

MSP® Sample Papers

The Official MSP Accreditor Sample Examination Papers

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The MSP® Foundation Examination

Sample Paper 2

Question Booklet

Multiple Choice

Examination Duration: 1 hour

Instructions

1. You should attempt all 60 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 36 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 1 hour to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

- 1) Which is an area of focus for the programme manager?
 - A. Agreeing the programme's appetite for risk
 - B. Chairing the programme board to drive delivery of outcomes
 - C. Providing ongoing effective day-to-day leadership to the programme
 - D. Engaging with strategic stakeholders throughout the programme

- 2) Which is the BEST mode of delivery to use when it is important to define the scope and quality of a project, and vary time and cost as necessary?
 - A. Linear project lifecycle
 - B. Hybrid project lifecycle
 - C. Iterative project lifecycle
 - D. Continual improvement

- 3) Which role does assurance provide transparency and confidence to?
 - A. Change recipients
 - B. Sponsoring group
 - C. Business change manager
 - D. Community of practice

- 4) How does the application of the 'lead with purpose' principle achieve value?
 - A. By facilitating effective cross-organizational governance
 - B. By enabling the programme to adapt to new information
 - C. By designing and delivering coherent organizational capabilities
 - D. By envisioning and communicating the desired outcomes

- 5) Which statement about programme plans is CORRECT?
- A. A plan is needed to implement each approach, regardless of the approach agreed
 - B. A plan may not be required, if the approach within the programme strategy is sufficient
 - C. A plan focuses on why governance is needed, instead of on who will deliver the outcomes
 - D. A plan focuses on what governance is required, instead of who will provide governance
- 6) Which document shows the relationship between the capabilities and how they enable the organizational objectives to be achieved?
- A. Benefits profile
 - B. Target operating model
 - C. Business case
 - D. Benefits map
- 7) Which document schedules the constituent projects and other work of the programme to show their relative timescales, resources and dependencies?
- A. Delivery plan
 - B. Financial plan
 - C. Benefits realization plan
 - D. Assurance plan
- 8) What is the purpose of the stakeholder engagement approach?
- A. To detail how the programme will be structured to deliver the capabilities and outcomes
 - B. To detail two-way communication activities with stakeholders, and methods for encouraging feedback
 - C. To describe the governance structure including limits of authority for the governance boards
 - D. To describe the context and the controls required to build commitment from stakeholders

- 9) Which describes a COMMON challenge encountered by organizations that MSP is designed to address?
- A. Poor line management of the investing organization's operational staff
 - B. Unrealistic stakeholder expectations about the organization's capacity and ability to change
 - C. Complex dependencies between the activities to be completed within a single project
 - D. Ambiguity about whether the organization's change investments are aligned to its strategic goals
- 10) Which process ensures as much value is extracted from the programme as possible?
- A. Embed the outcomes
 - B. Close the programme
 - C. Deliver the capabilities
 - D. Evaluate new information
- 11) Which is a focus of the 'embed the outcomes' process?
- A. To ensure that the projects in the programme are managed appropriately
 - B. To identify when the mandate has been fulfilled
 - C. To understand how the outcomes of benefit will be achieved through delivery of the projects
 - D. To enact the transition
- 12) What is financial contingency intended to deal with?
- A. Issues
 - B. Changes
 - C. Risks
 - D. Costs

- 13) Which action contributes MOST to achieving the 'bring pace and value' principle?
- A. Ensuring that the level of estimate uncertainty is documented in the business case
 - B. Ensuring that stakeholders understand how benefits are going to be measured
 - C. Enabling the achievement of desired future outcomes alongside existing activities
 - D. Offering opportunities for people in different organizational units to interact
- 14) Identify the missing word in the following sentence.
- A [?] is defined as the work required to deliver a step-change in capability and benefits realization.
- A. programme
 - B. tranche
 - C. lifecycle
 - D. project
- 15) Which process allows the organization to understand the threats to the programme before detailed structuring of the programme is undertaken?
- A. Identify the programme
 - B. Design the outcomes
 - C. Evaluate new information
 - D. Plan progressive delivery
- 16) Which process ensures that operational stability in the business is not jeopardized as the programme delivers change?
- A. Design the outcomes
 - B. Identify the programme
 - C. Evaluate new information
 - D. Embed the outcomes

17) Which TWO are objectives of the 'plan progressive delivery' process?

