EX0-003.exam

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Managing Successful Programmes Foundation

Version 4.0

Exam A

QUESTION 1
Which is a trigger for a compliance programme?

A. The corporate board has created a vision for change
B. A number of stand-alone projects would benefit from better coordination
C. The organization has to change to meet requirements of new legislation
D. The organization chooses to take a new innovative approach to product development

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 2
Which characteristic is MOST applicable to a programme?

A. Approach to stakeholder engagement concentrates on strategic issues
B. Detailed timeframes for deliverables are a major focus
C. All of the business organization is covered by the Blueprint
D. Significant attention is paid to analysing and defining benefits

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 3
Which is an example of a programme resource?

A. Configuration management

B. Benefit

C. Process

D. Funding

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
Which is encapsulated in a Vision Statement?

A. Information required for the future business operations

B. Complete picture of how the programme is going to work

C. Better future that will be delivered by the programme

D. Future operating model for the organization

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 5
Which is NOT normally a characteristic of a Vision Statement?

A. Defines benefits indirectly

B. Helps understand the need for change

C. Describes intermediate future states

D. Provides basis for development of the Blueprint

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 6
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 7
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 8
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 9
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 10
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

QUESTION 11
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 12
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 13
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 14
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 15
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 16
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 17
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 18
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 19
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 20
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 21
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 22
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 23
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 24
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 25
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 26
Why may a Business Change Manager be included within a project board structure of one of the programme's projects?

A. Monitor the project's finances against the costs of the programme
B. Provide a specific focus on transition and operational stability
C. Provide the procedures to manage project risks
D. Supply the project team with an understanding of the complete programme

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 27
Which is NOT representative of the programme management principles?

A. Allow flexibility in how the programme is managed
B. Provide a clearly defined set of rules and procedures
C. Embrace all types of programmes
D. Encompass best practice and lessons learned

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28
Which benefit description demonstrates appropriate use of a change term?

A. Lower personnel levels by five percent each year
B. Make the current process better
C. Enhance customer response time
D. Improve market and sales forecasting

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 29
Which is evidenced by the Business Case?

A. Continuing affordability of the programme
B. Responsibility for managing the Business Change Team
C. Information about what will be subject to review
D. Risk responses for the initial programme risks

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 30

Which is a transformational flow process?

A. Monitoring and Control Strategy
B. Issue Management Cycle
C. Planning and Control
D. Managing the Tranches

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
Which of the following statements about the purpose of issue management is true?
1. To prepare for a potential situation that could improve the Business Case
2. To resolve an unacceptable situation that has affected the delivery of capability

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 32
Which is a term for the assessment of the management and conduct of a programme?

A. Benefits modelling
B. Data measurement
C. Critical success factors
D. Programme audit

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 33
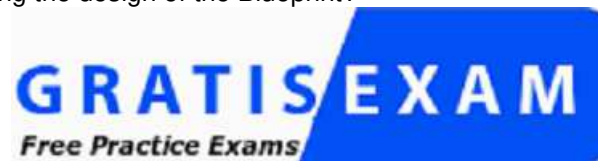Which is a focus of the Programme Office in managing risks and issues?

A. Accountable for the management and control of all aspects of the risks assigned to them
B. Responsible for the implementation of risk response actions
C. Monitors and reports on business performance issues
D. Maintains the Risk Register and Issue Register

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34
Which is an area of focus of the Programme Office during the design of the Blueprint?

A. Maintaining control over the different versions of the Blueprint
B. Consulting with senior business managers on the future state
C. Providing strategic guidance during the design of the Blueprint
D. Ensuring a collaborative approach to authoring and assembling the Blueprint

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 35
What document provides terms of reference for the Sponsoring Group?

A. Programme Brief
B. Quality and Assurance Strategy
C. Resource Management Plan
D. Organization Structure

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 36
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 37
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 38
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 40

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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 41
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 42
Which is a reason for the process Closing a Programme?

A. Maintain alignment of supplier activity

B. Consolidate the Programme Definition

C. Monitor changes to corporate strategy

D. Provide feedback to corporate governance

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43
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 44
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 45
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 46
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 47
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 48
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 49
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 50
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 51
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 52

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 53
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 54
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 55
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 56
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 57
What role description includes support for project assurance and health checks which is independent of the projects?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 58
What role is responsible for tracking the progress of risk responses?

A. Risk actionee
B. Risk Manager
C. Risk owner
D. Design Authority

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59
What does the 'O' stand for in POTI, the model that helps with Blueprint development?

A. Outcome
B. Organizational structure

C. Outputs
D. Operational models

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
Which information about a project should be included in the Projects Dossier?

A. How the outputs will be implemented into the business
B. Contribution the project will make to the programme's benefits
C. Names of the project team members
D. Project brief for the project

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 61
What is the step in the Benefits Management Cycle that includes carrying out activities to transition the capabilities delivered by the projects into outcomes?

A. Deliver benefits realization
B. Identify benefits
C. Develop the benefits management approach
D. Plan benefits realization

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference: