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>> MSP-Practitioner無料模擬試験 <<

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Peoplecert MSP Practitioner, 5th edition Exam 認定 MSP-Practitioner 試験問題 (Q106-Q111):

質問 # 106

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

正解: C

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 # 107

The Training Project has included some interactive games in the training materials. This is to help engineering staff members share ideas and experiences during the training of how to apply the new processes. However, the CEngO thinks that the engineering staff members will find this approach rather childish as they are very experienced and normally work independently. As a result, the CEngO has asked for the games to be removed from the training materials.

Is the CEngO's request an appropriate application of the 'knowledge' theme, and why?

- A. No, because the objective of training is to ensure that the engineers learn lessons as quickly as possible
- B. Yes, because the engineers should be given time to reflect on the training so they can make improvements
- C. Yes, because the training materials should be documented in a clear format so that the engineers can access it
- D. No, because games can be used to help the engineers think creatively and improve their learning

正解: D

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 Knowledge Theme in MSP 5th Edition encourages innovative and effective ways to facilitate learning and knowledge transfer. The framework recognizes that for complex organizational change to "stick," the people involved must not just receive information but actually engage with it and internalize it. Using interactive elements, such as gamification or collaborative workshops, is a recognized method for stimulating creativity and fostering a learning culture.

Option C is the correct answer. The CEngO's request to remove the games based on a perception of them being "childish" ignores the psychological benefits of interactive learning. Games and simulations can help even highly experienced staff members explore new processes in a safe environment, share their own tacit knowledge, and identify potential flaws in the proposed future state.

According to MSP guidance, the goal of knowledge management is to maximize the organization's capability to change. If the games are designed to help engineers "share ideas and experiences," they are serving a vital role in knowledge sharing. Removing them solely based on an assumption of the staff's reaction-without testing the effectiveness of the training- is contrary to the MSP's focus on evidence-based improvement and effective stakeholder engagement.

質問 # 108

Which of the following defines Dis-benefit?

- A. Measurable improvement resulting from outcome perceived as an advantage
- B. A scenario that may bring profit or loss to programme
- **C. Measurable decline resulting from outcome perceived as negative**
- D. Unplanned scenario that has happened and needs management intervention to reduce negative impact

正解: C

質問 # 109

Which document is prepared with a purpose to share with stakeholders?

- **A. Vision**
- B. Programme Plan
- C. Business Case
- D. Blueprint

正解: A

解説:

The Vision document is prepared specifically to share with stakeholders to communicate the desired future state the programme aims to achieve. It is a clear, inspirational statement designed to create alignment, motivation, and understanding among all parties involved.

The MSP Practitioner states: "Vision's purpose is to share the idea of better future planned by programme with all stakeholders." It conveys the strategic intent and overarching goals without delving into technical or detailed delivery plans.

Unlike the Business Case or Blueprint, which are more technical or internal management documents, the Vision serves as a powerful communication tool fostering stakeholder engagement and support from the outset.

質問 # 110

Where in the transformational flow would the Benefits Map normally be created?

- A. Managing the Tranches
- B. Realizing the Benefits
- **C. Defining a Programme**
- D. Identifying a Programme

正解: C

解説:

The Benefits Map is typically created during the 'Defining a Programme' phase of the transformational flow.

This map visually links programme outputs to expected benefits and outcomes, providing a clear picture of how the programme's work will realize its intended value.

The MSP Practitioner explains: "Benefits are identified and analyzed in Defining a programme," which highlights that the Benefits Map is a key planning tool used to understand dependencies, confirm benefit ownership, and ensure alignment with strategic objectives before detailed delivery begins.

Creating the Benefits Map at this stage supports informed decision-making and prioritization, as well as effective communication with stakeholders about how change initiatives contribute to strategic goals. It also serves as a baseline for benefits realization planning and tracking throughout programme delivery.

By defining and mapping benefits early, the programme can mitigate risks of misalignment or overlooked benefits, thereby improving chances of successful transformation and measurable value creation.

質問 # 111

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