



The Practitioner Examination

LX22

Question Booklet

Candidate Number:

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Syllabus areas covered:

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Question 2 - Risk and Issue Management

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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	1

Using the Scenario, answer the following question.

Remember to select 2 answers to each question.

1 Which 2 roles should focus on preparing the service delivery agents for the opening of the one stop shop?

- A Head of Public Services.
- B Programme Manager.
- C BCM for the one stop shop.
- D Programme Office staff.
- E Team leader for the one stop shop, who is part of the Business Change Team.

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	B	4

Answer the following questions.

Remember to select 2 answers to each question.

1	Which 2 should be categorized as economic benefits?
A	Reduced costs to maintain the public toilets.
B	Avoidance of penalties for non-compliance with disability access legislation.
C	Increased facilities for members of the public at Northfield.
D	More cost-effective maintenance for Southfield Town Hall.
E	Faster response to reports of rubbish left in the street.
2	Which 2 are dis-benefits arising from the provision of improved telephone and email access to LGA services?
A	Increased level of disturbances at public meetings.
B	Increased numbers of unimportant calls made to the LGA.
C	Higher staff turnover levels.
D	Faster reporting of vandalism to street lights.
E	Increased number of duplicate reports of rubbish left in the street.
3	Which 2 items are programme benefits?
A	Additional tourist information facilities.
B	Refurbished public toilets.
C	Completion of the one stop shop.
D	Increased tourism revenue in Southfield.
E	Increased number of members of the public viewing LGA meetings.
4	Which 2 should NOT to be the subject of a Benefit Profile?
A	LGA services are more accessible to the public.
B	Members of staff are relocated in the new Southfield Town Hall.
C	The public can contact the one stop shop by email or telephone.
D	Increased productivity of LGA staff.
E	Increased tourism revenue generated in Southfield.

Syllabus Area	Question Number	Part	Marks
Benefits Management	1	C	5

Using the Benefit Description below, answer the following question.

Benefit Description: Increased public participation in the democratic process as a result of increased access to LGA services for all members of the public.

Column 1 is a list of **true statements** about the programme that might be found in the Benefit Profile for the benefit described above. Column 2 includes a selection of Benefit Profile 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	Members of the public are using the one stop shop to contact the LGA.	A This information is UNLIKELY to be specified in the Benefit Profile
2	The cost of providing disabled access and the Northfield viewing area will be €400,000.	B Programme or organizational objective supported
3	The programme is expected to achieve National Government targets for participation in the democratic process by disabled people.	C Key performance indicators (KPIs) in the business operations that will be affected by the benefit
4	The LGA's Finance Committee is NOT convinced that the proposed viewing area represents real value for money.	D Benefit realization and business change costs
5	Percentage of electorate voting at LGA elections will be recorded.	E The project(s) within the programme directly related to the realization of the benefit
		F Outcomes that will need to be in place to enable the benefit realization
		G Related issues and risks

Question Number 2

Syllabus Area Risk and Issue Management

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	A	1

Answer the following question about the programme risk management cycle.
Remember to select 2 answers to each question.

1	<p>As a result of the belief that there is no need for skilled Project Managers, inexperienced Project Managers may be used, which could result in projects delivering late, over budget or not at all. Which 2 entries should be added to the Risk Register entry as part of the implement step of the risk management cycle?</p>
A	The Programme Manager will book appropriate training for all newly appointed Project Managers.
B	Probability = high.
C	This risk could be managed by either recruiting Project Managers externally or by the Programme Office monitoring the projects closely.
D	The Programme Office will monitor progress reports from all projects on a monthly basis to look for delays and overspend.
E	The risk will not be fully removed by the chosen response actions and the remaining risk is rated as probability = medium, impact = high.

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	B	6

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about the extract from the Programme Board Minutes.

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	Entry 1 should be managed as a risk rather than an issue.	BECAUSE	An opportunity is an uncertain event that could have a favourable impact on benefits.
2	Entry 2 should NOT be logged as an issue unless the BCM suggests a course of action.	BECAUSE	The Issue Owner should be the person that raised the issue.
3	Entry 3 should be managed as a 'stakeholder question', which is a type of issue.	BECAUSE	A question about an aspect of the programme is a type of issue.
4	The SRO's decision about the risk described in entry 4 should be categorized as an acceptance response.	BECAUSE	The acceptance response means that the organization accepts the risk and that its full impact could occur.
5	Entry 5 should be owned jointly by the BCM for Southfield Town Hall and the Project Manager for Project 3 (Southfield Town Hall).	BECAUSE	The Issue Owner should be whoever is best placed to take the necessary action.
6	The requirement for CCTV cameras in entry 6 should be regarded as a separate issue to the failure to follow procedures.	BECAUSE	The Issue Management Strategy defines how issues will be categorized.

Syllabus Area	Question Number	Part	Marks
Risk and Issue Management	2	C	3

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

1	<p>The Programme Manager has decided that entry 5 is an issue that should be managed at programme level. Is this an appropriate application of MSP for the programme?</p> <p>A No, because only Project 2 (Northfield Town Hall) will be impacted upon by the change.</p> <p>B No, because more than one project may be impacted upon.</p> <p>C Yes, because project-level threats and opportunities could cancel each other out at the programme level.</p> <p>D Yes, because change is required to the work of two or more projects.</p>
2	<p>The procedure referred to in entry 6 has been documented in the Monitoring and Control Strategy. Is this an appropriate application of MSP for the programme?</p> <p>A No, because this procedure is a change control procedure.</p> <p>B No, because issues can occur at any time in a programme.</p> <p>C Yes, because this procedure is a business change management procedure.</p> <p>D Yes, because the Monitoring and Control Strategy defines how projects will be monitored.</p>
3	<p>Which role would be MOST likely to provide assistance to the Programme Manager in ensuring the 'correct procedure' referred to in entry 6 is followed?</p> <p>A Benefits Realization Manager because that role can provide expert advice on the realization of the expected benefits.</p> <p>B Benefits Realization Manager because that role should check that Benefit Profiles are not duplicated.</p> <p>C Programme Risk Manager because that role would be responsible for registering all changes for later investigation.</p> <p>D Programme Risk Manager because that role should provide expertise for the management of issues.</p>

Question Number 3

Syllabus Area Leadership and Stakeholder Engagement

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	A	1

Using the Scenario and the information provided below, answer the following question.

The MSP guidance suggests that four categories (users/beneficiaries, governance, influencers and providers) could be used to group stakeholders. These groupings are being used for the programme.

Remember to select 2 answers to each question.

1	Which 2 statements correctly categorize programme stakeholders?
A	New staff members employed to run the café at Northfield Town Hall should be categorized as users/beneficiaries.
B	The Finance Committee should be included under the single category of users/beneficiaries.
C	The CEO of the LGA should be included in all four categories of stakeholder.
D	The staff of the Westfield and Northfield Gazette, a popular local newspaper, should be categorized as users/beneficiaries and influencers.
E	The service delivery agents should be categorized as governance.

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	B	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 SRO should appoint a Communications Manager as the single point of contact between the programme and its stakeholders.	BECAUSE	MSP identifies the Communications Manager as an additional governance role to be considered, if required.
2	The BCM for the one stop shop should be responsible for informing the Leader of the LGA about constraints on the use of the National Government funding.	BECAUSE	The SRO should delegate key communications with business operations to the responsible BCMs.
3	The level of support from members of the public who will use the LGA's new facilities should be shown in the Programme Communications Plan.	BECAUSE	The Programme Communications Plan includes the level of support from each stakeholder.
4	The Stakeholder Profiles for users of LGA facilities should show what benefits they will gain from the improvements.	BECAUSE	Stakeholder Profiles should identify the levels of support for the programme for each stakeholder.
5	The Programme Communications Plan should identify the main environmental messages for the public.	BECAUSE	The Programme Communications Plan identifies the objectives for each communication.
6	The Programme Communications Plan should identify the information required to achieve formal approval from the LGA's Finance Committee.	BECAUSE	The Programme Communications Plan executes the Stakeholder Engagement Strategy.

Syllabus Area	Question Number	Part	Marks
Leadership and Stakeholder Engagement	3	C	3

Using the Scenario, answer the following questions.

