The MSP® Foundation Examination

Sample Paper 2

Question Booklet

Multiple Choice

Examination Duration: 1 hour

Instructions

1. You should attempt all 75 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 35 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 1 hour to complete this exam.
6. This is a ‘closed book’ exam. No material other than the exam paper is allowed.
1) Which is an assurance management principle?
A. Supportive culture
B. Benefits and threats to them
C. Action and intervention
D. Rate of change

2) Which description is MOST applicable to a Vision Statement?
A. A definition of the improvements expected
B. A design for the future organization
C. An explanation of the links between projects and benefits
D. A high level picture of the intended future

3) Which is an opportunity response?
A. Conform to the Risk Management Strategy
B. Allocate a risk actionee
C. Update the Benefits Map
D. Transfer the risk

4) What role consults other roles when focusing on the preparation of the Benefits Realization Plan?
A. Programme Manager
B. Senior Responsible Owner
C. Benefits Realization Manager
D. Programme Office

5) In what transformational flow process are the arrangements for the governance of the programme prepared?
A. Identifying a Programme
B. Defining a Programme
C. Delivering the Capability
D. Realizing the Benefits
6) What role has a focus on setting up and controlling the functioning of the programme’s configuration management system?

A. Programme Office  
B. Senior Responsible Owner  
C. Benefits Realization Manager  
D. Project teams

7) Which BEST describes a programme?

A. Focuses on fit for purpose output oriented delivery  
B. Achieves operational targets through daily business activities  
C. Transforms the business to achieve strategic benefits  
D. Encompasses all current and future organizational change

8) Which activity should be undertaken by members of the Programme Board?

A. Oversee external suppliers to the programme  
B. Confirm the closure of the programme  
C. Initiate assurance and audit reviews  
D. Oversee the programme to ensure that it delivers within its agreed boundaries

9) Which of the following statements about programme resources is true?

1. Funding and services are types of resource  
2. Maximizing resource sharing prevents bottlenecks

A. Only 1 is true  
B. Only 2 is true  
C. Both 1 and 2 are true  
D. Neither 1 or 2 is true
10) What transformational flow process includes the implementation of the governance relating to monitoring and control of the programme?

A. Identifying a Programme  
B. Defining a Programme  
C. Managing the Tranches  
D. Realizing the Benefits

11) What does the ‘O’ stand for in POTI, the model that helps with Blueprint development?

A. Options analysis  
B. Organizational structure  
C. Opportunity management  
D. Outline vision

12) What role has a focus on commissioning independent reviews to give confidence about the viability of the Business Case?

A. Programme Office  
B. Senior Responsible Owner  
C. Programme Manager  
D. Business Change Manager

13) What document is used to assess whether the programme is likely to be viable and achievable before the creation of the full Business Case?

A. Benefits Realization Plan  
B. Programme Plan  
C. Programme Brief  
D. Programme Preparation Plan
14) Which is a purpose of benefits management?

A. Manage uncertainty, complexity and ambiguity
B. Ensure that there is a focus on programme process effectiveness
C. Achieve measurable improvements which contribute to corporate strategy
D. Measure the effectiveness of two-way communications

15) What role consults on the programme’s approach to assurance before approving the governance arrangements for programme information?

A. Design Authority
B. Senior Responsible Owner
C. Programme Manager
D. Programme Office

16) Which is NOT normally a characteristic of a good Vision Statement?

A. Explains the future so that it is readily understood by stakeholders
B. Presents brief information which is easy to remember
C. Indicates key benefits without stating them explicitly
D. Includes dates for delivery of key outcomes

17) What transformational flow process immediately follows Identifying a Programme?

A. Managing the Tranches
B. Delivering the Capability
C. Realizing the Benefits
D. Defining a Programme

18) Where are specific business change management responsibilities recorded?

A. Business Case
B. Organization Structure
C. Information Management Plan
D. Benefits Realization Plan
19) Which is an organizational perspective for risk management?

A. Financial
B. Maturity
C. Strategic
D. Benefit

20) Which is a purpose of gathering information into the Stakeholder Profiles?

A. Identify which person should be the Programme Manager
B. Enable the stakeholders to be organized by categories
C. Gather strategic guidance on changing business drivers
D. Identify important perceptions stakeholders may have about a programme

21) What is the definition of a Vision Statement?

A. A detailed description of the changed organization
B. An encapsulation of a better future
C. A description of programme viability
D. A framework to enable effective communication

22) Which requirement does NOT describe a trigger for a vision-led programme?

A. Top down corporate plans affecting cross-functional practices
B. A shift in political priorities compelling the business to change
C. A board decision to exploit opportunities resulting from market changes
D. Individual projects working in parallel need better coordination

23) Which communication channel relies on active involvement from stakeholders?

A. Workshop
B. Press release
C. Site exhibition display
D. Video film
24) Which role is MOST likely to have a focus on applying programme controls which impact on operational areas?

A. Business Change Manager  
B. Programme Manager  
C. Programme Office  
D. Senior Responsible Owner

25) Which describes intra dependencies on other programmes or projects?

A. Outside the programme but part of the corporate portfolio  
B. Within the control of the programme itself  
C. Resulting from a programme outside the corporate organization  
D. Resulting from relationships between the projects within the Projects Dossier

26) Which information is included in a Business Case?

A. Benefits to be delivered by the programme  
B. Terms of reference for members of programme management team  
C. Process for escalating risks  
D. Guidance on programme information that must be kept confidential

27) What management activity controls the links between programme assets?

A. Process  
B. Supply chain  
C. Configuration  
D. Information

28) Which is an example of a test for whether a programme can close as intended?

A. Business Case is no longer viable  
B. Benefits realization is complete  
C. Operational capabilities have been embedded  
D. The last project has been closed
29) Which is a driver for change that is MOST likely to result in implementation of a programme management approach?

A. Requirements to comply with industry standards or legislation  
B. Opportunities for realizing further benefits  
C. Consolidation of existing stand-alone projects that are not a good strategic fit  
D. Ineffective arrangements for configuration management

30) Which is an area of focus of the Senior Responsible Owner in Blueprint Design and Delivery?

A. Ensuring operational staff understand the changes described in the Blueprint  
B. Applying configuration management to the Blueprint  
C. Ensuring there are sufficient resources to support the design of the Blueprint  
D. Working collaboratively with Business Change Managers to write the content of the Blueprint

31) What document enables the Sponsoring Group to commit to the activities needed to define a programme?

A. Programme Preparation Plan  
B. Programme Definition Document  
C. Programme Brief  
D. Resource Management Plan

32) Which influence and interest levels are MOST likely to require a method of engagement which ensures high levels of commitment from a programme stakeholder?

A. Low, medium  
B. Low, low  
C. High, high  
D. Medium, medium
33) What transformational flow process involves developing a suggested organization change into a potentially viable business proposition?

A. Identifying a Programme  
B. Defining a Programme  
C. Managing the Tranches  
D. Realizing the Benefits

34) Which document is used to monitor overall risk trends in a programme?

A. Risk Management Strategy  
B. Programme progress report  
C. Project brief  
D. Risk Register

35) What type of cost is incurred by a project as it acquires and delivers the means to enable the capabilities in the Blueprint?

A. Transition  
B. Benefit realization  
C. Programme management  
D. Development

36) Which is one of the critical organizational elements aligned by programme management?

A. Benefits realized  
B. ‘To-be’ state  
C. Business-as-usual environment  
D. Competence of the Senior Responsible Owner
37) Which is a description of the role of the Senior Responsible Owner?

A. Day to day management of the programme  
B. Embed new capability into business operations  
C. Take on accountability for programme delivery  
D. Coordinate monitoring and control activities

38) What role has a focus on implementing changes to operational processes to achieve a better future?

A. Programme Manager  
B. Business Change Manager  
C. Senior Responsible Owner  
D. Sponsoring Group

39) Which is a critical validation test for a benefit?

A. Measurement  
B. As-is' state  
C. Identified owner  
D. Stakeholder impact

40) Which information should NOT be included in a Blueprint?

A. Skills profile for staff to operate the required business models  
B. How the business will operate in the future  
C. Data needed to monitor future business performance  
D. Organization structure for the programme team
41) Which role is MOST likely to build good relations with all the senior stakeholders and keep them involved in the programme?

A. Programme Office  
B. Business Change Manager  
C. Programme Manager  
D. Senior Responsible Owner

42) What role has a focus on analysing stakeholder information?

A. Senior Responsible Owner  
B. Programme Manager  
C. Benefits Realization Manager  
D. Programme Office

43) Which is a purpose of a Programme Office?

A. Commission independent reviews to provide confidence in supplier performance  
B. Implement improvements by learning from experiences in managing operational change  
C. Approve requests for audits of programme performance  
D. Provide expertise on how to control change across a programme

44) What is an uncertain event that could have a favourable impact on a programme's objectives?

A. Opportunity  
B. Threat  
C. Issue  
D. Health check

45) Which is an assurance management technique?

A. Maturity assessments  
B. Net present value  
C. Organizational governance  
D. Benefits mapping
46) Which is a governance theme?

A. Leadership and Stakeholder Engagement  
B. Designing and delivering a coherent capability  
C. Managing the Tranches  
D. Assurance reviews

47) What role facilitates the appointment of project managers within the programme?

A. Programme Manager  
B. Business Change Manager  
C. Design Authority  
D. Senior Responsible Owner

48) What role ensures that the programme is complying with the risk management principles?

A. Business Change Manager  
B. Programme Manager  
C. Risk Manager  
D. Senior Responsible Owner

49) What term is associated with the uncertainty that a threat will become an issue?

A. Proximity  
B. Threshold  
C. Tolerance  
D. Probability

50) Which describes an output?

A. Total capability needed to produce an outcome  
B. Measurable improvement produced by an outcome  
C. Deliverable produced by a project for a programme  
D. New operational state resulting from capability being put into use
51) Which is a key area of programme focus when monitoring the progress of projects?

A. Suitability of each project risk response  
B. Creation of project briefs  
C. Programme intra dependencies  
D. Avoidance of scope creep

52) In a programme organization structure, what role would be MOST appropriate for a project executive?

A. Sponsoring group member  
B. Senior responsible owner  
C. Programme board attendee  
D. Business change manager

53) Which focus statement characterizes an individual acting as a manager rather than a leader?

A. Achievement of value for money  
B. Overall direction of the programme  
C. Delivery on time and to quality  
D. Justification and reasons

54) What document provides information on how to ensure the integration of different types of assurance activity across the programme?

A. Quality and Assurance Plan  
B. Quality and Assurance Strategy  
C. Information Management Plan  
D. Information Management Strategy
55) Which attribute is NOT required by members of a Business Change Team in order to fulfil their responsibilities?

A. Operational experience  
B. Operational knowledge  
C. Configuration management knowledge  
D. Change management skills  

56) What is described as an organization that can be affected by a programme??

A. Programme Organization Structure  
B. Leaders  
C. Stakeholder  
D. Business Change Team  

57) What document is used to gain an understanding of how to manage a dis-benefit?

A. Benefits Realization Plan  
B. Business Case  
C. Risk Register  
D. Benefit Profile  

58) Which is a reason for the process Realizing the Benefits?

A. Initiate projects listed in the Projects Dossier  
B. Ensure that project outputs are suitable for operational use  
C. Ensure that project direction is in line with programme objectives  
D. Review and confirm validity of the Business Case  

59) What role designs the content of the future state section of the Blueprint?

A. Programme Board  
B. Business Change Manager  
C. Programme Manager  
D. Design Authority
60) What is defined as ‘the coordinated organization, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realize benefits of strategic importance’?

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

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

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

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

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

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

63) Which is a purpose of ‘visioning’ workshops?

A. Confirm the Programme Mandate  
B. Produce Benefit Profiles  
C. Influence key stakeholders  
D. Refine the Blueprint
64) Which is a programme characteristic?

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

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

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

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

1. Benefits require a programme structure to be in place to realize them
2. The Programme Manager should continue to have responsibility for realizing benefits that occur beyond the end of the programme

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

67) Which is NOT a programme management principle?

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

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

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

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

1. Ensures that projects will create the appropriate Blueprint capabilities
2. Appointed as senior user on a project board, if required

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

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

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

71) Which is required for an effective programme organization?

A. Control of programme changes
B. Health checks on progress
C. Sound overview of the Benefit Profiles
D. Defined roles with clear responsibilities
72) Which describes how a programme might manage a threat?

A. Exploit an uncertain event
B. Communicate throughout the Risk Management Cycle
C. Enhance the likelihood of an event occurring
D. Remove the cause of a potential problem

73) What process provides the outputs required to deliver the Blueprint?

A. Managing the Tranches
B. Delivering the Capability
C. Benefits Management
D. Realizing the Benefits

74) What provides a memorable description of the organization as it will be when the programme is complete?

A. Programme Plan
B. Programme Communications Plan
C. Vision Statement
D. Organization Structure

75) Which is NOT a responsibility of the role of a risk owner?

A. Manage a risk
B. Track a risk
C. Implement a specific risk response action
D. Report on the effectiveness of a risk response