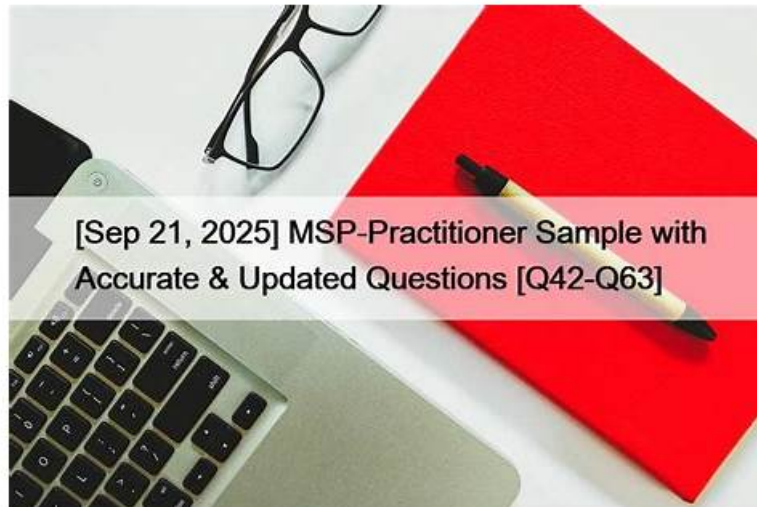


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## Peoplecert MSP-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>• Programme Management: Develop expertise in programme management best practices, mastering principles, themes and processes to help organizations manage programmes effectively.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>• 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.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>• Resource Management: Learn how to allocate and optimize resources (human, financial and material) effectively, even in complex and changing environments, to achieve programme objectives.</li></ul>
Topic 4	<ul style="list-style-type: none"><li>• Stakeholder Engagement: Learn how to effectively manage diverse stakeholders, including executives, sponsors, team members, suppliers and customers, with advanced communication and relationship-building skills.</li></ul>

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## Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q104-Q109):

### NEW QUESTION # 104

The CFO has been appointed as the SRO for the Smart Meter Programme.

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

- A. No, because the CFO has no previous experience or working knowledge of the utility industry operations
- B. No, because the CEO, who has industry knowledge, is better qualified to develop the programme vision
- C. Yes, because the CFO is able to monitor whether the increase in customers and reduction in costs is achieved
- D. Yes, because the CFO can direct the programme, providing new insights as they are new to UU

**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:

In MSP 5th Edition, the Organization Theme defines the roles and responsibilities required to direct, manage, and deliver the programme. The most critical role is the Senior Responsible Owner (SRO). The SRO is ultimately accountable for the programme's success and must be a senior individual with the authority to ensure the programme meets its objectives and delivers the projected benefits.

The appointment of a Chief Finance Officer (CFO) as the SRO is highly appropriate because the SRO must "own" the Business Case. Since the primary drivers of the Smart Meter Programme are financial (increasing customer numbers and reducing operational costs), the CFO is best positioned to monitor these outcomes.

According to MSP, the SRO must provide strategic direction and ensure that the programme remains viable and focused on its benefits. Option A is correct because it highlights the SRO's responsibility for benefit realization and financial accountability. While technical or industry knowledge (as mentioned in Options C and D) is helpful, the primary requirement for an SRO is the ability to lead the change and be accountable for the investment. The CEO (Option D) is usually part of the Sponsoring Group to whom the SRO reports, rather than being the SRO themselves, to maintain a layer of objective oversight.

### NEW QUESTION # 105

UU has partnered with a supplier who has expertise in training and change management. The supplier will provide a virtual change office function, helping staff in the business prepare for the significant transformation ahead and ensuring that the benefits will be realized. However, these change management services are very costly.

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

- A. Yes, because the costs are justified by the support provided to staff members and the benefits to be delivered
- B. No, because the BCM should use a network of internal change agents to support the changes in order to save money
- C. Yes, because the money saved by having a single call centre will provide contingency to pay for the change office
- D. No, because defining the need for additional supporting offices is part of tailoring the 'organization' theme

**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 'Justification' theme in MSP 5th Edition is central to the programme's lifecycle, ensuring that the investment remains desirable, viable, and achievable. It is not simply about choosing the cheapest option; it is about ensuring that the expenditures made are necessary to secure the projected benefits. This is often referred to as the "Value for Money" assessment.

