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Peoplecert MSP-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	• Resource Management: Learn how to allocate and optimize resources (human, financial and material) effectively, even in complex and changing environments, to achieve programme objectives.
Topic 2	• Problem Solving: Develop expertise in addressing complex programme management challenges and resolving issues efficiently and effectively.
Topic 3	• Tailoring: Learn how to tailor the MSP 5th edition method to suit the specific needs and context of your programme and organization.
Topic 4	• Quality Management: Understand quality assurance and control processes to ensure that programme deliverables and outcomes meet or exceed defined quality standards.
Topic 5	• Programme Management: Develop expertise in programme management best practices, mastering principles, themes and processes to help organizations manage programmes effectively.

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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q84-Q89):

NEW QUESTION # 84
The programme is halfway through the first tranche. The CRO has contacted the programme manager with exciting news. They have been shown a new piece of technology which makes it easier and cheaper to service and maintain smart meters. They think that it might be possible to add this technology to future smart water meter installations without much additional cost. The programme manager has added this to the risk register.
Is this an appropriate application of the design' theme, and why?

- A. No, because reduced maintenance costs should be added to the benefits map as a new benefit of the programme
- B. No, because the possibility of reducing maintenance costs should be treated as an issue and action taken immediately
- C. Yes, because if smart meter installations include this technology then future maintenance costs could be reduced
- D. Yes, because changing the existing installation plan could bring uncertainty to the programme and should be avoided

Answer: C

Explanation:
Comprehensive and Detailed 200 to 250 words of Explanation From Exact Extract of project- programme-and-portfolio-management of 5th Edition MSP:
The Design Theme in MSP 5th Edition focuses on defining the "future state" and the path to get there. This involves the Vision, the Benefit Map, and the Target Operating Model (TOM). However, the design is not fixed; it must be open to improvements that enhance the programme's value. In risk management, a "risk" can be either a threat or an opportunity.
In this scenario, the new technology represents an opportunity-an uncertain event that would have a positive impact on objectives (reducing maintenance costs). Option A is correct because adding this opportunity to the risk register allows the programme to evaluate whether it should be "exploited" or
"enhanced." This is a correct application of the Design Theme because it relates to a potential change in the technical design of the programme's output (the smart meters) to deliver better value. By recording it in the risk register, the programme manager ensures it is formally assessed for its impact on the TOM and the Business Case before being incorporated into the design.

NEW QUESTION # 85
In delivering the capability, which role is responsible for aligning projects with programme objectives?

- A. Programme Office
- B. SRO
- C. Programme Manager
- D. BCM

Answer: C

Explanation:
The Programme Manager holds responsibility for ensuring that individual projects align with the overarching programme objectives during capability delivery. This role coordinates the interdependencies, monitors progress, and manages risks to ensure projects collectively deliver the intended outcomes.
The MSP Practitioner notes: "Programme manager is responsible for all tasks in delivering the capability.
This is a continual activity throughout the programme." This alignment ensures that outputs contribute directly to the transformational goals and benefit realization plan, avoiding scope creep or misaligned efforts.
While the Senior Responsible Owner (SRO) provides strategic accountability and the Business Change Manager (BCM) focuses on

benefits realization, the Programme Manager operationalizes these objectives through effective project oversight and control.

The Programme Office supports through administrative and coordination activities but does not have direct accountability for strategic alignment of projects.

Maintaining this alignment is critical for delivering business value and achieving programme success in complex transformational environments.

Topic 1, Programme Scenario - The Smart Meter Programme

Universal Utilities (UU) supplies electricity, gas, water and services to the residents and businesses of North City.

They have recently completed the rollout of smart metering services to electricity and gas customers and now wish to install smart metering for water.

A smart meter sends meter readings electronically to UU without the need for a meter reader to come to the premises. Smart meters come with displays so that customers can better understand and manage usage.

UU competes with other suppliers for the delivery of electricity and gas but is the sole supplier of water services to homes and businesses in North City.

As a result of the implementation of smart metering services across North City, UU is expecting to see benefits as a result of the following capabilities:

The ability to provide a single bill to customers for electricity, gas and water.

. The ability to add electricity and gas supply to those customers to whom they only currently supply water by providing a competitive package for all utilities.

. The ability to leverage existing sales teams, increasing sales but reducing costs.

. The ability to leverage existing maintenance and engineering teams by cross-training.

The ability to leverage existing research and development capability, enabling greater innovation at reduced costs.

. The ability to reduce costs by no longer needing to employ staff to visit premises and read water meters.

The ability to simplify HR processes by having unified employment contracts for all customer-facing staff.

. The ability to integrate all customer services into a single customer call centre service.

The extract from the benefits map below illustrates the high-level view of the benefits, as identified in the 'design

the outcomes' process.

This benefits map is intended to be correct, but is not complete, as it is only an extract.

Additional Information

The CEO of UU has been working in the Utility industry for over 30 years, initially starting their career as a meter reader. They would like to see the full benefits of the Smart Meter Programme realized before their retirement in 3 years' time.

The Chief Finance Officer (CFO) is the former CFO of a major bank and has recently been appointed as CFO to UU. They are keen to make their mark in UU and want to see an increase in profitability and share price from the reduced costs and increased sales.

The Chief Operating Officer (COO) has an engineering background within the utility industry and had overall responsibility for the delivery of the successful electricity and gas smart meter implementation programme which was recently completed 6 months ahead of schedule.

The Chief Research Officer (CRQ) is responsible for research and development into new products. They have a small number of engineers and other technicians who carry out the research and innovation. They were responsible for the development of the technology which enables water supply to be read using a smart meter.

The Human Resources (HR) Director is responsible for ensuring that the terms and conditions and working conditions are appropriate and in line with market expectations so that high-quality staff can be recruited and retained. They are an HR specialist and have a track record of working with organizations in rationalizing and simplifying staff structures and employment contracts.

The Chief Technology Officer (CTO) is responsible for all internal IT matters including security, networks and applications as well as the communication technology which enables communication with smart meters remotely.

The Chief Engineering Officer (CEngO) is responsible for all the infrastructure that delivers water to customers in North City. The infrastructure is ageing and one of their major responsibilities is the reduction in losses through leakage from water mains. They are responsible for all the staff who service and manage the delivery of the utility infrastructure. This includes the current meter readers as well as staff who deal with routine and emergency responses to reported incidents.

The Finance Manager manages all the customer billing and accounting services. They are ambitious and have gained many qualifications in project and programme management. They report to the CFO but worked closely with the COO to help manage the financial aspects of the smart meter implementation programme.

The Call Centre Manager has worked at UU for 20 years within customer services and is responsible for the management of all the staff working in the call centre. The call centre was previously outsourced, but two years ago it was decided that this function would be brought back in-house - the Call Centre Manager was responsible for managing this successful project.

The Call Centre Supervisor joined UU five years ago as a graduate trainee and spent six months with each of the UU divisions. They then spent a year working in the portfolio office before being appointed to their current role 18 months ago. They worked closely with the COO as the call centre representative during the smart meter implementation, which allowed them to gain the confidence of the senior management team.

The Complaints Team Manager reports to the COO and is responsible for managing a team that responds to complaints made

directly to UU or to the Industry regulator. The complaints team members are from the whole of UU, and each team member has experience in all aspects of the work of UU. They are responsible for ensuring that individual complaints are resolved, and also that any lessons learned are implemented across the organization.

The Chief Information Security Auditor reports to the CFO and is responsible for performing internal audits and testing of security controls. They conduct annual policy and process reviews across the whole of UU.

The Portfolio Office Manager manages a small team that develops and maintains the standards and templates for all programmes and projects across UU to use. It includes project and programme support staff as well some senior staff who are responsible for managing, delivering and auditing programme controls.

The Portfolio Management Office Assistant is a junior role providing a range of administrative and support functions for the Portfolio Management Office. They act as the initial point of contact for the PMO for all IT Services staff. They work closely with project managers and other staff within IT Services to ensure that projects are conducted according to the IT Services project methodology, and to assist in the preparation of project documents and meetings as required.

The Research Team Manager joined UU through the graduate trainee scheme but has undertaken additional programme and project management training. In their current role, they manage the research teams with responsibility for scheduling, and ensuring that the cost and resource budgets are met.

Web 'n' Go are a specialist external company providing expert digital services. The delivery of customer web- based portal services has been outsourced to them. These are needed to enable the single customer services call centre.

OEB Associates are a management consultancy that has worked with the CFO in their previous role at a major bank. The CFO has engaged them to undertake an independent review of UU to assist them in their aims of delivering an increase in profitability and share price.

NEW QUESTION # 86
Who produces Business Case?

- A. SRO
- B. Programme Manager
- C. BCM
- D. Sponsoring Group

Answer: B

Explanation:
The Programme Manager is responsible for producing the Business Case. This document outlines the justification for the programme, including costs, benefits, risks, and options. The Programme Manager prepares the Business Case to ensure it is comprehensive, realistic, and aligned with the programme's objectives.

The MSP Practitioner notes: "Programme manager prepares it as he is responsible for it," emphasizing the role's responsibility to articulate the strategic rationale and provide a sound basis for decision-making. The Business Case is then reviewed and approved by the SRO and other governance bodies.

The Programme Manager collaborates with other roles such as the Business Change Manager and SRO to ensure all aspects of the Business Case are valid and supported. This role is pivotal in maintaining the integrity and credibility of the programme justification throughout its lifecycle.

NEW QUESTION # 87
Which of following is output of 'Defining the programme'?

- A. Programme Mandate
- B. Benefits measures
- C. Programme preparation plan
- D. Governance Baseline

Answer: D

Explanation:
One of the key outputs of the 'Defining the Programme' process is establishing the Governance Baseline. This baseline sets out the governance framework, including roles, responsibilities, controls, and decision-making structures that will apply throughout the programme lifecycle. Defining the governance baseline early ensures clear accountability and oversight, which is vital for managing complexity and risk in transformational change.

The MSP Practitioner explains that during 'Defining the Programme,' "Governance is baselined" to create a robust foundation for programme control. This process involves formalizing the authority of the Senior Responsible Owner (SRO), the programme board,

and other governance roles, ensuring they are empowered to manage and oversee programme activities effectively. It also includes establishing reporting lines, approval mechanisms, and quality assurance controls to maintain programme integrity.

Without a clearly defined governance baseline, programmes risk poor decision-making, ambiguity in responsibility, and inconsistent oversight, which can lead to scope creep, misalignment with strategic goals, and failure to realize benefits. The governance baseline serves as a reference point against which programme performance and compliance can be measured, enabling corrective action when deviations occur.

In summary, the Governance Baseline is a critical control output that defines how the programme will be directed and controlled, safeguarding successful delivery and alignment with corporate strategy throughout the programme's life.

NEW QUESTION # 88

Which of the following is a Governance document?

- A. Quality and assurance strategy
- B. Blueprint
- C. Project Dossier
- D. Risk Register

Answer: A

NEW QUESTION # 89

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