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Peoplecert MSP-Practitioner 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<ul style="list-style-type: none"> ● 調整: プログラムと組織の特定のニーズと状況に合わせて MSP 第 5 版メソッドを調整する方法を学びます。
トピック 2	<ul style="list-style-type: none"> ● ステークホルダーエンゲージメント: 高度なコミュニケーションおよび関係構築スキルを使用して、役員、スポンサー、チームメンバー、サプライヤー、顧客など、さまざまなステークホルダーを効果的に管理する方法を学びます。
トピック 3	<ul style="list-style-type: none"> ● プログラム管理: プログラム管理のベストプラクティスに関する専門知識を習得し、原則、テーマ、プロセスを習得して、組織がプログラムを効果的に管理できるようにします。
トピック 4	<ul style="list-style-type: none"> ● リソース管理: 複雑で変化の激しい環境でも、プログラム目標を達成するために、リソース(人的、財務的、物的)を効果的に割り当て、最適化する方法を学びます。
トピック 5	<ul style="list-style-type: none"> ● リスクと問題の管理: プログラムの成功に影響を与える可能性のあるリスクと問題を特定、評価、管理するための高度な知識を習得します。

>> MSP-Practitioner クラムメディア <<

唯一無二のPeoplecert MSP-Practitioner: MSP Practitioner, 5th edition

Exam クラムメディア - 権威のある MogiExam MSP-Practitioner 日本語認定対策

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Peoplecert MSP Practitioner, 5th edition Exam 認定 MSP-Practitioner 試験問題 (Q72-Q77):

質問 # 72

Which of the following statements is NOT TRUE?

- A. The SRO is accountable for confirming Programme Mandate.
- B. The Programme Manager is responsible for the Blueprint.
- C. The SRO is accountable for the Programme Brief.
- D. The Programme Manager is responsible for the Vision Statement.

正解: A

解説:

The Sponsoring Group, not the SRO, is accountable for confirming the Programme Mandate. The MSP Practitioner clearly states: "The Sponsoring Group is accountable for confirming the mandate," which means the SRO oversees delivery but does not hold responsibility for initial mandate confirmation. Meanwhile, the Programme Manager has ownership of the Vision Statement and Blueprint, aligning with delivery responsibilities.

質問 # 73

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

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

正解: B

解説:

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 (CRO) 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.

質問 # 74

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

正解: A

解説:

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.

質問 # 75

The Customer Processes Project has reported that the work to develop the integrated billing and accounting services is progressing according to plan. However, when the system was tested, the system performance was very slow and there are errors that were not previously identified. The programme manager is concerned about the possible impact of this inaccurate reporting.

Which type of data gathering should be improved, and why?

- A. Looking back: because the project's reporting focus should be upwards and outwards
- B. Looking back, because the project's reporting represents a risk to the overall programme delivery
- C. Looking forward, because the programme should identify emerging risks from the wider context
- D. Looking forward, because the project should inform the programme of these disruptive trends

正解: B

解説:

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

The Decisions Theme in MSP 5th Edition emphasizes the necessity of high-quality data to support effective governance and oversight. The framework distinguishes between two types of data gathering: "looking back" and "looking forward." Looking-back data focuses on monitoring the performance of the programme and its constituent projects against their approved plans (e.g., progress, cost, quality, and risk status).

In this scenario, there is a disconnect between the project's status report ("progressing according to plan") and the actual technical reality (slow performance and errors). This is a failure of looking-back data. Option B is the correct answer because the programme

manager needs to improve the accuracy of reporting on work already completed or in progress. Without reliable "looking-back" information, the programme board cannot identify variances or risks to the overall delivery schedule. Inaccurate reporting masks technical debt and quality issues, which ultimately threatens the realization of benefits. While "looking forward" data (Options C and D) is important for scanning the external environment or identifying future trends, the immediate issue here is a failure to report current internal project health accurately. Improving looking-back data ensures that the programme has a "single version of the truth" regarding the capability being delivered, allowing for timely intervention and more robust decision-making.

質問 # 76

The programme is in the 'deliver the capabilities' process in Tranche 1. The Employment Contracts Project needs to identify the skills and qualifications for call centre staff. The Call Centre Manager is concerned that the delivery of the web-based portal, being delivered in Tranche 2, will affect the skills required. They are worried that this may lead to some considerable rework during Tranche 2.

Which role should be responsible for making sure that the Call Centre Manager's concerns are properly managed?

- A. Programme manager
- B. Programme office lead
- C. Sponsoring group members
- D. Senior responsible owner

正解: A

解説:

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

In MSP 5th Edition, the 'Deliver the capabilities' process is primarily concerned with the day-to-day coordination and management of the projects within a tranche. The Programme Manager is the role responsible for the setup, management, and delivery of the programme. A key part of this role is managing the dependencies between projects and across tranches to ensure that the capability delivered is coherent and remains aligned with the target operating model.

The concern raised by the Call Centre Manager is a classic dependency and risk management issue. The work in Tranche 1 (Employment Contracts) must be aligned with the future work in Tranche 2 (Web-based portal) to avoid the "rework" mentioned. According to the MSP framework, the Programme Manager is responsible for ensuring that project managers are aware of these interdependencies. They must facilitate the necessary communication between the functional business leads (like the Call Centre Manager) and the project teams.

While the SRO (Option B) is ultimately accountable for the programme's success, the active management of these operational risks and the coordination of technical work to prevent waste falls squarely within the remit of the Programme Manager. The Programme Manager ensures that the design remains consistent across the tranches, thereby addressing the root cause of the manager's concern before it manifests as an actual issue.

質問 # 77

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