1	<p>The Programme Communications Plan states: 'The BCM for Northfield Town Hall is responsible for informing Northfield Town Hall staff about how their work will be managed during the refurbishment.' Is this an appropriate application of MSP for the programme?</p> <p>A No, because the Programme Manager should align communications activities.</p> <p>B No, because the Programme Manager should develop the Programme Communications Plan.</p> <p>C Yes, because the BCM should identify those who will gain and those who will lose out in their area of the business.</p> <p>D Yes, because the BCM should make key communications to their operational area.</p>
2	<p>The Programme Communications Plan states: 'The level of support for the programme from the LGA's elected members needs to be increased'. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the Stakeholder Profiles should contain current and target levels of support for each stakeholder.</p> <p>B No, because the Stakeholder Profiles should indicate the areas of the programme that stakeholders are interested in.</p> <p>C Yes, because the Programme Communications Plan includes target audiences for each communication.</p> <p>D Yes, because the Programme Communications Plan contains current and target levels of support for each stakeholder.</p>
3	<p>The Programme Communications Plan states: 'Articles in the local newspaper will be used to announce the opening of the one stop shop to as many potential users as possible.' Is this an appropriate application of MSP for the programme?</p> <p>A No, because email should be used to distribute general information about the programme.</p> <p>B No, because press and media are only useful for getting messages about the programme to an external audience.</p> <p>C Yes, because local newspapers can reach a high percentage of the local community who may also use the one stop shop.</p> <p>D Yes, because using press and media helps confirm to the programme team that their work is important to the local community.</p>

Question Number 4

Syllabus Area Blueprint Design and Delivery

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	A	3

Using the Scenario, and the tranche information below, answer the following questions about the **INTERMEDIATE** future state(s) described in the Blueprint.

Tranche 1 effectively consists of Project 1 (One Stop Shop), which is expected to be completed in 12 months' time. Tranche 2 has been defined as concluding with the completion of the Northfield Town Hall refurbishment and the relocation of Southfield staff into the temporary accommodation that will be required until Tranche 3 is delivered.

1	Which option should be documented under processes in the intermediate future state Blueprint for Tranche 1?
A	All service delivery agents are trained in the one stop shop processes.
B	Waiting area, café and public library in Northfield Town Hall.
C	All staff operational in the new Southfield Town Hall.
D	Single point of contact to deal with customer enquiries.
2	Which option should NOT be included under technology in the intermediate future state Blueprint for Tranche 2?
A	Office requirements for the Southfield temporary accommodation.
B	The number of complaints received from members of staff who have moved to the temporary accommodation.
C	Personal computers (PCs) needed to handle email between the service delivery agents and staff working in the Southfield temporary accommodation.
D	Waiting area, café and public library in Northfield Town Hall.
3	Which option should NOT be included under information in the intermediate future state Blueprint for Tranche 2?
A	Customer feedback scores following the opening of the refurbished facilities.
B	The productivity of staff working in the temporary accommodation in Southfield.
C	The number of staff members who will work in the café and public library.
D	The number of members of the public who view council meetings from the viewing area.

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	B	5

Using the Scenario, answer the following questions about the final future state Blueprint.

Remember to select 2 answers to each question.

1	Which 2 should be documented in the final future state described in the Blueprint?
A	What staff records will be held about service delivery agents required to operate the LGA services.
B	The savings expected from reduced building maintenance costs.
C	The approach to handling an enquiry from a member of the public.
D	The constraints on the use of National Government funding.
E	How staff will be transferred to new roles in the one stop shop.
2	Which 2 should be documented in the final future state described in the Blueprint?
A	Qualifications required by facilities management staff to maintain the new facilities at Northfield Town Hall.
B	Facilities management staff required to refurbish the Northfield Town Hall.
C	Facilities management staff required to support the running of Southfield Town Hall.
D	Additional skills required by the facilities management staff in order to complete the refurbishment of the Northfield Town Hall.
E	Savings identified as a result of using the facilities management staff to undertake most of the refurbishment work.
3	Which 2 new or updated processes should be documented in the final future state Blueprint?
A	Ongoing monitoring of the use of the public library.
B	Maintaining the café and kitchen facilities at Northfield.
C	Upgrading of the Northfield facilities.
D	Reviewing applications for funding of on-going IT-related items.
E	Demolishing and rebuilding of Southfield Town Hall.
4	Which 2 should be documented in the final future state of the Blueprint section covering organization structure ?
A	Staffing requirements for the one stop shop.
B	Subject matter experts required to design the new facilities.
C	Senior management structure of the LGA.
D	The number of part-time staff working in the café at Northfield Town Hall.
E	Project Managers have a good knowledge of project management approaches.

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Question continued

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| 5 | Which 2 should be documented in the final future state of the Blueprint section covering organization structure? |
| A | Statistics to monitor the performance of the service delivery agents. |
| B | How the BCM will handle staff complaints during the transfer of staff to the new one stop shop. |
| C | Skills required by service delivery agents employed in the one stop shop. |
| D | Composition of the LGA's Finance Committee, assuming a change of controlling party after the next local LGA election. |
| E | Qualifications required by facilities management staff, who maintain disabled access ramps. |

Syllabus Area	Question Number	Part	Marks
Blueprint Design and Delivery	4	C	2

Answer the following questions about the final future state Blueprint.

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 should be documented in the technology section of the Blueprint?
A	The costs for rebuilding are estimated to be €50 million.
B	The option of selling the existing site to a developer has been rejected.
C	It is purpose-built to meet the needs of all of our visitors.
D	The estimated cost to rebuild is dependent on the architect's design.
E	Areas open to the public will be situated on the ground floor.
2	Which 2 should be documented in the technology section of the Blueprint?
A	Facilities management staff will undertake most of the work.
B	The viewing area has facilities for hearing-impaired visitors.
C	Public facilities include a café.
D	Refurbishment will take 12 months to complete.
E	Minor works to be completed include the renewal of old electrical wiring.

Question Number 5

Syllabus Area Quality and Assurance Management

Syllabus Area	Question Number	Part	Marks
Quality and Assurance Management	5	A	6

Answer the following question about quality management.

Column 1 is a list of **true statements** about quality and assurance management review activities within the programme. Column 2 is a selection of process areas within the scope of programme quality. For each statement in Column 1, decide if it is within the scope of programme quality (**NOT** assurance) and select the appropriate process area from Column 2 that correctly describes that review activity.

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

	Column 1	Column 2
1	Checking that the Head of Facilities Management has agreed how the BCM for the one stop shop will be returned to an operational role at the end of the programme.	A NOT a process area within the scope of programme quality
2	Assessing the LGA's ability to manage its future programmes once the Service Improvement Programme is complete.	B Communications management
3	Testing by the Programme Office to ensure that the Project Manager of Project 1 (One Stop Shop) is following the defined rules for changes to one stop shop processes.	C Supply chain management
4	Auditing on behalf of National Government that National Government money is only being spent to improve services to the public.	D Standards management
5	Checking that all of the specified personal computers (PCs) have been delivered and set-up in the one stop shop, prior to the Programme Manager authorizing the close of Project 1 (One Stop Shop).	E Process management
6	Surveying, every six months, the members of the LGA to get their views on whether sufficient information is being provided to evaluate whether National Government funding rules are being complied with.	F Information management
		G Asset management
		H Programme leadership
		I People management

Syllabus Area	Question Number	Part	Marks
Quality and Assurance Management	5	B	4

Answer the following question.

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	The Programme Manager should authorize an audit of the programme in preparation for the LGA's annual budget meeting.	BECAUSE	The focus of quality in a programme should be on generating confidence that the programme will meet organizational objectives.
2	The Programme Manager should ensure that the project management team of Project 2 (Northfield Town Hall) understand the wheelchair access standards to be applied.	BECAUSE	The Programme Manager is responsible for working with project management teams to ensure delivery of fit-for purpose outputs.
3	The BCM for the one stop shop should appoint highly-trained service delivery agents to assess whether all new service delivery agents will be able to operate the new one stop shop effectively.	BECAUSE	The BCM is responsible for reviewing achievement of benefits.
4	The Programme Manager should ensure that National Government money is spent in accordance with the specified constraints.	BECAUSE	The Programme Manager is accountable for the continued viability of the programme.

Question Number 6

Syllabus Area Overview, Principles and Governance Themes Overview

Syllabus Area	Question Number	Part	Marks
Overview, Principles and Governance Themes Overview	6	A	3

Answer the following questions about Programme Overview.

1	<p>Bearing in mind how the Service Improvement Programme evolved, which statement describes the programme's priorities and approach?</p> <p>A The benefits of the programme should focus on the avoidance of penalties.</p> <p>B Benefits realization activities should focus on innovation or the strategic opportunities offered by the business environment.</p> <p>C Benefits should be expressed in terms of compliance, rather than measurable improvements in performance.</p> <p>D The need to coordinate projects in order to deliver the changes and maximize the realization of desired benefits should be recognized.</p>
2	<p>The LGA identified the need to create a single point of contact between the LGA and the people it serves and improve the way that the public accesses LGA services.</p> <p>Bearing in mind this feature of the Service Improvement Programme, which statement describes the programme's impact?</p> <p>A Transforming the way the LGA functions should be the primary focus.</p> <p>B It should be led by the specification of the outputs required.</p> <p>C Improvements in society should be the primary focus.</p> <p>D The changes will be subject to uncontrollable external factors.</p>
3	<p>Southfield Town Hall will be demolished and rebuilt using external contractors.</p> <p>Bearing in mind this feature of the Service Improvement Programme, which statement describes the programme's impact?</p> <p>A It will tend to be led by the design specification for the new town hall.</p> <p>B Predictability will be low and the scope may need to be adjusted as ambiguities are clarified.</p> <p>C The cause and effects will be difficult to define.</p> <p>D Benefits realization activities should focus on non-cashable benefits.</p>

Syllabus Area	Question Number	Part	Marks
Overview, Principles and Governance Themes Overview	6	B	7

Answer the following question.

Column 1 contains a list of statements about the programme. Column 2 lists the programme management principles. For each statement in Column 1, select from Column 2 the principle supported.

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

	Column 1	Column 2
1	The Head of Facilities Management presented plans for taking the work forward at each of the Programme Board meetings.	A Adding value
2	The Programme Manager has undertaken a review of Project 1 (One Stop Shop) to determine whether the one stop shop will satisfy the LGA's need for improved services to the public.	B Designing and delivering a coherent capability
3	The Head of Facilities Management, who is highly committed to delivering the programme, has been confirmed as SRO.	C Envisioning and communicating a better future
4	An article in a local newspaper, issued by the programme, explains how members of the public will communicate through a variety of easy-to-use channels with the LGA.	D Focusing on benefits and threats to them
5	After analyzing recent quality problems during the Northfield Town Hall refurbishment, all further electrical work will be carried out by external specialists.	E Leading change
6	The one stop shop must implement enhanced services to the public as early as possible without disrupting ongoing delivery of services.	F Learning from experience
7	At a recent LGA meeting some critical decisions were taken about LGA policy. This caused the Sponsoring Group to review whether Southfield Town Hall should be sold off to a developer.	G Remaining aligned with corporate strategy

Question Number 7

Syllabus Area Transformational Flow - Identifying a Programme

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	A	5

Answer the following question.

Column 1 contains a list of activities that might need to be undertaken during **Identifying a Programme**. For each activity in Column 1, decide if it is an appropriate activity **at this time**, and select from Column 2 the action that would be supported by it.

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

	Column 1	Column 2
1	Confirm how any threats to the delivery of disabled access to LGA premises should be escalated to the Sponsoring Group.	A This activity should NOT be undertaken at this time in the programme
2	Explain why the existing project to create the one stop shop and the three new projects should be combined into a single programme.	B Ensure adequate sponsorship of the programme C Appoint the SRO
3	Identify initial estimates of the costs associated with relocating staff from Southfield Town Hall during reconstruction.	D Record in the Programme Definition Document
4	Identify when service delivery agents will be involved in defining the high-level processes for the one stop shop.	E Record in the Programme Brief F Record in the Programme Plan
5	Identify how the LGA will provide the three proposed Project Managers to the programme.	G Record in the Programme Preparation Plan H Obtain approval to proceed

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Identifying a Programme	7	B	5

Using the Scenario, answer the following questions.

1	<p>The intention to integrate Project 1 (One Stop Shop) into the programme has been identified in the Programme Mandate.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the existing projects should be incorporated into the Projects Dossier.</p> <p>B No, because the Programme Mandate for an emerging programme should also consider what has been delivered so far in each project.</p> <p>C Yes, because the Programme Mandate should identify strategic objectives of the programme.</p> <p>D Yes, because the Programme Mandate should include known initiatives required to deliver a programme.</p>
2	<p>An indication has been documented in the Programme Brief of when improvements arising from opening the one stop shop are anticipated.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the overall programme schedule should be documented in the Programme Plan.</p> <p>B No, because dependencies between outcomes and capabilities should be shown in the Benefits Map.</p> <p>C Yes, because the Programme Brief should indicate when benefits are likely to be achieved.</p> <p>D Yes, because the Programme Brief should provide estimated timescales to run the programme.</p>
3	<p>Resource dependencies between the work on Northfield Town Hall and the public toilets have been included in the Programme Preparation Plan.</p> <p>Is this an appropriate application of MSP for the programme?</p> <p>A No, because the profile of shared programme resources should be documented in the Resource Management Strategy.</p> <p>B No, because dependencies between project outputs and capabilities should be shown in the Benefits Map.</p> <p>C Yes, because internal dependencies between planned activities should be managed within the boundary of the programme.</p> <p>D Yes, because important programme management team resources should be included in the Programme Preparation Plan.</p>

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4	<p>Which role should consider likely costs for the building work before giving approval of the Programme Brief?</p> <ul style="list-style-type: none">A Sponsoring Group, because formal approval is required from the Sponsoring Group at the start of each tranche.B Sponsoring Group, because the Programme Brief contains information to allow the Sponsoring Group to commit to the programme.C Programme Manager, because the resources to develop programme governance are included in the Programme Preparation Plan.D Programme Manager, because the Programme Manager is responsible for coordination of the programme's projects and dependencies.
5	<p>Which activity can the SRO authorize once the Sponsoring Group have given approval to proceed with Defining a Programme?</p> <ul style="list-style-type: none">A Mapping which projects contribute to increased revenue from tourism, because a Benefits Map should be produced as part Defining a Programme.B Mapping which projects contribute to increased revenue from tourism, because a Benefits Map should include milestones for benefit reviews.C Refurbishment of the toilet blocks, because the Programme Preparation Plan describes the deliverables required from Defining a Programme.D Refurbishment of the toilet blocks, because the Programme Brief should identify the activities required to deliver the programme.

Question Number 8

Syllabus Area Transformational Flow - Closing a Programme

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	A	1

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about the premature closure of the programme.

Remember to select 2 answers to each question.

1	Which 2 statements describe responsibilities of the Programme Management Team at this time?
A	Issue Project 2 (Northfield Town Hall) with a new Project Brief.
B	Ensure that support processes to maintain the one stop shop are robust.
C	Feedback on the success of the one stop shop to members of the Corporate Board.
D	Appoint a Benefits Realization Manager to co-ordinate benefits realization activities after premature closure.
E	Appoint a Design Authority to ensure that there will be appropriate alignment and control of Project 2 (Northfield Town Hall) and Project 4 (Public Toilets).

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	B	6

Using the Scenario and the additional information provided for this question in the *Scenario Booklet*, 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 programme review at programme closure should consider statistics about increased productivity of the service delivery agents.	BECAUSE	When a programme closes prematurely, the complete assessment of benefits occurs at programme closure.
2	The programme should review the management of the programme budget, particularly in relation to the National Government funding, so that similar effects on other programmes can be avoided.	BECAUSE	As part of early programme closure, the programme needs to provide feedback to corporate governance on the programme's delivery of strategy.
3	The management of the decorators working on Project 2 (Northfield Town Hall) should be transferred to the Northfield Building Manager.	BECAUSE	At the end of the programme, all members of the programme team should be released.
4	As a result of the premature closure of the programme, the Programme Manager should update the Programme Communications Plan to ensure effective communication of the successes of the one stop shop.	BECAUSE	The Programme Communications Plan should be updated to ensure adequate communications at premature programme closure.
5	A new entry should be added to the Risk Register to reflect the new funding rules.	BECAUSE	When external circumstances change, this should be regarded as a strategic risk.
6	The SRO should have recommended premature closure of the Service Improvement Programme under the circumstances.	BECAUSE	Premature programme closure means that the final future state described in the Blueprint will not be delivered by this programme.

Syllabus Area	Question Number	Part	Marks
Transformational Flow - Closing a Programme	8	C	3

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

1	<p>The programme is closing prematurely. Consequently, the SRO has explained to the Northfield Building Manager how staff will be transferred to the refurbished building. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the BCM is responsible for making key communications with the business operations.</p> <p>B No, because the Programme Manager is responsible for confirming that ongoing support is in place so that the programme can close.</p> <p>C Yes, because when closing a programme prematurely, the SRO should ensure any outstanding activities are handed over to the business.</p> <p>D Yes, because all stakeholders should be informed that the programme is about to close.</p>
2	<p>The programme is closing prematurely. The Programme Manager intends to initiate a formal review to assess the way that resources were used within the programme. Is this an appropriate application of MSP for the programme?</p> <p>A No, because the SRO is accountable for the formal review of a programme at programme closure.</p> <p>B No, because reviews may be required following programme closure to provide a complete assessment of benefits.</p> <p>C Yes, because reviewing the performance of a programme may identify lessons that could benefit other programmes.</p> <p>D Yes, because a formal assessment of the overall set of benefits should be undertaken as part of Closing a Programme.</p>
3	<p>Which role should archive the programme's Issue Register in accordance with the LGA's standards?</p> <p>A BCM for Northfield Town Hall, because the BCM is responsible for updating and finalizing programme information during Closing a Programme.</p> <p>B BCM for Northfield Town Hall, because the BCM should have detailed knowledge of the business environment.</p> <p>C Programme Manager, because the Programme Manager is responsible for compliance to corporate requirements for information storage.</p> <p>D Programme Manager, because programme information should be reviewed to ensure that the management of residual issues has be transferred to operations management.</p>