approaches to its component work, with projects using iterative, linear, or hybrid lifecycles (see below) or continual improvement activities." Ref 7.6

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Q	A	Syllabus Ref	Rationale
14	B	3.2.3.a	A. Incorrect. The question "How will the vision for the programme be agreed and approved?" is answered as part of the design approach. Ref 5.3 B. Correct. The question "What are the individual accountabilities and responsibilities for each individual role in each part of the organization structure?" is answered as part of the governance approach. Ref 4.3 C. Incorrect. The question "How will the benefits for the programme be agreed and approved?" is answered as part of the design approach. Ref 5.3 D. Incorrect. The question "What are the key objectives and metrics for measuring stakeholder engagement?" is answered as part of the stakeholder engagement approach. Ref 4.11
15	D	3.3.4.a	A. Incorrect. An output is "the tangible or intangible deliverable of an activity." Ref glossary B. Incorrect. Capability is "the completed set of project outputs required to deliver an outcome; this exists prior to transition. It is a service, function, or operation that enables the organization to exploit opportunities." Ref glossary C. Incorrect. A dis-benefit is "the measurable decline resulting from an outcome perceived as negative by the investing organization(s) and which detracts from one or more organizational objectives." Ref 5.5 D. Correct. A benefit is "the measurable improvement resulting from an outcome perceived as an advantage by the investing organization(s) and which contributes towards one or more organizational objectives." Ref 5.5
16	D	3.4.5.b	A. Incorrect. The design approach answers the question: "How will the vision for the programme be agreed and approved?" Ref 5.3 B. Incorrect. The design approach answers the question: "How will the risks to achievement of the benefits be captured and prioritized?" Ref 5.3 C. Incorrect. The design approach answers the question: "How will the target operating model be defined and approved?" Ref 5.3 D. Correct. Reviewing the business case provides answers to the following question: "Does the financial contingency provide realistic cover for knowable risks?" Ref 6.6.4

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Q	A	Syllabus Ref	Rationale
17	A	3.5.3.a	A. Correct. The delivery approach defines "how the programme will be structured" which includes how "internal, intra-organizational, and external dependencies will be defined and managed." Ref tab 7.3 B. Incorrect. The design approach is used to "define how the vision, benefits, target operating model, and associated risks will be defined and approved by governance." It does not define how dependencies will be defined and managed. Ref tab 5.4 C. Incorrect. The benefits realization plan details the "scope and schedule for all benefits realization related work." It does not define how dependencies will be defined and managed. Ref tab 7.3 D. Incorrect. The resourcing approach defines "how the programme will acquire and manage the resources required to deliver the capabilities." It does not define how dependencies will be defined and managed. Ref tab 7.3
18	B	3.6.4.b	A. Incorrect. Organizational ability is 'the overall capability of an organization to perform the work required to deliver outcomes of benefit with its current people, processes, and practices. Ref 7.4.1 B. Correct. A community of practice is "a learning network of people who share a skill and who improve as they interact and learn from each other on a regular basis." Ref 8.4 C. Incorrect. Resources are "the people, information, equipment, facilities, and funding required to deliver the planned work." Ref glossary D. Incorrect. The programme office is "a governance-supporting office, led by the programme office lead, with primary responsibility for managing delivery and capacity controls for the programme." Ref 4.5.3
19	C	3.8.3.a	A. Incorrect. The issue resolution approach defines "the specific arrangements for capturing, evaluating, and deciding how to act on change requests or issues arising." Ref tab 10.3 B. Incorrect. The risk response approach defines "the criteria to be used when deciding whether to accept risk and put in place reactive (contingent) responses if risk events occur, or to invest in proactive responses to threats and opportunities." Ref tab 10.3 C. Correct. The decision-making approach describes the "criteria for escalation and delegation of information between governance boards" and "the reports that are provided to decision-makers: content and frequency." Ref tab 10.3 D. Incorrect. The purpose of the design approach is "to define how the vision, benefits, target operating model, and associated risks will be defined and approved by governance." Ref tab 5.4

Q	A	Syllabus Ref	Rationale
20	A	4.1.1.e	A. Correct. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1 B. Incorrect. "Analys[ing] the drivers and justification for the programme, ensuring that it is consistent with the overall strategy for the investing organization(s) and is likely to offer a worthwhile investment, before carrying out more detailed work to justify and structure the programme and plan its delivery" is a purpose of the 'identify the programme' process, not the 'embed the outcomes' process. Ref 12.1 C. Incorrect. "Ensuring that the investing organization(s) is ready to maximize the benefits to be realized from the completed programme work by continuing to measure the benefits and taking steps in BAU to minimize benefit erosion" is a purpose of the 'close the programme' process, not the 'embed the outcomes' process. Ref 18.1 D. Incorrect. The 'deliver the capabilities' process "monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model", not the 'embed the outcomes' process. Ref 15.1
21	B	4.2.1.a	B. Correct. (2) An objective of the 'identify the programme' process is to ensure that "the programme has a clear business justification which warrants further investigation." Ref 12.2 (3) An objective of the 'identify the programme' process is to ensure that "the outline vision and high-level benefits are understood." Ref 12.2 A, C, D. Incorrect. (1) An objective of the 'design the outcomes' process, not the 'identify the programme' process, is to ensure that "the design approach has been decided upon and documented." Ref 13.2 (4) An objective of the 'design the outcomes' process, not the 'identify the programme' process, is to ensure that "the benefits and dis-benefits of the programme are understood and documented." Ref 13.2

Q	A	Syllabus Ref	Rationale
22	D	2.1.1.c	A. Incorrect. "Ensuring approaches used to make decisions in the light of new information can work across multi-organizational governance" achieves the 'collaborate across boundaries' principle. Ref 2.2
			B. Incorrect. The 'lead with purpose' principle is achieved by "providing clarity of purpose for stakeholders" and "justifying and communicating the financial viability over time in the business case." Ref 2.1
			C. Incorrect. "Designing and delivering coherent organizational capabilities" fulfils the 'realize measurable benefits' principle. Ref 2.6
			D. Correct. "Understanding the risks associated with decisions" fulfils the 'deal with ambiguity' principle. Ref 2.3
23	B	3.2.5.a	A. Correct. The sponsoring group is responsible for "setting overall programme priorities." Ref 4.5.1
			B. Incorrect. "The programme board is the governance board with delegated authority to drive delivery of the outcomes of benefit within the defined constraints." It is therefore the sponsoring group, not the programme board, that is responsible for "setting the overall programme priorities." Ref 4.5.2, 4.5.1
			C. 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" and "monitoring the programme's performance." It is therefore the sponsoring group, not the SRO, that is responsible for "setting the overall programme priorities." Ref 4.6.1, 4.5.1
			D. Incorrect. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO." It is therefore the sponsoring group, not the programme manager, that is responsible for "setting the overall programme priorities." Ref 4.6.2, 4.5.1

Q	A	Syllabus Ref	Rationale
24	B	3.3.5.a	A. Incorrect. Effectiveness type benefits arise "from outcomes that enable the organization to create better results now, or increase the likelihood of future effectiveness in a fast-moving context by improving adaptability." Ref 5.5.1 B. Correct. Efficiency type benefits arise "from outcomes that enable the organization to create results with fewer resources resulting in cost reduction, cost avoidance, or reduced working capital." Ref 5.5.1 C. Incorrect. "Effectiveness benefits for better results now may be in the form of higher standards or better levels of compliance; greater satisfaction of customers or staff; lower levels of waste; or improved market share." Compliance relates more to effectiveness type benefits. Ref 5.5.1 D. Incorrect. "It is a principle of MSP that benefits should be measurable. Ideally, benefits are measurable in financial terms, but non-financial measures are also valid." Financial measures of benefits can be used to enable investment appraisal. Financial is not a type of benefit. Ref 5.5.1, 6.6.1.1
25	C	3.7.5.a	A. Incorrect. A community of practice is "a learning network of people who share a skill and who improve as they interact and learn from each other on a regular basis." Ref 8.4 B. Incorrect. Programme risk appetite is "the amount of risk the investing organization(s) is willing to accept in pursuing the benefits of the programme." Ref 4.4 C. Correct. A capability assessment drives the assurance activity of portfolio and capacity management. Ref tab 9.2 D. Incorrect. A dependency is "an activity, output, decision, or resource that is required to achieve an aspect of the programme." Ref 7.7
26	D	3.4.3.d	A. Incorrect. The financial plan details "how costs and benefits are budgeted, monitored and measured over time, as well as the process for managing variations from the plan and the methods of forecasting future performance." It does not balance the costs against the benefits and risks. Ref tab 6.3 B. Incorrect. The funding approach, defines "the investors in the programme and how funds will be raised and made available to the programme over time." It does not balance the costs against the benefits and risks. Ref tab 6.3 C. Incorrect. The benefits realization plan is the document that details "the scope and schedule for all benefits realization related work." It does not balance the costs against the benefits and risks. Ref tab 7.3 D. Correct. The business case sets out "the overall costs, the planned benefits realization and the risk profile of the programme in order to assess its viability and make appropriate management decisions about its continued justification." Ref tab 6.3

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Q	A	Syllabus Ref	Rationale
27	A	3.5.5.a	A. Correct. Legislation is an example of an external dependency. "Showing these on a dependency network diagram can help to clarify these major interdependencies and any combined dependencies" and how this affects the programme as a whole. Ref 7.7 B. Incorrect. The knowledge and learning approach, not the dependency diagram, covers "how people will learn lessons from experience and improve as the programme runs." Ref 8.3 C. Incorrect. The risk register, not the dependency diagram, contains risk responses. Ref tab 10.3 D. Incorrect. The assurance approach, not the dependency diagram, describes "what assurance activities will be provided by each line of defence." Ref 9.3
28	D	3.6.3.a	A. Incorrect. The assurance approach contains corporate governance requirements, delegated levels of authority, working with partners outside the programme, and activities for lines of defence. It does not include how embedding learning will be encouraged. Ref 9.3, tab 9.4 B. Incorrect. The decision-making approach 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. It does not include how embedding learning will be encouraged. Ref 10.3, tab 10.3 C. Incorrect. The information approach describes what information the programme will create, who will have access, levels of privacy, version control and retention policy. It does not include how embedding learning will be encouraged. Ref 8.6, tab 8.2 D. Correct. The knowledge and learning approach describes how the programme will "encourage a culture of continual improvement based on embedding learning into ways of working so lessons are actually learned." Ref 8.3, tab 8.2
29	C	3.7.3.a	A. Incorrect. The resourcing approach defines "how the programme will acquire and manage the resources required to deliver the capabilities." Ref tab 7.3 B. Incorrect. The funding approach defines "the investors in the programme and how funds will be raised and made available to the programme over time." Ref tab 6.3 C. Correct. The assurance approach describes "what assurance activities will be provided by each line of defence" and each line of defence includes monitoring activities. Ref 9.3 D. Incorrect. The stakeholder engagement approach defines "the stakeholder context and the controls for ensuring stakeholders are engaged throughout the lifecycle." Ref tab 4.3

Q	A	Syllabus Ref	Rationale
30	A	3.8.2	A. Correct. The result when the 'decisions' theme applies the 'lead with purpose' principle is "focus, purpose and commitment to action". The 'decisions' theme applies the 'lead with purpose' principle by "gathering, analysing and presenting decision-ready information, and by communicating the rationale that underpins decisions". Ref tab 10.1
			B. Incorrect. The result when the 'decisions' theme applies the 'deal with ambiguity' principle is "keeping the risk profile within defined tolerances". The 'decisions' theme applies the 'deal with ambiguity' principle by "explicitly considering the upside and downside impacts of decisions". Ref tab 10.1
			C. Incorrect. The result when the 'decisions' theme applies the 'align with priorities' principle is that "decisions about priorities being made using the best possible information at the time". The 'decisions' theme applies the 'align with priorities' principle by "reporting both historic performance and emerging trends". Ref tab 10.1
			D. Incorrect. The result when the 'decisions' theme applies the 'collaborate across boundaries' principle is "quicker decisions and greater alignment". The 'decisions' theme applies the 'collaborate across boundaries' principle by "ensuring approaches used to make decisions in the light of new information can work across multi-organizational governance." Ref tab 10.1
31	B	4.2.1.c	B. Correct.
			(2) An objective of the 'plan progressive delivery' process is to ensure that "the delivery approach and ways of working are defined". Ref 14.2
			(3) An objective of the 'plan progressive delivery' process is to ensure that "the path to realizing benefits is planned." Ref 14.2
			A, C, D. Incorrect.
			(1) An objective of the 'deliver the capabilities' process, not the 'plan progressive delivery' process is to ensure that "capabilities are being delivered through the completion of projects and other work, as defined in the delivery plan." Ref 15.2
			(4) An objective of the 'design the outcomes' process, not the 'plan progressive delivery' process is to ensure that "the risks to the programme have been captured in a risk register and prioritized." Ref 13.2

Q	A	Syllabus Ref	Rationale
32	A	1.2.1.b	A. Correct. Organizations invest in change to respond to "sharing scarce resources requiring prioritization to gain the best outcomes for the least cost across multiple projects and processes." Ref 1.3
			B. Incorrect. Organizations recruit resources into their business-as-usual as part of their everyday operational processes. Programmes are "used by organizations to lead investments in change", not ongoing, routine operational tasks. Ref 1.3
			C. Incorrect. "Project work or process-focused work creates the outputs and capabilities that enable outcomes of benefit. Programme management goes beyond coordinating the collection of necessary work and is focused on making choices of what work is done and when." Ref 1.2.2
			D. Incorrect. Organizations safeguard the effectiveness of existing working practices as part of their business as usual. Programmes are "used by organizations to lead investments in change", not ongoing, routine operational tasks. Ref 1.3
33	C	2.1.1.d	A. Incorrect. "Establishing the right pace will enable the organization to achieve the desired future outcomes alongside the BAU activities required to deliver value." This is the 'bring pace and value' principle. Ref 2.7
			B. Incorrect. "The ability for people involved in leading programmes to envision and communicate the desired outcomes of benefit, and to reinforce those desired outcomes over many years, is critical to success." This ability to lead with purpose keeps stakeholders and decision-makers focused on what is most important, and fulfils the 'lead with purpose' principle. Ref 2.1
			C. Correct. "The programme environment does not stand still and it is normal for organizational priorities to change frequently during the life of any programme. Successful programmes adapt to emerging information and work to continually improve the quality of decision-making in a dynamic environment." Ref 2.4
			D. Incorrect. It is by applying the 'realize measurable benefits' principle that "the programme designs and delivers coherent organizational capabilities. These are transitioned and adopted into routine operations so that the desired outcomes become embedded and the realization of benefits can be observed and measured." Ref 2.6

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Q	A	Syllabus Ref	Rationale
34	D	3.2.5.d	A. Incorrect. The programme office lead is responsible for "supporting the programme board with programme delivery and capacity controls." Ref tab 4.4 B. Incorrect. "The BCM has overall and ongoing accountability for establishing the approach and guidance for organizational change management for the programme and ensuring this is implemented." Ref 4.6.3 C. Incorrect. "The programme manager is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO, including: defining and maintaining an integrated programme delivery plan, monitoring actual progress to date and forecasting progress in future tranches." Ref 4.6.2 D. Correct. The senior responsible owner "has overall and ongoing accountability for the successful delivery of the outcomes of benefit of the programme." Ref tab 4.4
35	A	3.3.3.a	A. Correct. The purpose of the design approach is "to define how the vision, benefits, target operating model, and associated risks will be defined and approved by governance." Ref tab 5.4 B. Incorrect. The purpose of the vision statement is "to document the vision for the programme in a way that enables engagement, motivation, and alignment of the large community of stakeholders involved in the programme, possibly across multiple organizations." Ref tab 5.4 C. Incorrect. The purpose of the benefits map is "to show the relationship between outputs, capabilities, outcomes, benefits, (or dis-benefits), and organizational objectives. It is "a visual representation of the path to benefits that relates the: outputs of projects and other work" and "organizational objectives of the programme." Ref tab 5.4 D. Incorrect. The purpose of the benefits profile is "to provide a description of the attributes and interdependencies of a single benefit and to detail how it will be realized and measured." Ref tab 5.4

Q	A	Syllabus Ref	Rationale
36	C	3.4.1	A. Incorrect. The purpose of the 'structure' theme is to describe how "programmes plan the delivery of projects and other work in the most effective way, ensuring the best pace of delivery to allow the organization to transition to the future state and achieve the benefits; resources are selected, allocated, and optimized, including people, facilities, and equipment." Ref 7.1 B. Incorrect. The purpose of the 'decisions' theme is to describe "how programmes make decisions at various points across the programme lifecycle, whether those decisions be related to resolving issues, responding to risks, or any other choice requiring a considered and governed approach." Ref 10.1 C. Correct. The purpose of the 'justification' theme is to describe how programmes "ensure that the investment of capital and resources is value for money; balance affordability and achievability with the desired benefits of value to stakeholders; manage finances over the lifecycle, including budgeting and cash-flow management." Ref 6.1 D. Incorrect. The purpose of the 'design' theme is to describe "how programmes are designed to ensure that the end-state is clear, and the benefits and risks are understood" and "how to create the target operating model, and how to understand the gap between the current and future states." Ref 5.1
37	D	3.5.4.i	A. Incorrect. A linear project lifecycle is "a project delivery mode that aims to complete the delivery of outputs within a single pass through a set of distinct phases, completed sequentially". Ref 7.6 B. 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". A hybrid project lifecycle may use an iterative project lifecycle, but it does not use it exclusively and therefore is not the best answer for the description in the question. Ref 7.6 C. Incorrect. Continual improvement is "a delivery mode used for improvement work that enables an organization to identify waste in a process or system and work to eliminate this". Ref 7.6 D. Correct. An iterative project lifecycle is "a project delivery mode that repeats aspects of the design or delivery with the objective of managing any uncertainty of scope by allowing outputs to evolve as learning and discovery take place". Ref 7.6

Q	A	Syllabus Ref	Rationale
38	B	3.6.2	A. Incorrect. The 'bring pace and value' principle results in "demonstrable added value from programme management." Ref tab 8.1 B. Correct. Applying the 'align with priorities' principle would result in "reduced re-work and waste as people are working with current information". Ref tab 8.1 C. Incorrect. Increased efficiency across multiple organizations would be a result of applying the 'deploy diverse skills' principle as this would lead to "an efficient team of people from multiple organizations". Ref tab 8.1 D. Incorrect. The 'realize measurable benefits' principle results in "a focus on the primary purpose of the programme" by "ensuring that stakeholders can access details of the benefits and understand how they are measured." Ref tab 8.1
39	B	3.7.4.b	A. Incorrect. "Assurance is required whenever authority or responsibility is delegated to another individual, team or organization." "Lines of defence address the delegation of authority and responsibility from programme governance boards to other teams and individuals. There are three levels of delegated authority that define the three associated 'lines of defence'." Ref 9.4 B. Correct. "Assurance is required whenever authority or responsibility is delegated to another individual, team or organization." "Lines of defence address the delegation of authority and responsibility from programme governance boards to other teams and individuals. There are three levels of delegated authority that define the three associated 'lines of defence'." Ref 9.4 C. Incorrect. "Assurance is required whenever authority or responsibility is delegated to another individual, team or organization." "Lines of defence address the delegation of authority and responsibility from programme governance boards to other teams and individuals. There are three levels of delegated authority that define the three associated 'lines of defence'." Ref 9.4 D. Incorrect. "Assurance is required whenever authority or responsibility is delegated to another individual, team or organization." "Lines of defence address the delegation of authority and responsibility from programme governance boards to other teams and individuals. There are three levels of delegated authority that define the three associated 'lines of defence'." Ref 9.4

Q	A	Syllabus Ref	Rationale
40	D	3.8.5.a	A. Incorrect. It is true that the programme team can present information in many ways, however this does not explain why the SRO should be accountable for building a culture of realistic reporting. Ref 10.6.1 B. Incorrect. It is true that the 'issue register' is used "to record issues and the impact on objectives if not managed; to document the issue owner with responsibility for resolution; and to track the resolution of the issue", however this does not explain why the SRO should be accountable for building a culture of realistic reporting. Ref 10.4 C. Incorrect. It is true that prompt lists can be used for horizon scanning and risk identification, however this does not explain why the SRO should be accountable for building a culture of realistic reporting. Ref 10.6.1 D. Correct. "Providing false information on historic performance destroys value. The SRO and sponsoring group are accountable for building a culture where this does not happen." Ref 10.6.1
41	C	4.1.1.f	A. Incorrect. The purpose of the 'plan progressive delivery' process "is to build on the programme design. The process plans the programme, structuring the projects and other work into tranches of delivery to achieve the required capabilities and realize the benefits. It also confirms the programme justification before deciding whether to proceed with programme delivery." Ref 14.1 B. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1 C. Correct. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date, and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1 D. Incorrect. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1

Q	A	Syllabus Ref	Rationale
42	A	4.2.1.d	A. Correct. (1) An objective of the 'deliver the capabilities' process is to ensure that "the approaches to managing different aspects of the programme (defined in the programme strategy) are implemented." Ref 15.2 (2) An objective of the 'deliver the capabilities' process is to ensure that "the programme's progress is monitored and reported." Ref 15.2 B, C, D. Incorrect. (3) An objective of the 'embed the outcomes' process, not the 'deliver the capabilities' process is to ensure that "capabilities are transitioned effectively." Ref 16.2 (4) An objective of the 'plan progressive delivery' process, not the 'deliver the capabilities' process is to ensure that "the pace of delivery is aligned with the rate of change that operational areas can support." Ref 14.2
43	D	1.2.1.c	A. Incorrect. It is true that a programme may seek as one of its objectives to address a lack of organization-wide consistency in managing risk. However, this is not a common challenge that frustrates many investing organizations seeking to make change. "MSP is specifically designed to address common challenges that organizations encounter when leading investments in change. These include: unsustained focus on outcomes and benefits." Ref 1.4 B. Incorrect. It is true that a programme may bring some clarity to a component part of an organization's strategic ambitions. However, the senior managers of that organization are responsible for defining total corporate strategy as part of their ongoing leadership of the organization. "MSP is specifically designed to address common challenges that organizations encounter when leading investments in change. These include: unsustained focus on outcomes and benefits." Ref 1.4 C. Incorrect. It is true that a specific programme may seek as one of its objectives to address a poor operational team-working culture. However, this is not a common challenge that frustrates many investing organizations seeking to make change. "MSP is specifically designed to address common challenges that organizations encounter when leading investments in change. These include: unsustained focus on outcomes and benefits." Ref 1.4 D. Correct. "MSP is specifically designed to address common challenges that organizations encounter when leading investments in change. These include: unsustained focus on outcomes and benefits." Ref 1.4

Q	A	Syllabus Ref	Rationale
44	C	2.1.1.e	A. Incorrect. Because " leading change using programme management is a future-focused activity", programmes typically face uncertainty caused by "the inability to know for sure what will happen next." Therefore, programmes need to apply the 'deal with ambiguity' principle to handle the ambiguity arising from their volatile, uncertain, complex, and ambiguous nature. Ref 2.3 B. Incorrect. "Successful programmes collaborate across these organizational boundaries in order to facilitate effective cross-organizational governance where it does not already exist." Thus, facilitating effective cross-organizational governance fulfils the 'collaborate across boundaries' principle. Ref 2.2 C. Correct. "Different skills are needed at different times and successful programme management deploys the right mix of skills, and contracting routes to meet the changing needs of the work." To fulfil the 'deploy diverse skills' principle, the programme needs to continually balance the right mix of internal and external capacity and capability to deliver its change effectively and efficiently. Ref 2.5 D. Incorrect. "Establishing the right pace will enable the organization to achieve the desired future outcomes alongside the BAU activities required to deliver value." Applying the 'bring pace and value' principle ensures that the programme is focused on timing its work in order to align programme activity with other key events or objectives, and to maintain a balance between the delivery of the programme's outcomes and the impacted BAU's ability to maintain its prevailing performance levels and activities. Ref 2.7, 7.4
45	B	3.2.4.a	A. Incorrect. Change recipients are "the people in the investing organization(s) who are expected to change their ways of working." Change recipients are stakeholders, but this is a definition of a stakeholder, not a change recipient. Ref glossary B. Correct. A stakeholder is "any individual, group, or organization that can affect, be affected by, or perceives itself to be affected by, a programme." Ref 4.10 C. Incorrect. The BCM is a role that "is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRO." The BCM is a stakeholder, but this is a definition of a stakeholder, not a BCM. Ref 4.6.3 D. Incorrect. Resources are "the people, information, equipment, facilities, and funding required to deliver the planned work." The people resources will be stakeholders, but this is a definition of a stakeholder, not a resource. Ref glossary

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Q	A	Syllabus Ref	Rationale
46	A	3.3.2	A. Correct. The 'design' theme applies the 'deal with ambiguity' principle by "providing a clear view of current thinking and the risks perceived." This results in "a point of focus and a target against which emerging risks and trends can be evaluated." Ref 5.2, tab 5.1 B. Incorrect. The 'design' theme applies the 'deploy diverse skills' principle by "providing clarity on the skills necessary for the target operating model." Ref 5.2, tab 5.1 C. Incorrect. The 'design' theme applies the 'lead with purpose' principle by "maintaining a compelling vision and design of the target operating model." Ref 5.2, tab 5.1 D. Incorrect. The 'design' theme applies the 'bring pace and value' principle by "keeping the vision, benefits and target operating model clear and aligned with priorities." Ref 5.2, tab 5.1
47	D	4.1.1.g	A. Incorrect. The purpose of the 'evaluate new information' process is "to ensure that the sponsoring group and programme board are supported by high quality, up-to-date, and decision-ready information. Evaluating new information ensures that decision-making during the programme appropriately considers each theme and principle." Ref 17.1 B. Incorrect. The purpose of the 'deliver the capabilities' process is "to oversee programme delivery, ensuring projects and other work are carried out appropriately. The process monitors progress and takes corrective action to keep programme delivery on track, delivering the capabilities defined in the target operating model." Ref 15.1 C. Incorrect. The purpose of the 'embed the outcomes' process is "to ensure that the investing organization(s) makes the required changes to adopt new ways of working and realize the benefits. The process incorporates the planning and management of the transition from old to new ways of working, and the embedding of outcomes. This needs to be achieved while ensuring that the operational stability and performance of business operations are not jeopardized." Ref 16.1 D. Correct. The purpose of the 'close the programme' process is "to end the programme in a controlled way, extracting as much value from the programme regardless of the reason for closing it. This includes ensuring that the investing organization(s) is ready to maximize the benefits to be realized from the completed programme work by continuing to measure the benefits and taking steps in BAU to minimize benefit erosion." Ref 18.1

Q	A	Syllabus Ref	Rationale
48	A	2.1.1.f	A. Correct. It is by applying the 'realize measurable benefits' principle that the programme "designs and delivers coherent organizational capabilities" that lead to the realization of beneficial outcomes and manage the impact of dis-benefits arising for stakeholders. Ref 2.6 B. Incorrect. "Different skills are needed at different times and successful programme management deploys the right mix of skills and contracting routes to meet the changing needs of the work." This is the 'deploy diverse skills' principle. Ref 2.5 C. Incorrect. "Establishing the right pace will enable the organization to achieve the desired future outcomes alongside the BAU activities required to deliver value." This is the 'bring pace and value' principle. Ref 2.7 D. Incorrect. "Leading change using programme management is a future-focused activity. It is typified by uncertainty caused by the inability to know for sure what will happen next." Furthermore, "dealing with ambiguity is not a principle to reduce risk as much as possible; rather it is a principle that embraces the volatile, uncertain, complex, and ambiguous nature of programmes." Ref 2.3
49	A	4.3.1.a	A. Correct. "The programme mandate is the trigger to begin" the 'identify the programme' process. Ref 12.3 B. Incorrect. An important part of the 'identify the programme' process "is for the sponsoring group to confirm the information in the programme mandate and then develop it into a coherent programme brief that describes the high-level costs, benefits, and risks associated with the programme." Ref 12.3 C. Incorrect. Throughout the 'design the outcomes' process, "the programme strategy and programme plans are likely to be updated." Ref 13.3 D. Incorrect. The 'design the outcomes' process "refines the initial vision statement, which is in the programme brief, and expands it" and ensures "there is a clear and compelling vision for the programme." Ref 13.3, 13.2
50	B	3.4.4.a	A. Incorrect. Resources are "the people, information, equipment, facilities, and funding required to deliver the planned work." Ref glossary B. Correct. A budget is defined as "the sum of the estimates of income and expenditure for the programme that are delegated to the roles in the programme organization." Ref 6.7.1 C. Incorrect. Cash flow is "the net amount of cash and cash-equivalents that the programme requires to pay for resources over time." Ref 6.7.2 D. Incorrect. Financial contingency is "the financial allowance that the investing organization(s) decides to make available to deal with identified and unidentified risks." Ref 6.6.3

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Q	A	Syllabus Ref	Rationale
51	D	3.5.1	A. Incorrect. The purpose of the 'design' theme is to describe "how programmes are designed to ensure that the end-state is clear, and the benefits and risks are understood", and "how to create the target operating model, and how to understand the gap between the current and future states." Ref 5.1 B. Incorrect. The purpose of the 'assurance' theme is to describe "assurance roles and responsibilities, related to the three lines of defence; the assurance approach and how it supports governance; [and] how assurance activities are planned." Ref 9.1 C. Incorrect. The purpose of the 'organization' theme is to describe "how programmes organize to ensure effective leadership, sponsorship, scrutiny, and decision-making, including clarity around roles, responsibilities, and delegated limits of authority", and "how stakeholders are identified and engaged, and how communication is planned and effectively delivered." Ref 4.1 D. Correct. The purpose of the 'structure' theme is to describe how "programmes plan the delivery of projects and other work in the most effective way, ensuring the best pace of delivery to allow the organization to transition to the future state and achieve the benefits." Ref 7.1
52	C	3.6.5.a	A. Incorrect. Tacit knowledge is not easy to capture because it is the "kind of knowledge that is embedded in the experience of people within an organization and is often unwritten, unspoken, and sometimes not consciously acknowledged." Ref 8.4 B. Incorrect. Tacit knowledge is difficult to share with other people in an explicit way because it is the "kind of knowledge that is embedded in the experience of people within an organization and is often unwritten, unspoken, and sometimes not consciously acknowledged." Ref 8.4 C. Correct. Tacit knowledge is the "kind of knowledge that is embedded in the experience of people within an organization and is often unwritten, unspoken, and sometimes not consciously acknowledged." Ref 8.4 D. Incorrect. Tacit knowledge is not easy to capture or store because it is the "kind of knowledge that is embedded in the experience of people within an organization and is often unwritten, unspoken, and sometimes not consciously acknowledged." Ref 8.4

Q	A	Syllabus Ref	Rationale
53	C	3.7.1	A. Incorrect. The purpose of the 'organization' theme is to describe "how programmes organize to ensure effective leadership, sponsorship, scrutiny and decision-making, including clarity around roles, responsibilities, and delegated limits of authority; [and] how stakeholders are identified and engaged, and how communication is planned and effectively delivered." Ref 4.1 B. Incorrect. The purpose of the 'decisions' theme is to describe "how programmes make decisions at various points across the programme lifecycle, whether those decisions be related to resolving issues, responding to risks, or any other choice requiring a considered and governed approach; [and] the prerequisites for effective decision-making within programmes." Ref 10.1 C. Correct. The purpose of the 'assurance' theme is to describe "assurance roles and responsibilities, related to the three lines of defence; the assurance approach and how it supports governance; [and] how assurance activities are planned." Ref 9.1 D. Incorrect. The purpose of the 'design' theme is to describe "how programmes are designed to ensure that the end-state is clear, and the benefits and risks are understood; [and] how to create the target operating model, and how to understand the gap between the current and future states." Ref 5.1
54	D	3.8.4.c	A. Incorrect. An audit is "a type of assurance activity that provides a systematic and independent examination of records vs a defined standard." Ref glossary B. Incorrect. An assumption is "a statement that is taken as being true for the purposes of planning, but which could change later. An assumption is made where some facts are not yet known. There is a risk that assumptions are not stable and therefore cannot be relied on." Ref glossary C. Incorrect. The aggregated risk is "the combined effect of risk to the programme objectives when risks are viewed collectively rather than individually. This could include the outputs of particular scenarios or risk combinations." Ref glossary D. Correct. An issue is defined as "an unplanned event that has occurred and requires management action. It could be a problem, query, change request, or a risk that has occurred." Ref 10.4

Q	A	Syllabus Ref	Rationale
55	D	2.1.1.g	A. Incorrect. "The programme designs and delivers coherent organizational capabilities. These are transitioned and adopted into routine operations so that the desired outcomes become embedded and the realization of benefits can be observed and measured." This is the 'realize measurable benefits' principle. Ref 2.6 B. Incorrect. "Different skills are needed at different times and successful programme management deploys the right mix of skills and contracting routes to meet the changing needs of the work." This is the 'deploy diverse skills' principle. Ref 2.5 C. Incorrect. "Envisioning and communicating the desired outcomes" fulfils the 'lead with purpose' principle. Ref 2.1 D. Correct. "MSP is designed to bring value to programme work through the coordinated and continual focus on the interplay between principles, themes, and processes in delivering outcomes of benefit." This is the 'bring pace and value' principle. Ref 2.7
56	A	4.2.1.f	A. Correct. (1) An objective of the 'evaluate new information' process is "to ensure that new information is analysed, taking the themes into account, in order to provide insight into the current state of the programme and predictions (i.e. forecasting) of what is to come in the future." Ref 17.2 (2) An objective of the 'evaluate new information' process is "to ensure that new information is used to inform the programme design and the next tranche." Ref 17.2 B, C, D. Incorrect. (3) An objective of the 'identify the programme' process, not the 'evaluate new information' process is to ensure that "the resources, timeframes, and costs needed to design the programme in more detail have been planned." Ref 12.2 (4) An objective of the 'close the programme' process, not the 'evaluate new information' process is to ensure that "a final assessment of the programme is conducted to capture its achievements relative to those expected and any gaps." Ref 18.2

Q	A	Syllabus Ref	Rationale
57	C	3.4.5.a	A. Incorrect. Resources are "the people, information, equipment, facilities, and funding required to deliver the planned work." "An investment appraisal looks at the relationship between benefits, costs, and risks." It does not consider costs without benefits and risks. Resources would be used to help determine costs which is one of the factors that would be considered when conducting an investment appraisal. Ref glossary, 6.6.1 B. Incorrect. Outcomes are "the result of change, normally affecting real-world behaviour and/or circumstances." These are used to help determine benefits which are one of the factors that would be considered when conducting an investment appraisal. "An investment appraisal looks at the relationship between benefits, costs, and risks." It does not consider risks without benefits and costs. Ref glossary, 6.6.1 C. Correct. Investment appraisals are "necessary to justify initial and continued investment in the programme. An investment appraisal looks at the relationship between benefits, costs, and risks." Ref 6.6.1 D. Incorrect. Outputs are "the tangible or intangible deliverable of an activity." Outcomes are "the result of change, normally affecting real-world behaviour and/or circumstances." Outcomes are desired when a change is conceived. They are achieved as a result of the activities undertaken to effect the change. Benefits are "the measurable improvement resulting from an outcome perceived as an advantage by the investing organization(s) and which contributes towards one or more organizational objectives." "An investment appraisal looks at the relationship between benefits, costs, and risks." Ref 5.5, 6.6.1
58	B	4.3.1.c	A. Incorrect. The 'plan progressive delivery' process "ensures that the programme will deliver capability at an appropriate pace, maintaining an acceptable balance between delivery, transition, realization of benefits, and affordability", not the 'design the outcomes' process. Ref 13.3, 14.3 B. Correct. The 'plan progressive delivery' process "ensures that the programme will deliver capability at an appropriate pace, maintaining an acceptable balance between delivery, transition, realization of benefits, and affordability." Ref 14.3 C. Incorrect. The 'plan progressive delivery' process "ensures that the programme will deliver capability at an appropriate pace, maintaining an acceptable balance between delivery, transition, realization of benefits, and affordability", not the 'embed the outcomes' process. Ref 14.3, 16.3 D. Incorrect. The 'plan progressive delivery' process "ensures that the programme will deliver capability at an appropriate pace, maintaining an acceptable balance between delivery, transition, realization of benefits, and affordability", not the 'evaluate new information' process. Ref 14.3, 17.3

Q	A	Syllabus Ref	Rationale
59	A	3.8.5.b	A. Correct. "Where decisions are needed… decision-makers will have their own partial, perspective on the situation; therefore the information provided needs to challenge those perspectives to ensure that sub-optimal decisions are not taken based on biased positions." This includes providing 'decision-ready' information, containing analysis of the options. Ref 10.7 B. Incorrect. Programme risks are uncertainties that would affect one or more of the outcomes of benefit of the programme. However, this does not explain why options should be analysed when a decision is needed. Ref 10.5.1 C. 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", but it is options analysis that promotes understanding decisions within their wider context. Ref 8.7 D. Incorrect. Gap analysis identifies the current state against the future state in order to "analyse the gap between the two", but it is options analysis that promotes understanding decisions within their wider context. Ref 5.7.2
60	C	4.3.1.f	A. Incorrect. "Programmes are closed when the value of continuing is no longer justified by the sponsoring group because: the outcome expectations are deemed to have been sufficiently achieved, leading to the mandate being fulfilled." Ref 18.3 B. Incorrect. In the 'embed the outcomes' process, the work is focused on "supporting stakeholders in the business to adopt the capabilities into new ways of working." Ref 16.3 C. Correct. "During programmes, decision-makers are regularly making decisions about the strategy, design, and delivery of the programme. In a dynamic and complex environment, information is imperfect and emergent. New information needs to be evaluated in a way that: directly supports decision-makers in the governance structures (e.g. programme boards)." Ref 17.3 D. Incorrect. "Programmes are closed when the value of continuing is no longer justified by the sponsoring group because: programme resources are deemed to be better used elsewhere, leading to the mandate being withdrawn early." Ref 18.3

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