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Managing Successful Programmes Foundation

Exin EX0-003

Version Demo

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Topic Break Down

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QUESTION NO: 1

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

ANSWER: D

Explanation:

Organization Structure is correct because it establishes the programme's governance design and defines how the key governance bodies operate. In Managing Successful Programmes, the Sponsoring Group is the senior group that provides strategic direction, sustained commitment, and an organizational-level perspective for the programme. Its terms of reference need to make clear its purpose, authority, membership, responsibilities, decision-making remit, meeting arrangements, and relationships with other programme governance roles and groups. These are structural governance matters, so they belong in the Organization Structure rather than being left as informal arrangements. Documenting them provides a common and approved basis for accountability and helps ensure that the Sponsoring Group can effectively oversee the programme throughout its life cycle. The Organization Structure also supports clarity over reporting lines and interfaces between the Sponsoring Group, Senior Responsible Owner, Programme Board, and delivery teams. This reflects MSP's emphasis on designing governance arrangements that are appropriate to the programme and understood by all participants. See the official MSP certification overview and the UK government's Managing Successful Programmes guidance.

QUESTION NO: 2

Which label refers to one of the organizational risk perspectives?

A. Operational

B. Political

C. Portfolio

D. Economic

ANSWER: A

Explanation:

Operational is correct because it is an organizational risk perspective used in Managing Successful Programmes (MSP). This perspective addresses risks associated with the organization's ongoing operations, including its ability to maintain services, processes, resources, and business-as-usual performance while a programme is introduced or transitioned into live use. Considering operational risk ensures that programme decisions account for the practical impact of change on the parts of the organization responsible for running and supporting the resulting capabilities.

MSP treats risk management as a continuing programme-management activity: risks are identified, assessed, owned, and controlled in a way that protects the delivery of intended outcomes and benefits. Looking at risks through an operational perspective is particularly important where programme outputs must be embedded into day-to-day operations. It helps ensure that operational readiness, service continuity, capacity, and the sustainable use of new capabilities receive appropriate management attention throughout the programme lifecycle.

The MSP qualification scope and its programme-management guidance are described by PeopleCert's MSP Foundation certification page and the AXELOS MSP guidance page.

QUESTION NO: 3

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

ANSWER: B

Explanation:

The Programme Board should **decide how much risk the programme should accept**. In MSP, the Programme Board provides strategic direction, sponsorship, decision-making authority, and oversight for the programme. A central aspect of that oversight is establishing the boundaries within which the programme is authorized to operate, including its risk appetite and tolerances. This means determining the broad level and type of uncertainty that is acceptable in pursuit of the programme's intended outcomes and benefits. The Programme Manager can then manage risks day to day within those agreed limits, escalating matters that exceed delegated tolerance or require a strategic decision. Establishing acceptable risk is therefore a governance responsibility: it aligns risk-taking with organizational priorities, investment constraints, stakeholder expectations, and the programme's business case. It also gives programme teams a clear basis for evaluating whether an identified threat or opportunity can be managed locally or must be referred to the Board. MSP emphasizes governance arrangements that support clear accountability, informed decisions, and continued alignment with organizational strategy. Further information on MSP's programme-management framework is available from PeopleCert's MSP certification page and the AXELOS MSP overview.

QUESTION NO: 4

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

ANSWER: A

Explanation:

"Describe the resourcing of programme activities" correctly refers to programme plans. In Managing Successful Programmes, plans provide the structured view of how the programme will be delivered and controlled over time. They coordinate the programme's projects, tranches, activities, dependencies, milestones, and delivery timescales. A key practical purpose is to identify and organize the resources needed to carry out programme work, including the people, skills, funding, facilities, and other capabilities required at the appropriate points in the programme lifecycle. Programme planning therefore enables the programme board and programme manager to assess whether proposed activity is achievable, sequence work sensibly, and maintain a realistic basis for monitoring progress and taking corrective action. Resource requirements may be refined as the programme develops, but they remain an integral part of planning and controlling delivery. This aligns with MSP's focus on coordinating multiple related projects and business-change activities to achieve transformational outcomes. See the official Managing Successful Programmes (MSP) Foundation overview and AXELOS MSP guidance.

QUESTION NO: 5

Which management experience would BEST enable a member of a Business Change Team to fulfil their responsibilities?

A. Transition

B. Project

C. Risk

D. Portfolio

ANSWER: A

Explanation:

Transition is correct because the Business Change Team is concerned with ensuring that a programme's new capabilities are adopted and become embedded in business-as-usual operations. Its members help prepare operational areas for change, coordinate readiness activities, support users and managers through implementation, and ensure that the organization can sustain the new way of working after delivery. Transition-management experience is therefore especially valuable: it equips a team member to understand the practical people, process, operational, and timing issues that arise when moving from an existing state to a changed operational state.

Within Managing Successful Programmes, successful delivery is not limited to creating outputs or technical capability. The programme must also realize benefits by enabling the operational organization to use that capability effectively. A Business Change Team member with transition experience can contribute directly to this outcome by helping plan, manage, and assure the handover and embedding of change in the affected business areas. This aligns with MSP's focus on transforming organizational capability into measurable benefits and maintaining the business's ownership of the change. See the AXELOS MSP overview and the PeopleCert MSP certification page.

QUESTION NO: 6

Which BEST describes a 'reduce' response to a risk?

A. Remove the cause

B. Share the pain

C. Lessen the impact

D. Take a chance

ANSWER: C

Explanation:

"Lessen the impact" correctly describes a reduce response to a risk. In Managing Successful Programmes, risk responses are selected to bring exposure within the programme's agreed tolerance. Reducing a risk means taking proportionate, planned action that decreases either the probability that the risk will materialize, the scale of its consequences if it does materialize, or both. Where the question asks for the best description, lessening the impact directly captures the mitigation objective: making the effect on programme outcomes, benefits, cost, time, quality, or stakeholder confidence more manageable.

For example, a programme facing a possible service interruption could establish fallback arrangements, additional operational capacity, or tested recovery procedures. These measures may not eliminate the uncertainty itself, but they reduce the severity of the disruption should it occur. The selected response should be recorded in the programme risk register with an owner, actions, timescales, and monitoring indicators, so that the residual exposure can be assessed and controlled. This is consistent with the risk-management principle of reducing risk to an acceptable level through effective controls and contingency planning. See the UK Government's Orange Book: Management of Risk and the MSP certification overview.

QUESTION NO: 7

Which is a purpose of a Design Authority?

A. Ensure that the programme's component designs remain consistent with the Blueprint

B. Own the realization of every programme benefit

C. Authorize the programme's Business Case

D. Undertake independent assurance reviews

ANSWER: A

Explanation:

Ensure that the programme's component designs remain consistent with the Blueprint is correct. A Design Authority provides oversight of the design of programme outputs and capabilities, ensuring that separate projects and business-change activities can be integrated into a coherent whole that supports the target operating model.

This is particularly important where multiple projects are delivering interconnected processes, systems, organizational changes or information arrangements. The Design Authority does not replace project-level technical design responsibilities; it provides programme-level control over design integrity and alignment with the required transformation. See PeopleCert's MSP certification overview.

QUESTION NO: 8

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

ANSWER: B

Explanation:

Communicates important programme information to operational staff is correct because the Business Change Manager represents the operational business area that will receive, adopt, and sustain the programme's outcomes. A core part of the role is ensuring that people affected by the change understand what is changing, why it matters, when it will affect them, and what they need to do differently. This requires clear, timely communication tailored to operational staff and other business stakeholders.

In Managing Successful Programmes, stakeholder engagement supports the programme's ability to realize benefits by building awareness, commitment, readiness, and acceptance of the new ways of working. The Business Change Manager acts as an important connection between the programme and business operations, bringing operational perspectives into the change effort while also communicating relevant programme decisions, progress, impacts, and required actions back to the affected area. This communication helps embed capabilities into business-as-usual operations and enables the organization to achieve the intended benefits rather than merely delivering outputs.

For an overview of MSP's focus on achieving outcomes and benefits through effective change, see PeopleCert's MSP certification overview and AXELOS Managing Successful Programmes guidance.

QUESTION NO: 9

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

ANSWER: A

Explanation:

Maintaining control over the different versions of the Blueprint is correct because the Programme Office provides the programme's administrative, information-management, and governance support. During Blueprint design, input is likely to be developed iteratively by multiple contributors and refined as the programme's future operating model, capabilities, benefits, and changes are agreed. The Programme Office therefore needs to manage the controlled document environment: maintaining the authoritative version, recording changes, ensuring that approved updates are available to the programme, and preserving traceability between drafts and approvals. This configuration-control role helps decision-makers work from a reliable, current representation of the programme's target future state. It also supports effective assurance and governance, since reviewers must be able to identify which Blueprint version was considered and approved at a particular point in the programme lifecycle. In MSP, the Blueprint is a central programme document that defines the future state and guides coordinated delivery of transformational change; robust control of its evolving versions is consequently an important Programme Office focus. See the MSP best-practice overview from PeopleCert and the MSP product information from AXELOS.

QUESTION NO: 10

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

ANSWER: A

Explanation:

Deliver benefits realization is the Benefits Management Cycle step in which the programme actively enables the transition from project-delivered capabilities to operational outcomes and, ultimately, measurable benefits. A project can deliver a new system, process, service, or other capability, but that delivery alone does not ensure that a benefit will occur. The programme must coordinate adoption, business change, operational readiness, communications, training, and any necessary changes to ways of working so that the capability is embedded and used effectively. These activities turn the capability into an outcome: a changed operational state that can produce the intended benefit.

This step also requires ongoing coordination with business areas that own the outcomes, because benefits are normally realized in business-as-usual operations rather than merely at project closure. Benefit measures and accountabilities established earlier are used to monitor whether the transition is producing the expected results, while programme governance can intervene where adoption or outcome delivery needs support. This reflects MSP's central focus on realizing beneficial change through coordinated programme management. See the official MSP guidance overview from PeopleCert/Axelos and EXIN's Managing Successful Programmes Foundation certification page.

QUESTION NO: 11

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

ANSWER: B

Explanation:

“Involving widespread discussions to include ambiguities and unknowns” is part of effective programme planning because programmes operate across multiple projects, business areas, stakeholders, dependencies, and often a longer time horizon than individual projects. Consequently, planning cannot rely solely on fixed, detailed predictions made at the outset. It needs to bring together a broad range of perspectives so that assumptions, areas of uncertainty, external dependencies, constraints, and emerging issues can be identified and managed.

MSP programme planning is iterative and progressive: plans are developed to an appropriate level of detail, then reviewed and refined as the programme gains information and moves through its tranches. Widespread discussion supports this approach by making uncertainty visible rather than concealing it. This helps the programme establish realistic milestones, manage dependencies, maintain alignment with the programme’s vision and blueprint, and make informed decisions about sequencing and delivery.

This reflects the MSP focus on coordinated transformational change and on maintaining governance and control while responding to an evolving environment. Further information on MSP’s programme-management framework is available from PeopleCert’s MSP certification page and AXELOS’s MSP overview.

QUESTION NO: 12

Which is a critical organizational element aligned with two others by programme management?

A. Benefits management

B. Stakeholders

C. Business-as-usual environment

D. Programme Office support

ANSWER: C

Explanation:

Business-as-usual environment is correct because programme management provides the essential organizational bridge between strategic intent, the projects and change activities that create new capabilities, and the operational environment that will adopt and sustain those capabilities. In MSP, a programme does not end merely when a project delivers an output. Its purpose is to coordinate change so that capabilities are embedded into normal operations and can generate measurable benefits over time. The business-as-usual environment is therefore a critical element: it supplies operational ownership, accepts and uses delivered capabilities, changes processes and ways of working where necessary, and realizes the intended benefits in practice.

This alignment is central to successful transformational change. Programme leadership must ensure that operational teams are prepared for transition, that the target operating model is viable, and that responsibility for benefits is established in the organization that will run the new or changed services. By connecting delivery with ongoing operations, the programme helps ensure that change remains aligned with organizational strategy and produces outcomes that endure after temporary programme structures close. This reflects MSP’s emphasis on realizing benefits through the operational adoption of programme capabilities. See the PeopleCert MSP certification overview and AXELOS MSP guidance.

QUESTION NO: 13

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

ANSWER: D

Explanation:

Organization Structure is correct because it sets out the arrangement of the programme's management and delivery roles and makes their relationships visible. In Managing Successful Programmes, effective programme organization establishes clear accountability, authority, reporting lines, and interfaces between those responsible for directing, managing, assuring, and delivering the programme. The organization structure therefore provides a shared view of how the programme team is configured, including the connections between roles such as the Sponsoring Group, Senior Responsible Owner, Programme Board, Programme Manager, Business Change Managers, and project teams. This clarity supports coordinated decision-making and ensures that governance responsibilities can be exercised at the appropriate level throughout the programme lifecycle. It also helps programme participants understand where they fit within the overall management framework and how information, escalations, and decisions should flow across the programme. MSP emphasizes defining an appropriate organization and governance approach so that leadership, delivery, and business-change responsibilities are aligned to the programme's objectives. See the MSP certification overview from PeopleCert and the MSP best-practice overview from AXELOS.