In this case, the use of a specialized external change office is a strategic decision to mitigate the risk of "value leakage"-where benefits are lost because the organization fails to adopt the new ways of working. Option A is the correct answer because MSP 5th Edition explicitly states that the costs of a programme (including specialized support services) must be weighed against the scale of the transformation and the value of the benefits at risk. If the transformation is "significant," as described, the cost of expert change management is often a necessary investment to ensure the Target Operating Model is successfully reached. Option B is incorrect as it describes "contingency" incorrectly; justification is about the primary investment, not just using leftover savings. Option C is a management choice but does not invalidate the justification principle if external expertise is deemed more effective. The justification theme requires the Senior Responsible Owner (SRO) to continually validate that the costs of these services are outweighed by the improved likelihood of benefit realization.

### NEW QUESTION # 106

Which of the following is a critical organizational element?

- A. Delivery mechanisms for change
- B. Quality management and assurance
- C. Leading change
- D. Stakeholder engagement

**Answer: A**

### NEW QUESTION # 107

The project manager for the Customer Processes Project has heard a rumour that Web 'n' Go is having financial difficulties. If this company becomes bankrupt, they will not be able to supply the agreed customer web-based portal services which are required to enable the single customer services call centre. The programme manager has added this risk to the programme risk register. Is this action by the programme manager an appropriate application of the 'design' theme, and why?

- A. Yes, because projects should escalate risks that could affect the project's objectives to the programme manager
- B. No, because the vision and target operating model should be developed as part of the 'design' theme
- C. Yes, because the web-based portal services are needed to reduce staff levels and associated costs
- D. No, because this is just a rumour and no action is needed until Web 'n' Go is actually bankrupt

**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:

This question tests the boundary between the Design Theme and the Risk Theme. While the programme manager is doing the right thing by recording a risk (as it affects a critical capability), the question asks if this is an application of the Design Theme.

In MSP 5th Edition, the Design Theme specifically covers the creation and maintenance of the Vision, the Benefit Framework, and the Target Operating Model. It is about defining what is being built. The Risk Theme, on the other hand, is about managing the uncertainties that might prevent the design from being realized.

Option C is the correct answer because the scenario describes an act of Risk Management, not an act of Design. While the bankruptcy of a supplier would definitely impact the programme's ability to achieve its design, the act of putting it on a risk register is a procedural step within the Risk Theme. The Design Theme's primary purpose is to ensure the programme is designed to deliver the required transformation. A rumour about a supplier's bankruptcy is a classic external risk that sits firmly within the risk management framework.

### NEW QUESTION # 108

The programme is in the 'identify the programme' process. The CEngO is concerned that the engineering department will not be able to deliver the proposed Engineering Department Work at the same time as supporting the research into new smart meters and water leak detection equipment. The programme board believes that the engineering department will be able to manage, if the programme is planned optimally.

Which role is MOST LIKELY to approve the programme board's recommendation?

- A. Business change manager
- B. Programme manager
- C. Senior responsible owner
- D. Programme office lead

**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 'Identify the programme' process is the initial stage of the MSP transformational flow. Its primary purpose is to turn a vague idea or mandate into a clear programme brief that justifies further investment.

During this process, the Senior Responsible Owner (SRO) is appointed to take personal accountability for the programme.

According to MSP 5th Edition, the SRO is the ultimate decision-maker at this stage. While the Programme Board (which may include the CEngO and other senior leads) provides advice and recommendations regarding resource feasibility and capacity, it is the

SRO who must approve the way forward. Option A is correct because the SRO is responsible for ensuring the programme is viable and achievable. If the CEngO raises concerns about resource over-commitment, the SRO must weigh these concerns against the programme's strategic value and the Board's optimistic view. Ultimately, the SRO signs off on the programme brief and seeks authorization from the Sponsoring Group to move to the 'Design the outcomes' process. The Programme Manager (Option B) supports the process, but does not have the authority to approve the strategic direction or resource allocations of this magnitude. The SRO's role is to provide the leadership and decision-making necessary to resolve such internal resource conflicts at the start of the journey.

## NEW QUESTION # 109

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