The Practitioner Examination

LX21

Question Booklet

Candidate Number: ....

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Syllabus areas covered:

Question 1 - Benefits Management

Question 2 - Organization and Programme Office

Question 3 - Blueprint Design and Delivery

Question 4 - Planning and Control

Question 5 - The Business Case

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Question 7 - Transformational Flow - Identifying a Programme

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Question Number 1

Syllabus Area   Benefits Management

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	A	2

<table>
<tr><td colspan="3">Answer the following questions.</td></tr>
<tr><td>1</td><td colspan="2">What should be included in the Benefits Management Strategy?</td></tr>
<tr><td></td><td>A</td><td>Which areas of the business will need to transition the planned outputs.</td></tr>
<tr><td></td><td>B</td><td>The dependency between one benefit and another.</td></tr>
<tr><td></td><td>C</td><td>Baseline performance levels.</td></tr>
<tr><td></td><td>D</td><td>Outline characteristics of the project outputs required to achieve the outcomes.</td></tr>
<tr><td>2</td><td colspan="2">What should be included in the Benefits Realization Plan?</td></tr>
<tr><td></td><td>A</td><td>A schedule for independent reviews of outputs to ensure that they are capable of delivering expected benefits.</td></tr>
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</table>

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	B	2

Using the Scenario, answer the following questions.

Remember to select 2 answers to each question.

1	Which **2** statements are appropriate entries for the Benefits Management Strategy?
A	Achievement of benefits from the distributed training centres depends on the sale of the Southtown premises.
B	The dates when statistics on the take-up of distance learning training courses will be reviewed against target levels.
C	A key priority will be to increase the product knowledge of staff, which is a non-cashable benefit.
D	The benefit of greater take-up of courses depends on the implementation of the new training methods.
E	All shops will carry out customer satisfaction surveys after programme closure to identify the impact of improved customer service on sales.

2	Which **2** events are appropriate milestones in the Benefits Realization Plan?
A	When the new booking processes are signed off so that training of shop managers can start.
B	Assessment of whether the numbers of staff members attending courses has increased.
C	When the Southtown centre will be sold, Southtown staff redeployed and the temporary training centre established.
D	Assessment of whether the new course syllabus is ready to be implemented.
E	Comparison of customer satisfaction levels with those from previous years.

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	C	6

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question about changes that should be made to the Benefits Management Strategy.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	An appropriate entry for Section A would be the business area of Facilities (property and accommodation).	BECAUSE	The Benefits Realization Plan should detail when each benefit will be realized with appropriate review milestones.
2	It would NOT be appropriate for entry 3 to state if the management reports will be produced per shop or per region.	BECAUSE	The measurement techniques to be used to assess benefits should be documented in the Benefits Realization Plan.
3	Entry 4 should include a requirement to measure current levels of staff training.	BECAUSE	Checking against a baseline measure of performance is appropriate where a capability is changed.
4	The relevant BCMs should work with the shop managers to ensure that the agreed target described in entry 4 is realized.	BECAUSE	BCMs should develop the Benefits Management Strategy on behalf of the Programme Manager.
5	Add a representative from the shops to entry 5.	BECAUSE	A Benefit Review should include individuals who are able to comment on the outcome's impact on operational efficiency.
6	Add a Benefit Review to entry 6 to assess the success of the temporary training centre at the time of its opening.	BECAUSE	Benefit Reviews should assess realization of benefits as soon as the capability has been delivered. MSP-GB--

Question Number 2

Syllabus Area   Organization and Programme Office

Syllabus Area	Question Number	Part	Marks
Organization and Programme Office	2	A	4

Answer the following questions.

Each question includes only **true statements** about the programme, but only **2** statements are appropriate when considering the appointment of the specified role.

Remember to select 2 answers to each question.

