

M_o_R® PRACTITIONER EXAMINATION CANDIDATE GUIDANCE

1. INTRODUCTION

- 1.1 The objectives of the examination are to enable you to demonstrate your understanding of M_o_R and how to apply the method/M_o_R in an appropriate way in a given set of circumstances as described in a scenario. The Practitioner examination uses objective test questions, which require you to choose a response to a question from a set of choices for which the correct answer is pre-determined.
- 1.2 The following paragraphs explain the format of the question papers, and the different types of question asked. Some suggestions on how to approach answering the various types of question are also included.
- 1.3 *The M_o_R Registered Practitioner qualification is valid for 5 years. Practitioners should be re-registered within 3-5 years of their original certification in order to demonstrate their commitment to professional development. Details of the Practitioner Re-Registration examination can be found at section 11.*

2. STRUCTURE OF THE PAPER

The examination paper consists of three booklets.

- 2.1 The Scenario Booklet contains a scenario providing a description of the organization, the business rationale for the project and the project objectives. The Scenario Booklet also includes additional information for one or more of the four/eight/nine questions. Where additional information is to be used for a question, this is clearly stated in bold within the question header. **Additional information is only to be used for the question to which it relates.**
- 2.2 The Question Booklet contains four questions, each covering a different perspective and combination of syllabus areas. The perspective covered is identified at the beginning of each question. Each of the four questions contains 20 question-lines, each of which attracts 1 mark, giving a total of 80 marks. The pass mark is 40 (50%). Each of the four questions will be subdivided into parts. Each of these 'part-questions' will identify the portion of the 20 marks allocated to it.
- 2.3 The Answer Booklet contains the answer sheets on which the answers must be given. **Unless it is clearly stated otherwise**, there is only **one answer** to each question-line. If more than one answer is given in the answer booklet, the response line will be void.
- 2.4 *For certain subject areas, where more than one answer could be valid, questions are asked using the format 'Which of the following is MOST'. For these questions you are required to select the answer that is the best fit, given the scenario and the M_o_R guidance. If you select more than one answer, the response line will be void and no mark is awarded for the question-line.*

3. M_o_R SYLLABUS AREAS ADDRESSED

- 3.1 The M_o_R syllabus contains 8 syllabus areas covering the introduction and glossary, four covering the M_o_R framework (principles, approach, processes and embedding and reviewing), perspectives, risk specialisms and common techniques. See table 1 overleaf.
- 3.2 Within the Practitioner Examination, there will be 4 perspective questions; each testing how the M_o_R Framework has been applied for that perspective.
- 3.3 The question header for each part-question identifies which perspective is being examined.
- 3.4 The full M_o_R syllabus is available from the APM Group or from an Accredited Training Organization.

Table 1: M_o_R Syllabus areas

Syllabus Area Code	Syllabus Area Title
IG	Introduction & Glossary
PI	Principles
AP	Approach
PR	Process
ER	Embedding & Review
PE	Perspectives
CT	Common Techniques
RS	Risk Specialisms

4. TYPES OF QUESTION

There are four/five different test types used within the paper.

4.1 Classic Multiple Choice Questions – ‘choose one from a list of three or four options’.

Using the additional information provided for this question in the Scenario Booklet, answer the following question about developing a risk-aware culture.	
Following on from the pilot project, which is the MOST appropriate short-term action to build and develop a risk aware culture?	
A	Improve risk management maturity to level 4.
B	Integrate risk management into project management processes.
C	Review programme risk performance across the development portfolio.
D	Identify suitable candidates for formal training on risk techniques

4.2 Multiple Response – ‘choose two correct options from a list of five options’. This question follows exactly the same format as the ‘Classic style’, but more than one answer is required. It is the **only question type that requires more than one response to gain a mark**. Both responses must be correct to gain a mark. If more or fewer than two responses are given, then the answer will be void.

Answer the following questions from the strategic perspective about the purpose of integrating risk management across the perspectives.	
Remember to select 2 answers to each question.	
Which 2 options are MOST likely to require information flows with those who have strategic responsibilities?	
A	Providing a business product that is one of a set that supports step-change business performance improvements.
B	Implementing related project deliverables that support strategic objectives.
C	Maintaining the delivery level of a specific service.
D	Designing and delivering business products within specification, time and budget constraints.
E	Ensuring service delivery performance meets company targets.

- 4.3 **Matching** – ‘link items in one list to items in a second list’. There is **only one correct response** to each question, but options from the second list may be used once, more than once or not at all.

Answer the following question about the plan process step.

The risk manager has identified the following risk:

Cause: Fun4U is committing a large amount of time and resources into planning a residential winter sports venue

Event: The two Myland-based leisure facilities, which are currently underperforming, may not receive the support they need to reverse their decline

Effect: These facilities have to be closed and adverse publicity from such closures will impact on Fun4U’s reputation and share price.

The CEO asked the risk manager to report on the options available for dealing with this risk. Below is an extract of the six options considered by the risk manager.

Column 1 is a list of the six options reported on by the risk manager. For each item in Column 1, select from Column 2 the MOST appropriate risk response option. Each selection from Column 2 may be used once, more than once or not at all.

	Column 1	Column 2
1	Request weekly reports from the managers to inform management of performance trends.	A Avoid a threat
2	Enter into an agreement that includes benefits and penalties, with a company specializing in reversing the decline of franchised operations.	B Reduce a threat (probability)
3	Commence a media campaign to emphasize the positive effects of the Five Year Business Plan.	C Reduce a threat (impact)
4	Focus on reversing the decline in the two underperforming facilities by suspending any further effort on new developments.	D Transfer the risk
5	Announce at the AGM that underperforming facilities will be closed, thereby safeguarding the shareholders’ interests and protecting the share price.	E Share the risk
6	Decrease the scope of the five year plan to release time and resources to support the underperforming facilities.	F Accept the risk

- 4.4 **Assertion/Reason** – ‘evaluate two statements (an assertion and a reason), to determine if either, both or neither is true and, if both are true, whether the reason explains why the assertion is true’.

If either statement is false, select the answer from options C, D or E. If both statements are true, a third step is required. You must then determine whether or not the reason is a correct explanation for the assertion. If the reason explains why the assertion is true, the answer is A. If it does not, the answer is B.

There is **only one correct response** to each question-line but options can be used once, more than once or not at all.

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

The Head of HR, who owns all risks associated with staff turnover and staff development, asked the Corporate Portfolio Board to review the risk shown in the strategic risk register extract. Although the risk is correctly identified, some of the content may not be appropriate.

Lines 1 to 2 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 Head of HR is a suitable actionee.	BECAUSE	The 'risk actionee' should be capable of implementing risk response actions in response to a particular risk or set of risks.
2	The probability of the risk should be scored as medium.	BECAUSE	The 'probability' is selected from the scales described in the 'risk management policy'.

For example, in question 1 and 2 of the example provided above, the assertion statement is true but the answer to question 1 is a A and question 2 an B.

In question 1 the reason statement provides an explanation for the assertion. From the scenario information it will be clear that the HR Manager is suitable to perform a risk actionee role and from M_o_R we know that the 'risk actionee' should be capable of implementing risk response actions in response to a particular risk or set of risks. The reason is true and explains the assertion. The answer is therefore A.

In question 2 the reason statement is true, however the fact that 'probability' should be selected from scales in the risk management policy, does not explain why the probability of the risk should be scored as medium. The answer is B.

5. USING THE SCENARIO AND THE ADDITIONAL INFORMATION

5.1 Where you need to refer back to details provided in the Scenario Booklet in order to answer a question, this is clearly stated in the question header.

5.2 If the question header says '**Using the Scenario ...**' you will need to refer to the scenario.

Examples of the kind of information you may need to reference from a scenario include:

- Risks faced by the organization
- The organization's governance and internal control structure
- The approach taken to apply or embed M_o_R in a particular perspective
- The organization's resources and capabilities

5.2 If the question header says '**Using the additional information provided for this question in the *Scenario Booklet***', you need to refer to additional information provided in the Scenario Booklet for the question. The additional information is provided for use with that question only.

- 5.3 Some questions may need you to reference both the scenario and additional information. In this case the question header will say '**Using the Scenario and the additional information provided for this question in the Scenario Booklet**'.
- 5.4 Where there is no '**Using the Scenario**' statement, the scenario provides the context for the question only. There is **no need** to reference specific lines within the scenario in order to answer the question.

6. REFERENCE MATERIAL

You may reference your own M_o_R manual/guide during the examination. If you have made hand-written annotations within any blank space in your manual/guide, your manual/guide can still be used.

Candidates may also refer to the APMG guidance document ABC Guide Part A Example Techniques. No material other than the two guides is to be used.

7. TIME MANAGEMENT

- 7.1 The full Practitioner examination is 180 minutes in duration. You must manage your time in order to complete all questions. As a general guide, you may wish to spend the first 5 minutes reading the scenario information and getting familiar with the layout of the paper. If 40 minutes is then allocated for each of the four questions, this will allow 15 minutes tolerance for additional reading required for some questions. This suggested timing is for **guidance only**. It is expected that some questions will take longer to answer than others due to the style of question and the question's difficulty.
- 7.2 You should be aware of the time constraint when using your manual/guide. The time pressure of the examination means that you should use the guide/manual with caution. You are **not expected** to use the manual to answer questions. The manual is there for support, as it would be in real life. Constantly referencing the manual is likely to be counter-productive and cause timing issues.

8. EDITORIAL NOTES

8.1 General Presentation

Throughout the exam, single inverted commas are used for M_o_R principles, processes, documents and techniques.

8.2 Uses of Should and Must.¹

Should and must when used in a question stem have a precise meaning.

If we take as an example the statement, 'The Project Manager **should/must** prepare the risk management strategy'.

'**Should**' - is used to express 'obligation' something that is good or important or recommended. It is less strong than must and is used to test **whether something should be done in a scenario situation** because it is consistent with the principles and practices recommended in M_o_R.

Given the scenario information provided, the Project Manager may or may not be the appropriate person to prepare the risk management strategy. The use of 'should' in the question requires you to evaluate this. You will need to consider the M_o_R responsibilities for the role and whether it is appropriate for the Project Manager, in the scenario described, to perform this.

'**Must**' is used when talking about something that is 'necessary' or 'has' to occur, i.e. something that is mandatory. In the above example if '**must**' was used the statement would be false because there will be nothing about the Project Manager and his responsibilities or the requirements of M_o_R, which would mandate that they 'must' perform this role.

¹ *Definitions are derived from Michael Swan's 'Practical English Usage'*

8.4 Use of ‘true statements’

When the expression ‘true statements’ is used in a question, **no evaluation of whether the statements are consistent with what is stated in the scenario or additional information is required.**

A workshop has been held to identify the contents of a new 'risk management strategy'.

Column 1 contains a list of true statements from the workshop. Column 2 is a selection of sections from the risk management strategy. For each statement in Column 1, select from Column 2 the section in which it is to be recorded.

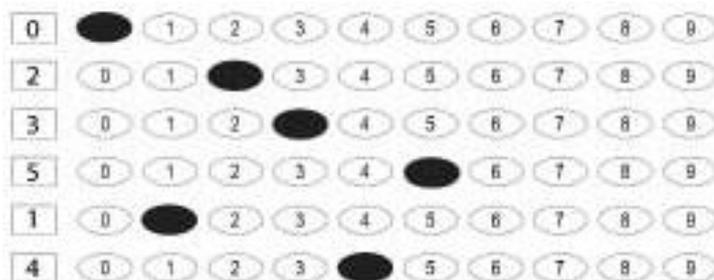
Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Internal Audit Section will take account of risk management provision when creating the annual audit plan.	A Introduction B Summary of the risk management process
2	An assessment of risks will be included as part of the minutes for each Chamber of Members meeting to ensure that members are aware of the current status of risks.	C Reporting D Roles and responsibilities E Scales for estimating
3	A very high time risk impact is described as more than 20 days extra resource effort required, and a very high cost risk impact as more than €100k	F Risk tolerance thresholds

In the above example there is no need in any of the options to check the scenario. This is because it is known from the question header that the statements are true. The assessment required by the question, is whether, according to the recommended M_o_R content of the ‘risk management strategy’, the **Reporting** heading is the correct place for recording that “an assessment of risks will be included as part of the minutes for each Chamber of Members meeting”.

9. USING THE ANSWER BOOKLET

- 9.1 The Answer Booklets are read electronically and the results generated by computer. It is therefore essential that you follow the instructions given and mark your answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.
- 9.2 Record your candidate number in the footer at the bottom of the page and also in the 6 boxes at the top right. Fill in the associated ovals next to the 6 boxes e.g. for candidate 023514 fill ovals as shown below.



9.2 Select your answers by filling in the ovals that relate to your chosen response, e.g.

	A	B	C	D	E
1	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
4	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

9.3 Fill the oval in **IN PENCIL, NOT PEN**. If a pen is used, the answers will not be marked.

Acceptable ways to complete the answer sheets are either:

 completely filling in the oval or  drawing a line through the centre of the oval, ensuring that between 80-100% is filled.

Any other method, including ticks or crosses, is not acceptable and may not be marked.

9.4 If you wish to change your answer during the exam, completely erase your original answer and mark your new answer. If you give more answers than required, the question will score zero.

10. RE-REGISTRATION EXAMINATION

The Re-registration examination will follow the same format as the Practitioner examination but the Question Booklet will contain **two** questions, giving a total of **40** marks, to be answered within 90 minutes. The pass mark is 20 (50%). Each question will test one of the combinations of perspectives:

- Strategic and Programme,
- Strategic and Project
- Programme and Operational
- Project and Operational