EX0-003.exam.60q

EX0-003

Managing Successful Programmes Foundation

Exam A

QUESTION 1
What type of cost is associated with Supporting an operational unit until new working practices become part of business as usual?.

A. Project
B. Business change and transition
C. Programme management
D. Capital

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 2
Which document is used to gain an understanding of how an outcome linked to one benefit affects a different benefit?

A. Blueprint
B. Benefits Map
C. Stakeholder Profiles
D. Benefits Management Strategy

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 3

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
Which information is included in Benefit Profiles?

A. Scheduled reviews
B. Dependent capabilities
C. Procedures to avoid double counting
D. Information audit requirements

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 5
What role acts as the nerve centre for the programme?

A. Programme Office
B. Programme Assurance
C. Programme Board
D. Design Authority

Correct Answer: A

QUESTION 6
Which is NOT a reason for Managing the Tranches?

A. Implement monitoring and control governance for the programme
B. Assess the programme regularly to check it is in line with the strategic direction of the organization
C. Achieve stabilization of operational areas which have transitioned to the new state
D. Update programme governance baselines to reflect lessons learned

Correct Answer: C

QUESTION 7
What source of information explains when health checks, audits and reviews will be undertaken?

A. Quality and Assurance Strategy
B. Quality and Assurance Plan
C. Information Management Strategy
D. Information Management Plan

Correct Answer: B

QUESTION 8
Which should be done during the process Closing a Programme?

A. Confirm that key stakeholders are satisfied with the improvements
B. Provide an opportunity to plan a post-project review
C. Identify the need for future assessment of benefit realization
D. Enable all outstanding risks to be closed

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 9
What type of programme is sometimes referred to as a 'must do' programme?

A. Vision-led
B. Emergent
C. Compliance
D. Specification-led

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 10
Which is NOT an objective of the programme communications process?

A. Ensure expectations about what will be delivered remain realistic
B. Maintain high levels of awareness and commitment
C. Specify how stakeholders will be identified
D. Describe what future operations are likely to look like

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11
Which of the following statements about programme team appointments is true?
1. Senior Responsible Owner is appointed by the Programme Board
2. Programme Manager is appointed by the Senior Responsible Owner

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 12
Which is one of the critical organizational elements aligned by programme management?

A. Stakeholder communication
B. Evolutionary change
C. Quality control and assurance
D. Delivery mechanisms for change

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
Which is a purpose of developing a 'do-nothing' vision?

A. Identifying stakeholders with negative views
B. Demonstrating the potential negative impacts of insufficient stakeholder commitment
C. Focusing programme resources on desired outcomes
D. Ensuring stakeholder communication is appropriately prioritized

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14
What role has a focus on leading reviews and ensuring adequate assurance is designed into controls?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 15
Which is a feature of a successful programme organization?

A. Configuration management systems
B. Design authority standards

C. Effective reporting arrangements

D. Established risk templates

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 16
Which is a reason for the process Delivering the Capability?

A. Complete programme definition.

B. Ensure outputs can be integrated into operations

C. Reconcile programme objectives with project delivery

D. Confirm outcomes have been achieved

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 17
Which is NOT a programme management principle?

A. Envisioning and communicating a better future

B. Adding value

C. Designing and delivering a coherent capability

D. Defining roles

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 18
What role authorizes improvements to the wording of the Vision Statement in order to provide greater clarity for stakeholders?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 19
What transformational flow process requires regular assessment of the programme to determine if it is in line with the strategic direction of the organization?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 20
Which describes the result of a risk on a programme?

A. Risk cause
B. Risk appetite
C. Risk aggregation
D. Risk effect

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21
What process coordinates production of the outputs that are needed to enable an organization to change?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 22
Which is a purpose of a Programme Office?

A. Obtaining authorization to proceed with transition
B. Providing expertise in the use of programme management tools
C. Approving changes that improve the Business Case
D. Defining clear rules for the escalation of risk and issues

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 23
Why are programme governance baselines updated?

A. Reflect lessons learned, in Managing the Tranches
B. Adjust programme governance to align with project governance, in Delivering the Capability
C. Reflect lessons from earlier programmes, in Identifying a Programme
D. Prepare for benefit reviews, in Realizing the Benefits

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 24
What document describes how the roles in the programme team relate to each other?

A. Stakeholder Profiles
B. Blueprint
C. Project Dossier
D. Organization Structure

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 25
Which BEST defines something that could have an unfavourable effect on programme objectives?

A. Risk

B. Opportunity

C. Threat

D. Dis-benefit

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 26
What role stipulates and guides the direction of a risk actionee?

A. Risk owner

B. Design Authority

C. Programme Manager

D. Project board

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 27
Which is a part of programme planning?

A. Ensuring the programme manages its projects in detail

B. Involving widespread discussions to include ambiguities and unknowns

C. Checking the sustainability of the programme against the Business Case

D. Providing progress information for benefits reviews

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28
What does the 'I' stand for in POTI, the model that helps with Blueprint development?

A. Investment
B. Implementation
C. Induction
D. Information

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 29
Which communication channel encourages stakeholders to actively take part?

A. Press release
B. Intranet home page
C. Live webcast
D. Newsletter

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 30
Which area of management within programme quality tracks and protects project outputs?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
Which describes the proximity of a risk?

A. Effect on the programme if something goes wrong
B. Trigger for escalation when exposure is too high
C. Likelihood that something will go wrong
D. Indication of when an event may occur

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 32
Which sequence of modes of engagement with a stakeholder would be followed as the level of their interest in the programme increases?

A. Keep informed, active consultation, maintain interest
B. Keep informed, maintain interest, active consultation
C. Active consultation, keep informed, maintain interest
D. Maintain interest, active consultation, keep informed

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 33

What type of cost is the funding of temporary additional support for operational areas?