1. To ensure that the tranches of delivery and intermediate landing points are defined.
2. To ensure that project outputs are aligned with capabilities in the target operating model.
3. To ensure that the approaches to managing different aspects of the programme, defined in the programme strategy, are implemented.
4. To ensure that the approach to acquiring and managing the resources needed to deliver the programme is defined.

- A. 1 and 2
- B. 2 and 3
- C. 3 and 4
- D. 1 and 4

18) Identify the missing word in the following sentence.

Enterprise [?] is a condition of an organization that is able to be flexible and responsive to drivers in its environment.

- A. agility
- B. value
- C. strategy
- D. governance

19) Which action contributes MOST to achieving the 'deploy diverse skills' principle?

- A. Gathering and presenting decision-ready information, and communicating the reasons behind the decisions
- B. Establishing governance that empowers decision-making as close to the day-to-day work as possible
- C. Adapting roles and responsibilities over time to provide oversight and alignment with business operations
- D. Allocating the right assurance resources to provide independence and specialist knowledge, at the right cost

- 20) What should be considered when reviewing the ongoing viability of the business case?
- A. Whether the programme outcomes remain affordable
 - B. Whether the programme is aligned to project objectives
 - C. Whether the programme board makes timely decisions
 - D. Whether the approach to capturing risks is appropriately documented
- 21) Which is a regular event that looks at how work processes can be improved?
- A. Decision point
 - B. Retrospective
 - C. Audit
 - D. Risk assessment
- 22) Which risk response would involve having a smaller initial committed cost rather than investing in more proactive approaches?
- A. Transfer
 - B. Prepare contingent plans
 - C. Exploit
 - D. Avoid
- 23) Which part of the programme brief is refined and expanded on in the 'design the outcomes' process?
- A. The implementation of the governance themes
 - B. The transition plans
 - C. The drivers and key objectives
 - D. The initial vision statement

- 24) What is a programme?
- A. A temporary structure designed to lead a single project to achieve a corporate target
 - B. A permanent structure designed to lead business as usual to achieve beneficial value
 - C. A permanent structure designed to lead multiple projects to achieve corporate targets
 - D. A temporary structure designed to lead multiple projects to achieve outcomes of benefit
- 25) Which statement BEST describes the 'Act' phase of the Plan-Do-Check-Act cycle?
- A. It is when validated actions are applied in practice
 - B. It involves validating the results from the previous phase
 - C. It is where specific steps are performed, such as identifying and prioritizing issues
 - D. It involves understanding the programme's the risk tolerances and how this will be applied
- 26) Which is part of the context of the 'close the programme' process?
- A. Other organizations are deemed to be better suited to delivering the objectives of the programme
 - B. Transition plans are being implemented
 - C. Stakeholders are supported in adopting the new ways of working
 - D. The governance themes are implemented as defined in the programme strategy
- 27) What is the purpose of the 'decisions' theme?
- A. To describe how decisions will be made about changes to the programme
 - B. To describe the programme office's role in checking the information provided to decision-makers
 - C. To describe how the programme will ensure the use of new expertise gained to inform decisions
 - D. To describe how confidential information, used by the decision-makers, will be stored

28) Which TWO are objectives of the 'design the outcomes' process?

1. To ensure that the risks have been captured in a risk register and prioritized.
 2. To ensure that the approach to defining the target operating model has been documented.
 3. To ensure that the outline vision and high-level benefits are understood.
 4. To ensure that the approach to acquiring and managing the resources is defined.
-
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

29) Identify the missing word in the following sentence.

Programme risk appetite is defined as the amount of risk the investing organization is willing to accept in pursuing the [?] of the programme.

- A. objectives
- B. outcomes
- C. benefits
- D. capabilities

30) Which is a purpose of the assurance plan?

- A. To record decisions made by each governance board to provide an audit trail
- B. To provide confidence to the sponsoring group that the programme is on track
- C. To analyse the justification of the programme in line with corporate strategy
- D. To detail how costs and benefits are budgeted, monitored and measured

31) Which TWO are objectives of the 'close the programme' process?

1. To ensure that evidence that supports future assurance activities is retained.
 2. To ensure that managers of projects and other work are delivering capabilities through completion of projects and other work.
 3. To ensure that the gap between the current state and the target operating model is understood and clearly documented.
 4. To ensure that other governance structures assume accountabilities for residual benefits realization.
-
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

32) How does the 'organization' theme apply the 'deploy diverse skills' principle?

- A. By overseeing the development of the required organizational capabilities and resource capacity
- B. By adapting structures and responsibilities to provide governance aligned with business operations
- C. By providing ways for stakeholders, and for people in different organizational units, to interact
- D. By establishing governance that empowers decision-making as close to the day-to-day work as possible

33) Which statement about a programme is CORRECT?

- A. Programmes remove the need to coordinate and lead interrelated projects
- B. Programmes remain aligned with the original societal expectations driving the programme
- C. Programmes incrementally realize outcomes of benefit through fixed timeboxes
- D. Programmes deliver outcomes of benefit using project outputs and capabilities

- 34) Which action contributes MOST to achieving the 'align with priorities' principle?
- A. Reviewing new information and assessing whether the content of tranches should be changed
 - B. Establishing governance to empower those doing the work to make the decisions
 - C. Keeping decision-making focused on the realization of programme outcomes of benefit
 - D. Developing a single view of assurance for the programme across participating organizations
- 35) Which role is the programme office accountable to?
- A. Business change manager
 - B. Programme board
 - C. Programme manager
 - D. Senior responsible owner
- 36) Which theme describes how management of the programme information is essential when supporting a programme?
- A. Assurance
 - B. Decisions
 - C. Organization
 - D. Knowledge
- 37) How does data-gathering support good decision-making?
- A. By partially reporting real progress
 - B. By optimistically assessing the risks
 - C. By reporting as little data as possible
 - D. By providing realistic reporting of progress

- 38) Which TWO are objectives of the 'embed the outcomes' process?
1. To ensure that project outputs are aligned with capabilities in the target operating model.
 2. To ensure that stakeholders adopt new ways of working.
 3. To ensure that capabilities are transitioned effectively.
 4. To ensure that corrective action is taken where necessary.
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 39) Which type of management would be used to ensure that people are working from the latest version of a document?
- A. Knowledge management
B. Benefits management
C. Information management
D. Risk management
- 40) Which theme ensures understanding of the future state being delivered?
- A. Design
B. Organization
C. Justification
D. Structure
- 41) Which is a purpose of the programme strategy?
- A. To identify the culture changes that the programme seeks to deliver
 - B. To describe the activities required to deliver the programme over time
 - C. To summarize the control environment required to govern the programme
 - D. To describe when the programme will deliver the outcomes of benefit

- 42) What is a purpose of the issue register?
- A. To record problems and the possible impact on objectives
 - B. To provide an audit trail of choices made by the sponsoring group
 - C. To describe the likelihood of a threat occurring
 - D. To define how change requests will be captured
- 43) Which is a purpose of the 'evaluate new information' process?
- A. To ensure that corrective action is taken to keep the programme on track as defined in the target operating model
 - B. To ensure that the investing organization(s) makes the required changes to adopt new ways of working
 - C. To ensure that the programme board is supported by high quality facts
 - D. To ensure that projects and other work are structured into tranches
- 44) Which process quickly establishes if the programme is likely to offer a worthwhile investment?
- A. Design the outcomes
 - B. Plan progressive delivery
 - C. Identify the programme
 - D. Embed the outcomes
- 45) Which question about information is answered by the information approach to support the 'knowledge' theme?
- A. What are the criteria for escalation?
 - B. What is the appetite for risk?
 - C. How are change requests logged?
 - D. Who will have access?

46) Which action contributes MOST to achieving the 'realize measurable benefits' principle?

- A. Reflecting uncertainty of estimates and specific risks in the business case
- B. Ensuring that stakeholders are active in discussions about the required outcomes
- C. Encouraging the learning of lessons and a culture of continual improvement
- D. Maintaining a compelling vision and design of the target operating model

47) Which describes the programme environment?

- A. It provides a detailed description of the organization's future state after programme closure
- B. It defines control points representing a step-change in capability, at which a programme can be closed
- C. It includes factors that influence the programme from within the investing organization
- D. It controls major dependencies between two of the projects within the programme

48) Which is a type of risk that should be managed at the programme level?

- A. A threat that work within current business operations could be delayed
- B. A threat to a project that could directly impact an outcome of benefit
- C. A threat that a project could be delayed, but still deliver to agreed timescales
- D. A threat that could result in a small overspend on an individual project

49) Which principle, when applied by the 'assurance' theme, designs the three lines of defence to support decision-making?

- A. Lead with purpose
- B. Collaborate across boundaries
- C. Deploy diverse skills
- D. Bring pace and value

- 50) Which process structures the projects and other work into tranches?
- A. Identify the programme
 - B. Design the outcomes
 - C. Plan progressive delivery
 - D. Deliver the capabilities
- 51) Which is the definition of a decision point?
- A. An occurrence that triggers the need for programme governance
 - B. An activity that is required to achieve an aspect of the programme
 - C. A discipline that provides transparency and confidence
 - D. An output of the combined impact of risk on the programme objectives
- 52) Which action contributes MOST to achieving the 'collaborate across boundaries' principle?
- A. Reporting both historic programme performance and emerging trends
 - B. Focusing assurance on risks affecting outcomes of benefit over time
 - C. Maintaining mechanisms for organizational units and stakeholders to interact
 - D. Making knowledge as clear and accessible to stakeholders as possible
- 53) How does the 'justification' theme apply the 'lead with purpose' principle?
- A. By proving and communicating financial viability through the business case
 - B. By recording the level of uncertainty of estimates and risks in the business case
 - C. By implementing governance related to the approval of financial investments
 - D. By updating the business case with revised phasing of costs and benefits

- 54) Which principle, when applied by the 'structure' theme, ensures clarity about how resources will be sourced?
- A. Bring pace and value
 - B. Realize measurable benefits
 - C. Collaborate across boundaries
 - D. Align with priorities
- 55) During which process would a project report a deviation from project tolerance?
- A. Evaluate new information
 - B. Identify the programme
 - C. Design the outcomes
 - D. Deliver the capabilities
- 56) Which activity should be part of a programme's first line of defence?
- A. Integrating assurance from programmes and corporate functions
 - B. Integrating assurance from projects and operational areas
 - C. Providing assurance focus on the business case of the programme
 - D. Monitoring the effectiveness of programme-level processes
- 57) What should the SRO do when justifying the investment in the programme?
- A. Set realistic expectations with stakeholders for the estimated return on investment
 - B. Estimate the maximum amount of benefits so that the calculated return on investment is positive
 - C. Exclude financial contingency so that investment in the programme is seen to be worthwhile
 - D. Downplay the risks so that the stakeholders are confident that the investment is worthwhile

58) Identify the missing word in the following sentence.

The vision is defined as the [?] future state of the investing organization(s) after the programme is completed.

- A. final
- B. detailed
- C. visible
- D. desired

59) Which action contributes MOST to achieving the 'deal with ambiguity' principle?

- A. Defining the risk appetite and facilitating evidence-based decision-making
- B. Ensuring two-way stakeholder communication about the programme's benefits
- C. Maintaining clarity about the number, types and sources of resources needed
- D. Designing the three lines of defence to support leadership decision-making

60) Which document, once confirmed, leads to the budget for the 'identify the programme' process being confirmed?

- A. Programme brief
- B. Programme mandate
- C. Programme strategy: resourcing approach
- D. Business case

END OF EXAMINATION