

AFA MSP™ Style Exam Answers

Correct answers are marked in red.

- 1) MSP™ defines Programme Management as:
 - a) The management of a set of activities with dependencies, durations and deadlines
 - b) The co-ordinated organisation, direction and implementation of a portfolio of projects and activities that together achieve outcomes and realise benefits that are of strategic importance**
 - c) The co-ordination of a group of projects
 - d) A timetable

- 2) The fundamental reason for beginning a programme is to:
 - a) Create and commission a set of products or deliverables**
 - b) Enter into a contractual relationship with a client
 - c) Realise benefits through change
 - d) Co-ordinate a set of projects

- 3) The governance arrangements for a programme:
 - a) Are defined by regulators
 - b) Are established and implemented within the programme
 - c) Will be the same as the governance arrangements in place at the beginning of the programme**
 - d) Will only be defined by statute

Principles

- 4) Which of the following is not a characteristic of the MSP™ principles. They are?
 - a) Universal
 - b) Self-validating
 - c) Compulsory**
 - d) Empowering

- 5) Which of the following is not an MSP™ Principle?
 - a) Applying strict, detailed control to all programme activities including projects**
 - b) Envisioning and communicating a better future
 - c) Adding value
 - d) Designing and delivering a coherent capability

Organisation

- 6) The key principles for effective leadership of a programme include:
- a) Empowered decision making, visible commitment from those in authority and relevant skills & experience
 - b) A focus on cost scope and schedule
 - c) Detailed specification of all work to be undertaken at all levels**
 - d) Total visibility of progress against plan at the highest level
- 7) Day to day management of the programme is carried out by
- a) The Programme Director
 - b) The Programme Manager**
 - c) The Programme Management Office
 - d) The Business Change Manager

The Vision

- 8) The Vision is:
- a) The top level plan showing the main projects
 - b) A picture of a better future**
 - c) A model of the future state
 - d) A marketing message designed for external stakeholders

Leadership & Stakeholder Engagement

- 9) Stakeholders may be identified from the following groups:
- a) Only employees
 - b) Only those working on the programme
 - c) Amongst others, owners, staff, trade unions and the wider community**
 - d) Only owners and regulators

Benefits Realisation Management

- 10) Managing Benefits
- a) Is outside a programme
 - b) Is a project in itself
 - c) Is about tracking benefits from initial identification to their successful realisation
 - d) Happens after the close of a programme**
- 11) Part of the project output to strategic objective chain is in which order?
- a) Benefit → Outcome → Business Change
 - b) Business Change → Benefit → Outcome
 - c) Business Change → Outcome → Benefit**

- d) Outcome → Business Change → Benefit

Blueprint Design and Delivery

- 12) Which of the following is the most appropriate definition of a Blueprint?
- a) It is a summary of the vision
 - b) It is how to get to the future state**
 - c) It is a summary of the programme plan
 - d) It is the design of the IT infrastructure
- 13) The Blueprint contains?
- a) Plans, Organisation, Tools and Technologies
 - b) Processes, Outcomes, Tools and Technologies
 - c) Processes, Organisation, Tools and Technologies**
 - d) Processes, Organisation, Themes and Technologies

Plans & Controls

- 14) The Programme Plan:
- a) Is a master project plan
 - b) Is a Gantt chart
 - c) Helps with micro management
 - d) Is a key control document that covers projects and activities**
- 15) Which of the following should not be part of the Programme Plan?
- a) Project timescales, costs, outputs and deliverables
 - b) Transition plans
 - c) Monitoring and control activities and performance targets
 - d) The detailed schedules for every project in the dossier**

Business Case

- 16) Which of the following should NOT be included in a Business Case?
- a) Value of the benefits
 - b) Risks to achieving them
 - c) Stakeholders**
 - d) Costs of delivering the Blueprint

Risk Management & Issue Resolution

- 17) Which of the following is not a principle of programme risk management?
- a) Understand the programme context Risk change
 - b) Capture all project risks centrally**
 - c) Involve stakeholders

- d) Monitor for early warning indicators
- 18) Which of the following statements is correct?
- a) Risks and issues are the same
 - b) Risks occur at programme level while issues are at project level
 - c) Risks are things that may happen while issues have happened**
 - d) Risks are handled by managers while issues are handled at a lower level

Quality Management

- 19) The scope of Quality Management in a programme does not include?
- a) Adherence to strategy policy and standards
 - b) Striving for excellence in everything the programme does**
 - c) The quality of decisions taken by the programme's leadership
 - d) Systematic use of processes tools and techniques
- 20) Critical Success Factors that underpin the information management system of any programme do not include?
- a) Compliance
 - b) Comprehensiveness**
 - c) Confidentiality
 - d) Currency

Transformational Flow

- 21) In Defining a Programme:
- a) The programme is given a name
 - b) The programme is defined in detail and planned
 - c) All projects are identified and planned**
 - d) The client commissions the programme
- 22) The purpose of 'Managing the Tranches' is to?
- a) Add another level of detail to each project
 - b) Group the projects into logical clusters
 - c) Dig the holes in the ground where the foundations will be constructed
 - d) Implement the defined governance for the programme**
- 23) 'Delivering the Capability' does not include?
- a) Engage stakeholders
 - b) Carry out Gateway Reviews**
 - c) Align projects with programme objectives

d) Align projects with benefits realisation

24) 'Realising the Benefits' does not include?

- a) **Managing projects**
- b) Managing pre-transition
- c) Managing transition
- d) Managing post-transition

25) Programmes are closed:

- a) When all projects are finished
- b) When all products are delivered
- c) **When the end goal has been achieved, new capabilities have been delivered and some benefits have been realised**
- d) Never

Congratulations, if you scored;

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Your MSP™ knowledge is not as good as it could be. At your present level you would not pass the MSP™ Foundation exam. As a first course of action you should consider attending an [AFA MSP™ Foundation course](#) before going any further.

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Although you have reasonable MSP™ knowledge you may find completing the MSP™ Foundation exam a struggle without some kind of prior training. Check out our [MSP™ Foundation and Practitioner Combined course](#).

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Well done, you should be able to complete a Foundation exam without too many problems. Check out our [MSP™ Foundation and Practitioner Combined course](#). Or contact the office about options for the exam and further training, including the MSP™ Foundation to Practitioner Conversion.

Please contact us if you require any further information via our website at <http://www.AFAprojects.com/contact.asp> or on 0845 6439 101.