



# The Foundation Examination

## *Sample Exam Paper 2*

### **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 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 Which document is used to engage and gain commitment from as many stakeholders as possible?
- a) Vision Statement
  - b) Quality and Assurance Plan
  - c) Stakeholder Profiles
  - d) Information Management Strategy



- 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 Which of the following statements about a project executive is true?

1. Possible Programme Board member to provide advice, if required
2. Mandatory member of a Sponsoring Group

- a) Only 1 is true
- b) Only 2 is true
- c) Both 1 and 2 are true
- d) Neither 1 or 2 is true

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 'any individual, group or organization that can affect, be affected by, or perceive itself to 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

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