A. Project
B. Business change and transition
C. Programme management
D. Benefits realization

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34
Which is a purpose of the Programme Office?

A. Create new working practices for business operations
B. Write new versions of information baselines
C. Provide programme information services
D. Ensure stakeholders have access to all programme documentation

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 35
What type of programme may also be referred to as a 'must do' programme?

A. Portfolio
B. Emergent
C. Vision-led
D. Compliance

Correct Answer: D

QUESTION 36
Which is a feature of effective programme organization needed to deliver the programme's desired outcomes?

A. Transition management
B. Blueprint
C. Gated reviews
D. Management structures

Correct Answer: D

QUESTION 37
Which describes a benefit?

A. Verifiable improvement resulting from an outcome
B. New operational processes after transition
C. Deliverable ready for handover by a project
D. Totality of outputs from projects

Correct Answer: A

QUESTION 38
What document describes a programme's projects, their timescales and dependencies?

A. Project brief
B. Highlight report
C. Blueprint
D. Projects Dossier

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39
Which part of the scope of programme quality is MOST likely to be concerned with making best use of skills and experience?

A. Standards management
B. People management
C. Process management
D. Communications management

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 40
Which of the following statements about a Vision Statement is true?
1. Should be flexible and updated throughout the programme
2. Should include all possible constraints

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

Correct Answer: D
Section: (none)

Explanation

Explanation/Reference:

QUESTION 41
Which statement refers to programme plans?

A. Describe the resourcing of programme activities
B. Present the rules for all parts of the organization
C. Describe why and how something will be undertaken in a programme
D. Define the organization's approach to achieving its corporate objectives

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 42
What role focuses on ensuring appropriate ownership of risks relating to external events beyond the boundaries of the programme?

A. Risk owner
B. Programme Manager
C. SeniorResponsibleOwner
D. Risk actionee

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43
Which is NOT a reason for the process Realizing the Benefits?

A. Ensure that project direction is closely linked with programme objectives
B. Ensure that project outputs are suitable for operational use
C. Inform the Senior Responsible Owner the business is ready to change
D. Manage transition from old to new ways of working

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44
Which of the following statements about the programme management environment is true?
1. Programmes respond to economic influences on corporate strategies
2. Programmes initiate, monitor and align the projects

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45
Which is a reason for Benefits Management continuing beyond the end of the programme?

A. Other benefits have to be realized, but will need to be owned and managed to pre-agreed target levels that are yet to be achieved
B. The Business Change Team's benefit responsibilities need to be re-allocated due to a number of members leaving the organization

C. The Benefits Map has been redrawn as a result of a change to the strategic objectives of the organization

D. A business assurance review is needed to ensure capabilities are being embedded and benefits measured

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46
Which is a governance theme?

A. Identifying a Programme
B. Planning and Control
C. Risk Management Cycle
D. Managing the Tranches

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 47
Which describes a stakeholder?

A. A tool used to help track the progress of a programme
B. An organization that perceives itself to be affected by a programme
C. A goal which defines the end point of a programme
D. A key message in the Programme Communications Plan

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 48
What document defines the performance measures that will show whether a benefit is being realized?

A. Blueprint
B. Benefits Management Strategy
C. Vision Statement
D. Benefit Profile

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 49
What role initiates assurance reviews of supplier performance and ensures that lessons learned are implemented?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 50
Which statement MOST characterizes an individual acting as a leader rather than a manager?

A. Involved in increasing throughput
B. Emphasises output quality
C. Concerned with clarifying the vision
D. Motivated by procedures

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 51
Which is a description of a programme resource?

A. The objective of a programme
B. A process to control a programme
C. A logical grouping of projects within a programme
D. An input required by a programme

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 52
Which is an area of focus for the Business Change Manager when engaging with stakeholders?

A. Offers expert experience in risk management
B. Communicates important programme information to operational staff
C. Adopts effective two-way communications with project teams
D. Provides specific expertise on infrastructure design

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 53
Which BEST describes a 'reduce' response to a risk?

A. Remove the cause
B. Share the pain
C. Lessen the impact
D. Take a chance

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 54
Which would you NOT expect to find in a Programme Brief?

A. Outline vision of the future state
B. Current issues and potential risks
C. Clarification of what the programme can achieve
D. Roles and responsibilities of programme team members

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 55
Which management experience would BEST enable a member of a Business Change Team to fulfil their responsibilities?

A. Transition
B. Project
C. Risk
D. Portfolio

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:

QUESTION 56
Which statement relates to preparing the programme plan?

A. Defining the approach to risk management
B. Describing deliverables to be produced in Defining a Programme
C. Appointing the Senior Responsible Owner
D. Processing large amounts of information

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 57
Which is the MOST likely source of programme uncertainties relating to the development of outputs?

A. Live projects
B. External programmes
C. Operational activities
D. Strategic developments

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 58
Which is a purpose of a summary risk profile?

A. Explain the programme risk exposure in monetary terms

B. Show the relationship between critical risks in a programme

C. Highlight any low probability benefits that are being managed as opportunity risks

D. Determine the residual risk exposure, assuming that planned mitigation actions are successful

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59
Which is NOT a core element of successful communications?

A. Mechanism for stakeholder feedback

B. System to deliver messages

C. Method for understanding stakeholders

D. Tool to maintain a clear audit trail

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
Which of the following statements about the Business Change Manager's responsibilities is true?
1. Aligns the development and delivery of capabilities with the Blueprint
2. Aligns the programme with corporate strategy

A. Only 1 is true

B. Only 2 is true

C. Both 1 and 2 are true

D. Neither 1 or 2 is true

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference: