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Peoplecert MSP-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Risk and Issue Management: Acquire advanced knowledge of identifying, assessing and managing risks and issues that can impact a programme's success.
Topic 3	<ul style="list-style-type: none"> Governance and Control: Gain an in-depth understanding of programme governance, including setting up and maintaining governance structures, accountability mechanisms and assurance processes to deliver programme success.
Topic 4	<ul style="list-style-type: none"> Benefits Realization: Master techniques for identifying, defining, tracking and realizing the full range of benefits a programme is intended to deliver, with a focus on benefits measurement and realization.
Topic 5	<ul style="list-style-type: none"> Quality Management: Understand quality assurance and control processes to ensure that programme deliverables and outcomes meet or exceed defined quality standards.
Topic 6	<ul style="list-style-type: none"> Programme Management: Develop expertise in programme management best practices, mastering principles, themes and processes to help organizations manage programmes effectively.
Topic 7	<ul style="list-style-type: none"> Stakeholder Engagement: Learn how to effectively manage diverse stakeholders, including executives, sponsors, team members, suppliers and customers, with advanced communication and relationship-building skills.

Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q108-Q113):

NEW QUESTION # 108

The programme is in the 'design the outcomes' process. One risk to the programme is that new and improved meter technology may be developed during implementation. This risk has been assessed as high probability and high impact and is therefore a high priority. The initial delivery approach proposes a phased roll-out of the meters so that the programme can exploit any new technology that emerges. The CTO has been appointed as the owner of this risk.

Is this appointment an appropriate application of the identify and prioritize risks' activity, and why?

- A. No, because the phased roll-out should be documented as landing points during the 'develop the target operating model' activity
- B. Yes, because the exposure created by this risk warrants the appointment of a senior risk owner
- C. Yes, because this risk would impact on the expected increased number of gas and electricity customers
- D. No, because the phased roll-out should be planned for as part of the 'develop programme plans' activity

Answer: B

Explanation:

Comprehensive and Detailed 200 to 250 words of Explanation From Exact Extract of project- programme-and-portfolio-management of 5th Edition MSP:

The Risk Theme in MSP 5th Edition requires that all identified risks (both threats and opportunities) are assigned to an appropriate owner. A Risk Owner is someone who has the authority and resources to manage the risk and who is accountable for ensuring that the chosen response is implemented effectively. The seniority of the risk owner should be proportional to the level of risk exposure. In this scenario, the risk-potential technological obsolescence or the opportunity for better technology-is categorized as high probability and high impact. This represents a significant exposure for the programme.

Option A is the correct answer because MSP guidance states that high-priority risks that could fundamentally affect the programme's technical strategy or benefit realization should be owned by senior leaders. The Chief Technology Officer (CTO) is the ideal owner

because they have the strategic oversight and technical authority to manage a risk related to "next-generation" smart meters. Appointing a senior executive ensures that the risk receives the necessary attention at the Programme Board level and that the phased roll-out strategy is technically sound and aligned with the organization's long-term technology roadmap. This demonstrates a mature application of risk management where accountability is placed at the level where the most impact can be made.

NEW QUESTION # 109

Which of the following is a KEY attribute for a Programme Manager?

- A. A good knowledge of project management approaches
- B. Have access to key stakeholders
- C. Change management skills
- D. Have ongoing operational responsibilities within their business area

Answer: A

Explanation:

A key attribute for a Programme Manager is a good knowledge of project management approaches. This expertise enables the Programme Manager to oversee and coordinate multiple interrelated projects, ensuring they deliver outputs that collectively realize programme objectives.

The MSP Practitioner states: "Programme Manager should have good project management skills," emphasizing that while strategic leadership and stakeholder engagement are important, the ability to manage the complexities of project delivery is fundamental to the Programme Manager role.

While change management skills and access to key stakeholders are important complementary abilities, the core responsibility of managing project delivery across a dossier of projects necessitates strong project management knowledge. The Programme Manager acts as the bridge between strategic programme objectives and tactical project execution, requiring detailed understanding of project methodologies, risk management, scheduling, resource coordination, and quality assurance.

This knowledge supports effective integration, issue resolution, and benefits delivery, positioning the Programme Manager as a central figure in programme success.

NEW QUESTION # 110

Which of following is NOT part of delivering the capability?

- A. Align projects with benefits realization
- B. Governance: Manage and control delivery
- C. Gateway reviews
- D. Start Projects

Answer: C

Explanation:

Gateway reviews are not part of delivering the capability but are governance checkpoints that occur at specific programme milestones, including the beginning of the programme, key decision points, and closure.

The MSP Practitioner explains: "Gateway reviews happen at beginning of programme, Key decision points of programme and closure of programme." These reviews are formal assessments to validate readiness, progress, and compliance with governance before major transitions, tranche approvals, or programme closure.

Delivering the capability primarily involves initiating projects, managing their delivery under governance frameworks, and ensuring alignment between project outputs and benefit realization. Governance during delivery includes managing risks, issues, and quality controls to ensure outputs are produced to specification.

Gateway reviews are designed to provide independent assurance and decision points but are external to the ongoing activities of capability delivery. Recognizing this distinction helps maintain clarity of roles and processes within programme management, ensuring focused effort on delivery while maintaining appropriate oversight.

NEW QUESTION # 111

The Smart Meter Programme is in Tranche 2 and the Customer Processes Project is delivering ahead of schedule. This means that fewer resources are required to complete the project. The Training Project, which was due to start in Tranche 3, has now become a higher priority and needs to be started early. The programme manager has recommended starting the Training Project now although Tranche 2 and Tranche 3 will then overlap.

Is this an appropriate application of the structure' theme, and why?

- **A. Yes, because tranches may overlap if the programme is making good progress and capability is available**
- B. Yes, because available resource capacity should be fully utilized throughout the programme
- C. No, because tranches should remain sequential if overlapping the tranches would increase the risks to programme delivery
- D. No, because tranches should be sequential to enable end-of-tranche reviews to take place before the next tranche is approved

Answer: A

Explanation:

Comprehensive and Detailed 200 to 250 words of Explanation From Exact Extract of project- programme-and-portfolio-management of 5th Edition MSP:

The Structure Theme in MSP 5th Edition defines how the programme is organized into tranches to manage the delivery of capability and the realization of benefits. While tranches provide a natural "step-by-step" progression, MSP 5th Edition is designed to be more flexible and agile than previous versions. It explicitly recognizes that tranches do not always have to be strictly sequential.

Option B is the correct answer. The guidance states that tranches can overlap if there is a clear business reason to do so-such as a change in priority or the early availability of resources-and if the risks of doing so are managed. Overlapping tranches allows the programme to "bring pace and value" (an MSP Principle) by initiating work as soon as it is feasible. While Option D raises a valid point about risk, MSP does not forbid overlapping; it simply requires that the risks be assessed. If the resources from the Customer Processes Project are now free, using them to start the Training Project early is a sensible management decision that accelerates the delivery of capability. The end-of-tranche review (Option C) still occurs for Tranche 2, but it does not prevent work from a future tranche from beginning if the SRO approves the deviation from the initial plan to maximize efficiency.

NEW QUESTION # 112

Who is accountable for confirming programme closure?

- A. Sponsoring group
- B. BCM
- C. Programme Manager
- **D. SRO**

Answer: D

NEW QUESTION # 113

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