

AFA MSP™ Style Exam Questions

The following questions are designed to test your MSP™ knowledge to Foundation level. These 25 questions should be completed within approximately 20 minutes.

After completing the below test please download the answers from www.AFAprojects.com/downloads/msp_answers.pdf.

- 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 you have finished the AFA MSP™ mini test. Please go to www.AFAprojects.com/downloads/msp_answers.pdf and download the answers to find out how well you scored.