1	Which **2** statements should be considered when appointing BCMs to the programme?
A	The programme has eight multidisciplinary projects.
B	Project 6 (Temporary Training Centre) is divided into stages that are delineated by location.
C	The capability for Tranche 1 is expected to be delivered at the end of month nine.
D	The programme will have an impact on the Training Department.
E	The shop managers will have new responsibilities to develop their staff, which may increase their workload.
2	Which are the **2 MOST** relevant factors when appointing BCMs to the programme?
A	An Independent Consultant is available and has a number of qualifications in project and programme management.
B	The Southtown Training Centre Manager will be available to work on the programme on a full-time basis.
C	The Facilities Compliance Manager reviews compliance with Buyitall's property management strategy.
D	The Northtown Training Centre Manager is very familiar with Buyitall's training methods and operational procedures.
E	The Facilities Director is a very experienced change manager, who has been involved in a number of large, successful programmes.
3	Which are the **2 MOST** relevant factors when appointing the Programme Manager?
A	The Finance Manager has a reputation for delivering accurate financial reports on business performance.
B	The Training Manager has worked successfully with senior managers in a range of complex programmes.
C	The Purchasing Director has the ability to describe a clear picture of the new training culture.
D	The Southtown Training Centre Manager is enthusiastic about the programme.
E	The Northtown Training Centre Manager's training and management experience and ability to persuade senior managers is well respected in the company.

Question continues on the next page

Question continued

4	Which **2** risks would be **MOST** relevant when considering whether to appoint a Design Authority for the programme?
A	If members of staff use more than one centre for their training needs, benefits might be double-counted, leading to poor benefits tracking.
B	Because of the tight timescales, unsuitable properties might be purchased, leading to a large number of inappropriate properties being acquired by Buyitall.
C	Lack of experience within the programme management team might cause the culture change required by the change programme to be poorly managed, leading to a delay in the take-up of training.
D	Due to lack of knowledge, the Programme Manager might not follow Buyitall's purchasing strategy, leading to programme cost overruns.
E	Poor communication between regional training centres might mean that Buyitall is unable to deliver a coherent business model, leading to a failure to be recognized as one of the top five internal training providers.

Syllabus Area	Question Number	Part	Marks
Organization and Programme Office	2	B	2

Using the additional information provided for this question in the *Scenario Booklet,* answer the following questions.

1	The Chief Financial Officer has been identified as a member of the Sponsoring Group. Is this an appropriate application of MSP for the programme?
A	No, because the members of the Sponsoring Group should have programme management experience.
B	No, because the Sponsoring Group should demonstrate the values implied by the transformational change.
C	Yes, because approval of funding for the programme needs senior level commitment within the Sponsoring Group.
D	Yes, because the SRO is likely to be a peer member of the Sponsoring Group.

2	Who should the Sponsoring Group appoint as SRO for the programme?
A	The HR Director, because the HR Director is the accountable manager in the business area most affected by the proposed changes.
B	The HR Director, because business stability should be monitored to ensure it stays within acceptable levels.
C	The Facilities Director, because project management experience is an important element in running the programme.
D	The Facilities Director, because the SRO should provide clear leadership during the life of the programme.

Syllabus Area	Question Number	Part	Marks
Organization and Programme Office	2	C	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions.

1	Who should be considered for the role of Programme Manager for the programme?
A	The Facilities Compliance Manager, because the Programme Manager delivers new capability on behalf of the SRO.
B	The Training Manager, because the Programme Manager should be a line manager with responsibility for a key area of change.
C	The Northtown Training Centre Manager, because strong technical knowledge of the products being developed by a programme is a key attribute of a Programme Manager.
D	The Independent Consultant, because a good knowledge of project management is a key attribute of an effective Programme Manager.

2	Who should be appointed as a BCM for the programme?
A	The Training Manager, because a BCM should have experience of bringing order to complex situations during times of change.
B	The Training Manager, because a BCM needs to have sufficient time to provide assurance and overview of the Benefits Realization Plan.
C	The Southtown Training Centre Manager, because a BCM should be available to work full-time with the Programme Management Team to focus on successful process change.
D	The Southtown Training Centre Manager, because a BCM should be drawn from the relevant business area.

3	Who should be a member of the Programme Board for the programme?
A	The Chief Financial Officer, because the Programme Board is responsible for resolving strategic and directional issues between projects.
B	The Chief Financial Officer, because the Programme Board should include a representative of corporate functions, such as finance.
C	The Northtown Training Centre Manager, because the Programme Board should include the Project Executives of the projects in the programme.
D	The Northtown Training Centre Manager, because the Programme Board may be formed early in **Defining a Programme**.

4	Who should be a member of the Sponsoring Group for the programme?
A	The CEO of ABC, because the Sponsoring Group should lead by example, embracing the values implied by the transformational change.
B	The CEO of ABC, because the Sponsoring Group should include lead supplier representatives.
C	The Facilities Director, because the Sponsoring Group should facilitate the appointment of individuals to the project delivery teams.
D	The Facilities Director, because the Sponsoring Group should include those responsible for defining the direction of the business.

Question Number 3

Syllabus Area   Blueprint Design and Delivery

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	3	A	2

	Answer the following questions.		
1	Which statement describes the relationship between the Blueprint and the Programme Plan?		
	A	The Blueprint is created after the Programme Plan has been produced.	
	B	No relationship.	
	C	The Programme Plan is produced after the Blueprint is developed.	
	D	The Programme Plan identifies how the Blueprint capability will be delivered.	
2	Which document should be updated if the processes and associated operating costs identified in the Blueprint are changed?		
	A	Business Case.	
	B	Programme Brief.	
	C	Risk Management Strategy.	
	D	Vision Statement.	

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	3	B	2

Answer the following questions.

Each question includes only **true statements** about the programme, but only **2** statements are appropriate to be recorded under that heading of the Blueprint.
Remember to select 2 answers to each question.

1 Which **2** statements should be included in the **final future state** section of the Blueprint under **Processes**?

A	Training is provided through a variety of methods including distance learning.
B	The revised working practices for centralized bookings will be developed by a team of expert consultants.
C	Staff will consider non-residential courses to be general practice and will have embraced the new ways of delivering training.
D	The Business Change Team will review the expected increase in the proportion of staff members benefiting from training after completion of Tranche 3.
E	5% of training is carried out through outsourcing.

2 Which **2** statements should be included in the **final future state** section of the Blueprint under **Information**?

A	Instructions for operating the new booking system will be presented in the form of a process flow.
B	Statistics from customer satisfaction surveys will be sorted by region.
C	Target operating costs for the training centres are planned to be below industry average.
D	Results of analysis of training records (including training attended and appraisal scores) for each member of staff.
E	Peer reviews will be used to assess staff performance following completion of training courses.

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	3	C	6

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following question about changes that should be made to the final future state section of the Blueprint.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	No change to entry 1.	BECAUSE	The processes and business models can be expressed in a number of ways, including flow and process graphics.
2	No change to entry 2	BECAUSE	The Blueprint should describe the organization structure required to run the programme.
3	Delete entry 3.	BECAUSE	New business processes should be described as part of the Processes section of the Blueprint.
4	No change to entry 4	BECAUSE	The Blueprint should describe equipment and buildings required for future business operations.
5	No change to entry 5.	BECAUSE	The Information section should include any information required to operate the future state.
6	No change to entry 6	BECAUSE	Data required for ongoing operations after a programme has finished should be described in the Blueprint.

Question Number 4

Syllabus Area   Planning and Control

Syllabus Area	Question Number	Part	Marks
Planning and Control	4	A	2

	Answer the following questions.			
1	Which statement describes programme planning?			
	A	An interdependency between two projects is **UNLIKELY** to appear on the Programme Plan.		
	B	Changes in tasks in Project Plans should be reflected in the Programme Plan.		
	C	The Programme Plan should identify tasks that implement responses to programme risks.		
	D	Shared resources should be planned and managed by the project in which they are most utilized.		
2	Which should be included within the Projects Dossier?			
	A	Dependencies between tasks within each project.		
	B	Benefit chains showing project outputs leading to strategic objectives.		
	C	Transition plans showing how the project outputs will be embedded into business operations.		
	D	Existing projects that are to be integrated into the programme.		

Using the Scenario, answer the following questions.

Remember to select 2 answers to each question.

1	Which **2** entries should be shown on the Programme Plan?
A	Project 4 (New Training Methods) cannot start until Stage 1 of Project 3 (Training Design) is complete.
B	Activities to develop distance learning training materials.
C	The approach used by Projects 7 and 8 delivering the regional training centres to acquire the new training centres.
D	Buyitall's senior management team plans to hold a series of meetings with staff unions.
E	When the planning of activities to support the change of culture from residential to non-residential courses is due to commence.

2	Which **2** questions should be considered when producing the Monitoring and Control Strategy?
A	What alternative plans should be agreed in case Project 2 (Outsource Specialized Training) fails to deliver on time?
B	What is the current customer satisfaction level within each shop?
C	Is the decision concerning the future number of staff in Northtown important enough to be considered a significant control point?
D	Is there any flexibility in the three-year target the Training Programme has set to achieve its Blueprint?
E	How will any objections to the proposed redeployment of Southtown staff be handled?

Syllabus Area	Question Number	Part	Marks
Planning and Control	4	C	6

Using the Scenario, answer the following question.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The Monitoring and Control Strategy should specify who has authority to lease or buy new training centres.	BECAUSE	The Monitoring and Control Strategy should set out when audits and health checks should take place.
2	The specifications and design of the IT network for the training centres should form part of the Programme Plan.	BECAUSE	The Programme Plan should include specifications for critical project outputs.
3	The Resource Management Strategy should identify how Projects 7 (Lease or Buy Four Centres) and 8 (Lease or Buy Five Centres) will use external resources in the delivery of the training centres.	BECAUSE	The Resource Management Strategy should include the timing of activities to monitor when resource usage by projects will take place.
4	It would be appropriate for a new project to be planned, for delivery in an early tranche of the programme, to confirm if retail staff will use the distance learning methods effectively.	BECAUSE	Early tranches may be designed as pilots or proof of concept.
5	The Project Manager for Project 7 (Lease or Buy Four Centres) should be given clear guidelines as to when the first four new training centres must be delivered.	BECAUSE	The boundary of the programme will set out the programme scope.
6	If, for monitoring purposes, a report is required when the site for the temporary training centre has been identified, this should be stated in the Project Brief issued to Project 6 (Temporary Training Centre).	BECAUSE	Projects should be given clear guidance on reporting requirements.

Question Number 5

Syllabus Area   The Business Case

Syllabus Area	Question Number	Part	Marks
The Business Case	5	A	2

	Answer the following questions about the development of the Business Case.
1	Which statement describes the relationship between **Identifying a Programme** and the Business Case?
A	The SRO is accountable for approving the Programme Brief, containing the outline Business Case, at the end of **Identifying a Programme**.
B	The full (highly detailed) Business Case is approved at the end of **Identifying a Programme**.
C	If a detailed Programme Mandate is produced, an outline Business Case is **NOT** needed during **Identifying a Programme**.
D	The Programme Mandate should identify how the programme is to support the strategic objectives and may contain a suggested Business Case.
2	Which statement describes the relationship between **Defining a Programme** and the Business Case?
A	The Programme Brief, produced during **Identifying a Programme**, can be used instead of a full Business Case.
B	The full Business Case is developed and approved during **Defining a Programme.**
C	Once the Business Case is approved at the end of **Defining a Programme**, it must not change.
D	The Business Case is the first document to be finalized in **Defining a Programme**.

Syllabus Area	Question Number	Part	Marks
The Business Case	5	B	4

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Business Case.

1 | Which statement applies to **Section A**?

A	No change to entry 1 because the objectives of the programme include re-designing the training provision.
B	Move entry 1 to the Blueprint because the Blueprint describes the infrastructure required for the desired future state.
C	Move entry 1 to the Blueprint because the Blueprint describes the staffing levels required for the desired future state.
D	Amend entry 1 to include the expected reduction in residential costs because the Business Case includes costs of the programme.

2 | Which statement applies to **Section B**?

A	No change to entry 2 because it is a business change/transition cost.
B	No change to entry 2 because programme management costs should be included in the Business Case.
C	Delete entry 3 because it is a corporate overhead.
D	Delete entry 3 because redundancy costs should be included in the relevant Benefit Profile.

3 | Which statement applies to **Section B**?

A	Delete entry 4 because it is not yet agreed.
B	No change to entry 4 because project costs should be included in the Business Case.
C	Delete entry 5 because this is a programme management cost.
D	No change to entry 5 because programme management costs will be sourced from the Resource Management Plan.

4 | The costs of measuring the increase in the proportion of staff receiving training have been included in the Costs section of the Business Case.
Is this an appropriate application of MSP for the programme?

A	No, because these costs should be documented in the Benefit Profiles.
B	No, because these costs should be documented in the Benefits Management Strategy.
C	Yes, because costs of delivering enabling outputs are described as project costs.
D	Yes, because costs relating to achieving a benefit should be included in the Business Case.

Syllabus Area	Question Number	Part	Marks
The Business Case	5	C	4

Using the Scenario and Section C of the additional information provided for this question in the *Scenario Booklet,* **answer the following question about changes that should be made to the Business Case.**

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	Delete entry 6.	BECAUSE	Only options that might lead to programme benefits should be considered in the Business Case.
2	Amend entry 7 to include reasons why this option was rejected.	BECAUSE	The Business Case should be used to assess the continued viability of the programme.
3	Delete entry 8.	BECAUSE	Information relating to the preferred option should be given in the costs, risks and benefits sections of the Business Case.
4	The Investment Appraisal should be reviewed once the following have been delivered: new regional centres, new training methods, new working practices, and staff relocation.	BECAUSE	Reviewing the risks to achieving the benefits of the programme is part of the test of viability that the Business Case provides.

Question Number 6

Syllabus Area   Leadership and Stakeholder Engagement

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	6	A	6

Answer the following question.

Column 1 is a list of key messages and programme communication activities to be carried out as part of the Programme Communications Plan. For each message in Column 1, select from Column 2 the role which should be responsible for the activities.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Informing staff that they will be attending workshops that will explain how to arrange travel for those attending courses.	A BCM for the Shops
2	Delivering a progress statement about the sale of the Southtown centre to members of the Corporate Board at a board meeting.	B BCM for Finance
3	Presenting a formal statement about the expected programme completion date to the Annual Shareholders' Meeting.	C Programme Manager D Project Manager for Project 3 (Training Design)
4	Communicating with shop managers and staff to identify additional benefits that will arise as a result of the review of the training prospectus.	E Project Manager for Project 5 (New Working Practices)
5	Delivering regular progress reports about the progress towards delivery of a revised training prospectus.	F SRO
6	Reporting overall progress about changes to job descriptions to Project Managers within the programme.	

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	6	B	4

Answer the following questions about communications relating to the programme.

Remember to select 2 answers to each question

1 Which **2** messages are **MOST** likely to be communicated to the shareholders?

A	Impact of the programme on the pre-tax profit of Buyitall.
B	Effect of the programme on Buyitall's property assets.
C	Amendments to job descriptions for Northtown staff following the establishment of the new training centres.
D	Details of contractual discussions about outsourcing some of the training courses.
E	Updates to the training prospectus for Buyitall staff.

2 Which **2** communication channels are **MOST** likely to be used to communicate routine programme progress to staff working in the shops?

A	One-to-one discussions between members of staff and their line managers.
B	Articles in the Buyitall staff magazine.
C	Workshops with members of the programme management team.
D	Displays on staff notice boards.
E	Regular press releases to the local paper. .

3 Which **2** messages should the BCM for Training be responsible for communicating?

A	The schedule for building maintenance at the regional training centres, to the facilities management staff.
B	The process for administering course bookings, to support staff at the new training centres.
C	Proposed locations of the new regional training centres, to the Sponsoring Group
D	Progress on the development of the new training prospectus, to the Programme Manager.
E	The plan for implementing each of the new regional training centres, to the Business Change Team.

4 Which **2** messages is the Project Manager for Project 6 (Temporary Training Centre) **MOST** likely to be responsible for communicating?

A	Revised terms and conditions resulting from Project 6 (Temporary Training Centre), to training staff.
B	Escalation of a threat to the delivery of the temporary training centre, to the Programme Manager.
C	The benefits of combining the new training methods with delivery through the new training centres, to staff.
D	Decisions concerning the size and capacity of the temporary training centre, to the training centre design team.
E	Risk and issue status relating to the adoption of revised working practices in Northtown, to the shop managers

Question Number 7

Syllabus Area   Transformational Flow - Identifying a Programme

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	A	2

Answer the following questions.

Each question includes only **true statements** about the programme, but only **2** statements are appropriate entries for the specified document.

Remember to select 2 answers to each question.

1	Which **2** statements should be included in the Outline Vision Statement contained within the Programme Brief?
A	There are new terms and conditions for trainers.
B	Buyitall is recognized as one of the top internal training providers in its industry sector.
C	Other options have been considered in case of problems with the sale of the Southtown centre.
D	Suitable locations are being considered for the regional training centres.
E	New delivery methods make training more accessible to all staff.

2	Which **2** statements should be recorded in the Programme Brief?
A	The programme will acquire the nine new training centres using Buyitall's standard procurement process.
B	Sufficient progress must be made in the next month to be able to present a proposal to the Sponsoring Group.
C	A significant proportion of staff find it difficult to attend courses as they are mostly residential and, consequently, take-up is poor.
D	Tranche 1 will include the sale of Southtown centre and the outsourcing of specialized training.
E	An increased proportion of staff is expected to receive training, which will bring about increased customer satisfaction and lead to more sales.

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	B	8

Answer the following question.

Column 1 is a list of **true statements** about the programme that might be found in the Programme Brief. Column 2 includes a selection of Programme Brief headings. For each statement in Column 1 decide if it is an appropriate entry, and select from Column 2 the heading under which it is **MOST** likely to be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1		Column 2
1	Increased accessibility to training for all staff.	A	Should **NOT** be included in the Programme Brief
2	The number of programme staff required at Headquarters in Northtown.	B	Outline description of benefits and significant dis-benefits
3	An increase in staff productivity is expected.	C	Estimated costs and effort required
4	Floor plans for the planned training facilities at Northtown.	D	Risks to the programme
5	The Chief Financial Officer is concerned that the Southtown premises might not be sold as quickly as planned.	E	Options for delivery
6	The sale of the Southtown centre is expected to realize about €75 million	F	Assessment of the current state, the current business operation and performance in the areas impacted
7	Effectiveness of the delivery of training at the training centres in Southtown and Northtown.		
8	Increased workload for shop managers who will have to do much more of the administration (such as arranging travel for those attending the courses).		

Question Number 8

Syllabus Area   Transformational Flow - Delivering the Capability

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Delivering the Capability	8	A	2

Answer the following questions.	
1	Which role is responsible for aligning the costs of developing the training facilities with the objective of cost-effective decentralization?
	A	SRO.
	B	Programme Manager.
	C	BCM.
	D	Project Manager for Project 5 (New Working Practices).
2	Which role is accountable for making sure that the revised working practices from Project 5 (New Working Practices) meet the Training Programme objectives?
	A	SRO.
	B	Programme Manager.
	C	BCM.
	D	Project Manager for Project 5 (New Working Practices).

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Delivering the Capability	8	B	2

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, answer the following questions.

1 | Which activity should **NOT** occur when starting Project 9 (Pilot Implementation)?

A | Ensure that the Project Manager of the project understands the standards required for submission of programme information.

B | Update the Vision Statement to explain what benefits the project will deliver.

C | Update the Benefit Profiles to show benefits to be achieved as a result of the project.

D | Update the Programme Plan to show the dependency of the project on the timely delivery of revised selected working practices from Project 5 (New Working Practices).

2 | Which statement describes the impact of Project 9 (Pilot Implementation)?

A | The project should be considered to be a feasibility study and, as such, has no place in the Projects Dossier.

B | Actions taken in response to problems identified from feedback on the quality of the pilot training course should be recorded in the Risk Register.

C | The project should enable achievement of a shorter term (early) benefit.

D | The project and its key objectives need to be identified in the Vision Statement before the Project Brief can be authorized.

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Delivering the Capability	8	C	6

Answer the following question.

Column 1 is a list of statements about the programme. For each statement in Column 1, select from Column 2 the document where that information should be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1		Column 2
1	Guidance on the criteria to be used for review of the new training prospectus.	A	Blueprint
2	The capacity of, and facilities to be offered by, each new training centre.	B	Information Management Strategy
3	A proposed change to the training prospectus being prepared by Project 3 (Training Design), identified during the preparation of the new working practices in Project 5 (New Working Practices).	C	Programme Issue Register
4	How the revised training prospectus will contribute to delivering market-leading customer service.	D	Quality and Assurance Strategy
5	General processes to follow for managing any legal difficulties that may arise during the execution of Project 2 (Outsource Specialized Training).	E	Risk Management Strategy
6	The Project Manager of Project 2 (Outsource Specialized Training) has reassessed the risk that it might not be possible to find a suitable supplier. It is now forecast that this is less likely to occur.	F	Programme Risk Register
		G	Projects Dossier