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## **Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q65-**

## Q70):

### NEW QUESTION # 65

Which of the following is a programme management principle?

- A. Leadership and stakeholder management
- B. Realizing the benefits
- C. Remaining aligned with corporate strategy
- D. Quality and assurance management

**Answer: C**

Explanation:

Among the options, "Remaining aligned with corporate strategy" is identified as a core MSP programme management principle. The principles underpin the mindset and behaviors needed for successful programmes.

Other options, like Quality and assurance management and Leadership and stakeholder management, fall under governance themes or transformational flow rather than principles.

### NEW QUESTION # 66

MSP is best suited for which programme?

- A. Simple programme with defined outcomes and strong governance in place
- B. Launching new products
- C. Programme for long term societal change
- D. Technically complex but with defined outputs

**Answer: C**

Explanation:

MSP is most suited for programmes characterized by high ambiguity, such as those involving long-term societal or political change. These programmes often have evolving objectives and require flexible governance and transformational approaches.

The MSP Practitioner states: "MSP is best suited for programmes which have high ambiguity," indicating its strength in managing complex, uncertain environments where outcomes may not be clearly defined at outset.

While MSP can be applied to technically complex projects, its focus on benefits realization, stakeholder engagement, and transformational flow makes it ideal for complex societal or political programmes where adaptability and governance are critical.

### NEW QUESTION # 67

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

**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 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 # 68

Which document identifies appropriate milestones for benefit reviews?

- A. Business case
- B. Information management plan
- C. Quality and assurance plan
- D. **Benefit realization plan**

**Answer: D**

Explanation:

The Benefit Realization Plan identifies milestones for benefit reviews. This plan details when and how benefits will be measured, reviewed, and managed to ensure they are achieved as expected.

The MSP Practitioner explains: "Benefits management plan identifies benefit reviews to increase likelihood of success." Regular benefit reviews help detect issues early, enable corrective actions, and maintain stakeholder confidence.

This plan is crucial for monitoring benefit progress post-delivery, coordinating with business change activities, and ensuring benefits sustain over the long term. It aligns benefit tracking with programme stages and organizational priorities, enhancing accountability and transparency.

#### NEW QUESTION # 69

The CFO has informed the programme board that the predicted increase in electricity and gas customer numbers is too optimistic. The BCM has produced new targets based on this new information. The programme manager has updated the target operating model to reflect this.

Is this an appropriate application of the 'align with priorities' principle, and why?

- A. No, because this new information should be reflected in the benefit profile
- B. Yes, because the programme manager is the producer of the target operating model
- C. No, because this new information should be reflected in the benefits map
- D. **Yes, because the target operating model should be revisited over time**

**Answer: D**

Explanation:

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

The principle of 'Align with priorities' in MSP 5th Edition dictates that a programme must remain consistent with the strategic direction of the organization, which is often subject to change due to internal or external factors. This principle ensures that the programme continues to deliver value and remains viable throughout its lifecycle. A critical component of this alignment is the Target Operating Model (TOM), which describes the future state of the organization once the programme's outcomes are embedded. In this scenario, the CFO provides updated financial and market realities suggesting that previous growth targets were unrealistic. By updating the target operating model, the Programme Manager is ensuring that the vision of the "future state" remains realistic and aligned with the revised organizational priorities.

According to MSP guidance, the TOM is not a static document created at the start and then shelved; it must be refined as the programme progresses and as the corporate context evolves. Option A is correct because it acknowledges the iterative nature of the TOM. While benefits (Options C and D) will certainly be affected, the question asks about the application of the principle to the TOM update. Ensuring the TOM reflects current strategic reality is a primary way to maintain alignment with organizational priorities, preventing the programme from delivering a future state that the business no longer desires or cannot sustain.

#### NEW QUESTION # 70

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