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QUESTION 1

Which activity includes addressing the disadvantages of 'doing nothing' to those stakeholders that object to the programme?

- A. Analyse stakeholders
- B. Summarise risks
- C. Carry out a health check
- D. Conduct a visioning workshop

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2

Which of the following statements about the core elements of successful communications is true?

1. Stakeholder analysis is required
2. Audit trail is established

- 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: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 3

Which is an assurance management technique?

- A. Benefits management

- B. Risk management
- C. Business analysis
- D. Gated review

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4

Which is the MOST likely source of uncertainties whilst transitioning to new ways of working?

- A. Project development
- B. Programme level
- C. Operational activities
- D. Strategic development

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

Which is a governance area of focus for the Programme Manager in consultation with other stakeholders?

- A. Providing support for governance assurance reviews
- B. Initiating assurance reviews of programme viability
- C. Providing business intelligence for Stakeholder Profiles
- D. Designing the programme's governance arrangements

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

QUESTION 6

Which is a responsibility of the Senior Responsible Owner?

- A. Planning and designing the programme with other stakeholders
- B. Assuring the integrity of benefits profiles
- C. Providing leadership, direction and priorities throughout the programme
- D. Ensuring business stability during transition

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7

Which is represented in a summary risk profile?

- A. Category of risk response
- B. Impact of an issue
- C. Likelihood of a risk
- D. Cause of a risk

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8

Which is NOT a purpose of a Blueprint?

- A. Maintain the focus on delivering the new capability
- B. Provide a clear statement of the end goal of the programme



- C. Maintain the programme's focus on delivering the required transformation
- D. Describe the current organization

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 9

Which of the following statements about programme dependencies is true?

- 1. Internal dependencies include dependencies on strategic decisions
- 2. Internal dependencies are likely to be linked to the scope of a corporate portfolio

- 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 10

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 11

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 12

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 13

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 14

Which is an outcome?

- A. Product developed by a project
- B. Measured operational improvement
- C. Products transitioned into live use
- D. New service ready for handover

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 15

Which document is updated throughout the programme when new information on benefits and risks becomes available?

- A. Benefits Management Strategy
- B. Business Case
- C. Programme Brief
- D. Information Management Plan

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

QUESTION 16

Which activity should be undertaken by the Programme Board?

- A. Quantify the financial impact on a business area
- B. Decide how much risk the programme should accept
- C. Ensure the programme fits into the organizational context
- D. Ensure development of programme governance arrangements

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

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

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

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

Section: (none)

Explanation

Explanation/Reference:

QUESTION 19

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

Section: (none)

Explanation



Explanation/Reference:

QUESTION 20

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 21

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 22

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 23

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:

Section: (none)

QUESTION 24

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 25

Which is a definition of a stakeholder?

- A. Someone who represents a group of Business Change Managers, similar to a senior Business Change Manager
- B. Role which provides the information hub and is the standards custodian for a programme and its delivery objectives
- C. Any individual, group or organization that can affect, be affected by, or perceive itself to be affected by, a programme
- D. Person with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits

Correct Answer: C

Section: (none)

Explanation



Explanation/Reference:

QUESTION 26

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 27

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 28

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 29

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 30

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 31

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 32

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 33

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 34

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 35

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 36

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 37

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 38

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 39

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 40

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 41

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 42

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 43

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 44

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 45

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 46

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 47

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 48

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 49

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 50

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:

Section: (none)

QUESTION 51

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 52

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 53

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

