



The Foundation Examination

Sample Exam Paper 1

Multiple Choice

1 hour paper

Instructions

1. All 75 questions should be attempted.
2. 5 of the 75 questions are under trial and will not contribute to your overall score. There is no indication of which questions are under trial.
3. All answers are to be marked on the answer sheet.
4. Please use a pencil and NOT ink to mark your answers on the answer sheet provided. There is only one correct answer per question.
5. You have 1 hour for this paper.
6. You must get 35 or more correct to pass.

Candidate Number:

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- 1 Which is the **BEST** description of a benefit?
- a) A measurable improvement which results from operating a new business process
 - b) An identified opportunity to improve a business process
 - c) An approved change in capability
 - d) A transformational change to business functions leading to desired outcomes
- 2 What is ensured by governance when Managing the Tranches?
- a) Capabilities being developed align to the organization's strategic direction
 - b) Programme governance strategies are developed and approved
 - c) Programme Brief clearly describes the organization's strategic direction
 - d) Capability described in the Blueprint has been delivered
- 3 Which of the following statements about sources of a programme's risks and issues is true?
- 1. Changes to operations are a source of risks and issues for a programme
 - 2. Other projects and programmes are a source of risks and issues for a 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

- 4 Which is the **BEST** description of a vision-led programme?
- a) Satisfies a change in legislation
 - b) Focuses on new ways of working in line with corporate strategy
 - c) Becomes a programme only when its vision has been defined
 - d) Evolves from concurrent projects that have already started
- 5 Which **BEST** explains why key stakeholders are involved in a 'visioning' workshop for a Vision Statement?
- a) Produce the final document
 - b) Help draft the Vision Statement
 - c) Identify explicit benefits
 - d) Authorize the final version
- 6 What document is used to communicate the end goal of the programme to as many stakeholders as possible?
- a) Vision Statement
 - b) Programme Mandate
 - c) Stakeholder Engagement Strategy
 - d) Blueprint

- 7 Which is a reason for the process Delivering the Capability?
- a) Integrate outputs into operations and realize benefits
 - b) Provide new outputs that enable the capabilities described in the Blueprint
 - c) Ensure the end goal of formally recognizing that the programme is completed
 - d) Assemble and consolidate the programme definition
- 8 Which experience would **MOST** enable a member of a Business Change Team to fulfil their responsibilities?
- a) Programme management
 - b) Operational
 - c) Issue management
 - d) Accountancy
- 9 Which is ensured by assurance management in a programme?
- a) Corporate strategy complies with the programme's objectives
 - b) Organization's risk management process follows corporate standards
 - c) Staff awareness of the organization's commitment to programme management
 - d) Stakeholder confidence in programme delivery of the organization's strategic objectives

- 10 Which is a reason why a thorough assessment of the capacity of the organization must be carried out by the Business Change Manager in the first part of Realizing the Benefits?
- a) Appoint the right people in the Business Change Team
 - b) Undertake a post programme review
 - c) Check that outcomes have been achieved to be able to move into post-transition
 - d) Inform the Senior Responsible Owner the business is ready to change
- 11 Which is **NOT** one of the three critical organizational elements aligned by programme management?
- a) Delivery mechanisms for change
 - b) Business-as-usual environment
 - c) Corporate strategy
 - d) Continuous improvement
- 12 What role informs the Sponsoring Group about the challenges to be faced as a complex transition is due to start?
- a) Programme Manager
 - b) Risk Manager
 - c) Senior Responsible Owner
 - d) Business Change Manager

- 13 What role works **MOST** closely with the Business Change Manager to ensure the Blueprint, Programme Plan, Benefits Realization Plan and Benefit Profiles are consistent?
- a) Sponsoring Group
 - b) Senior Responsible Owner
 - c) Programme Manager
 - d) Programme Office
- 14 Which is a reason for the process Identifying a Programme?
- a) Manage the activities for coordinating and managing project delivery
 - b) Make preparations for the first tranche of the programme
 - c) Ensure that the outputs can be integrated into operations and realize the benefits
 - d) Convert a high level strategic idea into a tangible business concept
- 15 Which is a governance theme?
- a) Benefits Management Strategy
 - b) Design Authority
 - c) Programme Office
 - d) Quality and Assurance Management

- 16 What term is used for 'any individual, group or organization that can affect or be affected by a programme'?
- a) Business Change Team
 - b) Business Change Manager
 - c) Design Authority
 - d) Stakeholder
- 17 Which is a feature of an effective programme organization?
- a) Viable Business Case
 - b) Desired end-state
 - c) Future organization design
 - d) Defined roles
- 18 Which is a purpose of programme control?
- a) Manage the projects
 - b) Remove all ambiguity
 - c) Design the programme organization
 - d) Bring certainty wherever possible

- 19 Which is a core concept of the MSP framework?
- a) Programme assurance
 - b) Governance themes
 - c) Blueprint
 - d) Business Change Team
- 20 Which describes the Sponsoring Group?
- a) Supports the Senior Responsible Owner to deliver a programme
 - b) Manages transition as a group of Business Change Managers
 - c) Provides the investment decision and endorsement of objectives for the programme
 - d) Maximises the efficient allocation of resources
- 21 Which two steps are between project outputs and benefits in the path to benefit realization and corporate objectives?
- a) Organizational changes, corporate objectives
 - b) Organizational changes, outcomes
 - c) Outcomes, corporate objectives
 - d) Outcomes, dis-benefits

- 22 Which is the **BEST** reason for the use of programme management?
- a) Enables concurrent development of multiple projects
 - b) Helps to justify the costs of a support office
 - c) Provides focus on benefits
 - d) Removes the need for board-level involvement
- 23 Which is an indicator that a programme could be a candidate for premature closure?
- a) Benefits are self-sustaining
 - b) Changes to corporate strategy
 - c) No risks or issues are outstanding that are unacceptable to operations
 - d) All planned work has been completed
- 24 Which is a purpose of the Programme Communications Plan?
- a) Defines the approach to delivering effective stakeholder engagement
 - b) Sets out the timetable for managing stakeholder engagement
 - c) Sets out the timetable for managing programme information
 - d) Defines how the impact of a stakeholder to a programme will be measured

- 25 Which is a transformational flow process?
- a) Business Case
 - b) Governance
 - c) Programme Office
 - d) Defining a Programme
- 26 Which word is **NOT** recommended for describing a benefit?
- a) Faster
 - b) Lower
 - c) Increased
 - d) Better
- 27 Which of the following statements about the Programme Office is true?
- 1. May act as a centre of excellence for all programmes
 - 2. Can provide some aspects of programme assurance
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true

- 28 What aspect of a programme management environment leads directly to benefits realization?
- a) Transformed operations and services
 - b) Programmes
 - c) Projects and related activities
 - d) Strategies, policies, initiatives and targets
- 29 Which of the following statements about the scope of programme risk management is true?
- 1. Includes risks that arise outside the programme
 - 2. Includes risks escalated from the programme's projects and operational areas
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true
- 30 Which is a responsibility of the Business Change Manager?
- a) Ensuring business ownership for Benefit Profiles
 - b) Managing communications with project delivery teams
 - c) Managing the programme's budget
 - d) Providing the organizational context for the programme

- 31 Which characteristic demonstrates management rather than leadership?
- a) Focuses on the 'how' and the 'when'
 - b) Clarifies the 'as is' and future states
 - c) Tends to be more concerned with direction
 - d) Focuses on purpose and realized value
- 32 What does the 'P' stand for in POTI, the model that helps with Blueprint development?
- a) Processes
 - b) Programme
 - c) Project
 - d) People
- 33 Which is a purpose of a Programme Plan?
- a) Plan the programme definition activities
 - b) Describe the required outcomes from the programme
 - c) Describe how the programme will acquire and manage the resources required
 - d) Monitor progress and delivery of the programme

- 34 What role manages the programme's spend to date against the investment profile defined in the Business Case?
- a) Business Change Manager
 - b) Programme Manager
 - c) Programme Office
 - d) Programme Board
- 35 What role has a focus on compliance of the programme with its governance strategies?
- a) Senior Responsible Owner
 - b) Business Change Manager
 - c) Programme Office
 - d) Programme Manager
- 36 What role has a focus on identifying benefits with the support of other roles?
- a) Programme Manager
 - b) Business Change Manager
 - c) Programme Office
 - d) Programme Board

- 37 What programme role is responsible for making decisions about issues between one programme and another?
- a) Programme Manager
 - b) Chief Executive Officer
 - c) Sponsoring Group
 - d) Programme Board
- 38 Which is a purpose of the Risk Register?
- a) Quantifies the risk the organization is willing to accept
 - b) Defines the level of exposure to risk that if exceeded requires escalation
 - c) Describes the programme approach to risk management
 - d) Records and manages threats to the programme
- 39 Which characteristic is **MOST** applicable to a programme?
- a) Focus is on direction and delivery of capability
 - b) Issue management focuses on resolving inter-programme escalations
 - c) Business Case focus is on 'quick-wins'
 - d) Benefit focus is on rigorous realization

- 40 Which is an area of focus for the Programme Office?
- a) Defining the benefits of the programme
 - b) Providing advice on roles and responsibilities of the programme team
 - c) Reporting programme progress regularly to the Senior Responsible Owner
 - d) Allocating resources and skills efficiently to projects
- 41 Which is a reason for the process Defining a Programme?
- a) Develop the governance framework for the programme
 - b) Manage the benefits to successful realization
 - c) Develop the Programme Preparation Plan
 - d) Implement the defined programme management strategies
- 42 What role secures the investment required to set up and run the programme?
- a) Programme Manager
 - b) Sponsoring Group
 - c) Programme Board
 - d) Senior Responsible Owner

- 43 Which communication channel is a 'participative' approach?
- a) Announcement
 - b) Newsletter
 - c) Bulletin
 - d) Seminar
- 44 How does the Programme Mandate contribute to a controlled start-up for the programme?
- a) Describes the direction for the programme
 - b) Defines the resources required by the programme
 - c) Describes the outputs required from the projects
 - d) Expands on the details provided in the Programme Brief
- 45 What activity includes an assessment of the level of benefits achieved against the Benefits Realization Plan?
- a) Review benefits
 - b) Optimize benefits
 - c) Identify benefits
 - d) Plan benefits

46 Which response removes a risk?

- a) Transfer the risk
- b) Reduce a threat
- c) Exploit an opportunity
- d) Share the risk

47 Which does **NOT** describe the focus of quality management in a programme and its constituent projects?

- a) A project focuses on the organization's strategic priorities
- b) A project focuses on ensuring that the outputs meet their acceptance criteria
- c) A project tests the project outputs
- d) A programme ensures continued alignment of the Blueprint with corporate priorities

48 What role provides an information hub for the programme?

- a) Programme Manager
- b) Programme Assurance
- c) Business Change Manager
- d) Programme Office

- 49 Which activity is a focus of the Business Change Manager during the development of the Vision Statement?
- a) Ensuring that the organization is able to achieve the degree of change described in the Vision Statement
 - b) Assessing how an operational area will be affected by the Vision Statement
 - c) Developing programme plans in line with the vision
 - d) Gaining senior management commitment for the vision
- 50 Which of the following statements about engaging a stakeholder that has low interest and low influence in a programme is true?
- 1. Conduct active consultation
 - 2. Hold face-to-face meetings
- a) Only 1 is true
 - b) Only 2 is true
 - c) Both 1 and 2 are true
 - d) Neither 1 or 2 is true
- 51 Which is one of the three sets of activities in Realizing the Benefits?
- a) Manage pre-transition
 - b) Manage stakeholders
 - c) Manage resources
 - d) Manage capability

- 52 Which document provides a high-level summary of the desired future state?
- a) Benefit Profile
 - b) Vision Statement
 - c) Blueprint
 - d) Benefits Map
- 53 Where are the responsibilities for individuals within the programme's management team recorded?
- a) Organization Structure
 - b) Blueprint
 - c) Information Management Strategy
 - d) Information Management Plan
- 54 What role carries out a planned risk response action?
- a) Senior Responsible Owner
 - b) Risk owner
 - c) Risk actionee
 - d) Programme Manager

55 Which is an assurance management principle?

- a) Leading change
- b) Adding value
- c) Empowered decision making
- d) Integrated

56 Which information is **NOT** provided by reviewing the Business Case?

- a) How the programme will effectively engage with its stakeholders
- b) Whether the programme demonstrates value for money
- c) How the programme can still be justified as able to meet strategic objectives
- d) Whether there is an up-to-date contingency plan

57 Which information is **NOT** included in a Benefit Profile?

- a) Description
- b) Stakeholder attitudes
- c) Measurement
- d) Operational owner

- 58 Which is **NOT** an area of focus for the Business Change Manager in Risk and Issue Management?
- a) Ensures operational risks are recognized
 - b) Assists in assessing the impact of changes
 - c) Defines clear rules for escalating risks
 - d) Manages risks that impact transition
- 59 What is defined as ‘a temporary organization that is created for the purpose of delivering one or more business outputs according to a specified Business Case’?
- a) Project
 - b) Business Change Team
 - c) Programme
 - d) Programme Office
- 60 Which is a valid reason for producing a Programme Preparation Plan?
- a) Describe how programme resources will be managed throughout the programme.
 - b) Track the progress and delivery of the programme until it closes
 - c) Define the organization needed for each of the programme tranches
 - d) Provide information about the cost and time required for Defining a Programme

61 Which document contains information on how the programme's projects relate to each other?

- a) Programme Preparation Plan
- b) Projects Dossier
- c) Resource Management Plan
- d) Organization Structure

62 Which is **NOT** a characteristic of the programme management principles?

- a) Verified by evidence from their successful use in other programmes
- b) Remains aligned to corporate strategy
- c) Applicable to programmes of all types
- d) Permits the programme team to influence the way the change will occur

63 What role is responsible for managing external suppliers to the programme?

- a) Programme Manager
- b) Programme Office
- c) Senior Responsible Owner
- d) Business Change Manager

- 64 Which source of information describes the approach and reasons for activities to be undertaken within a programme?
- a) Programme plans
 - b) Corporate policy
 - c) Programme governance strategies
 - d) Corporate strategy
- 65 What document explains which systems will be used to control programme data and records?
- a) Quality and Assurance Plan
 - b) Information Management Plan
 - c) Quality and Assurance Strategy
 - d) Information Management Strategy
- 66 Which of the following descriptions of external dependencies outside an organization's programme environment is true?
- 1. Linked to the scope of another programme or within a corporate portfolio
 - 2. Extend beyond the boundaries of all the 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

- 67 Which describes an effect when a risk occurs?
- a) Probability of the risk occurring
 - b) Favourable impact on objectives or benefits
 - c) Timescale for when the risk might occur
 - d) Tolerance threshold increases
- 68 Which document is **MOST** suitable to test the viability of the programme when new information on benefits and costs becomes available?
- a) Business Case
 - b) Programme Preparation Plan
 - c) Programme Mandate
 - d) Benefits Map
- 69 Which is **NOT** one of the three types of programme?
- a) Emergent
 - b) Strategic
 - c) Compliance
 - d) Vision-led

70 Which is an input required by a programme?

- a) Resource
- b) Outcome
- c) Workstream
- d) Benefit

71 Which contains a description of a programme asset?

- a) Baseline
- b) Risk appetite
- c) Configuration item
- d) Margin

72 What role is **MOST** likely to have a focus on ensuring that business change lessons learned resulting from an assurance review are implemented?

- a) Programme Manager
- b) Programme Office
- c) Senior Responsible Owner
- d) Business Change Manager

- 73 What type of cost is normally associated with fixed assets and may be spread over several years?
- a) Transition
 - b) Programme management
 - c) Capital
 - d) Benefits realization
- 74 Which is a purpose of tranches in a programme?
- a) Assess the impact on corporate strategy of a changed business driver
 - b) Avoid the risks of delivering all the new capability at the same time
 - c) Describe the future business model
 - d) Define internal controls for monitoring the programme
- 75 Which is an assurance technique used to enable the most effective delivery of the programme?
- a) Benefits management
 - b) Stakeholder analysis
 - c) Asset management
 - d) P3M3 assessments

