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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q36-Q41):

NEW QUESTION # 36
MSP is best suited for which programme?

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

Answer: D

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 # 37
Here are three actions to be performed during the Smart Meter Programme. Which role has an area of focus associated with each statement?

☐

Answer:

Explanation:
☐
Explanation:
Action
Role
Provide expertise in UU's programme scheduling software
Programme office lead
Develop the process for procuring external trainers
Programme manager
Approve the process for assigning internal staff to the programme
Senior responsible owner
The Programme Office provides the technical "best practice" and tool expertise (scheduling software). The Programme Manager designs the management processes for delivery (procurement). The SRO approves the overarching governance and resource allocation rules.

NEW QUESTION # 38
The programme is in Tranche 2 and has been progressing according to plan. However, there have been difficulties transitioning to the new ways of working at the end of Tranche 1 and UU has had some customer complaints as a result. Therefore, the SRO asked the programme manager to replan the programme so that all remaining capabilities are transitioned at the end of the programme, instead of at the end of the tranche.
Is this an appropriate application of the 'structure' theme, and why?

- A. Yes, because applying the 'collaborate across boundaries' principle requires effective use of programme resources
- B. No, because applying the 'align with priorities' principle requires the content of the tranches to be changed, rather than delaying transition
- C. Yes, because applying the 'lead with purpose' principle requires delivery to be planned to realize outcomes of benefit
- D. No, because applying the 'realize measurable benefits' principle requires outcomes of benefit to be embedded at

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:
In MSP 5th Edition, the Structure Theme is heavily reliant on the principle of "Realize measurable benefits.' A core tenet of this principle is that benefits should not be "big bang" deliveries at the very end of a programme. Instead, MSP advocates for an incremental approach where the programme is broken down into tranches, each culminating in a landing point. A landing point is a point in time when a set of capabilities is transitioned into the business, allowing for the realization of intermediate benefits and the embedding of new ways of working.
The SRO's request to delay all transitions until the end of the programme directly contradicts this principle.
Option C is correct because MSP 5th Edition mandates that outcomes of benefit should be embedded at these intermediate landing points. By doing so, the programme provides early value to the organization, validates the "pathway to benefits," and reduces the overall risk of failure. Delaying all transitions to the end creates a high-risk environment where the business may be overwhelmed by a massive amount of change at once.
Furthermore, the feedback loop from Tranche 1 (the customer complaints) should be used to improve the transition process for subsequent tranches, not to abandon the incremental delivery model altogether. The structure of a programme is specifically designed to provide these "safe harbors" where progress is assessed and benefits are consolidated before moving forward.

NEW QUESTION # 39
One of the outcomes from the programme is 'customers buy package deals'. However, this outcome cannot be fully achieved until the end of Tranche 3 when training for the call centre staff is complete. Some senior managers think that this could be delivered more quickly, but the Call Centre Manager does not want their staff members affected by too many changes at the same time, so that they can continue to meet the needs of existing customers. The programme manager has designed the tranche structure to take this into account.
Is this tranche design an appropriate application of the 'bring pace and value' principle, and why?

- A. No, because the priority of the programme is to deliver the vision and benefits as early as possible
- B. Yes, because the timing of delivery must consider the needs of normal business-as-usual activities
- C. No, because the BCM should be responsible for deciding when the transition to new ways of working should start
- D. Yes, because the programme manager should be empowered to design the delivery plan to meet the business needs

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 principle of 'Bring pace and value' in MSP 5th Edition emphasizes that a programme should be structured to deliver value as early as possible while maintaining a sustainable pace of change. A critical aspect of this principle is the recognition of the "capacity for change" within the business-as-usual (BAU) environment. If a programme attempts to move too quickly, it risks overwhelming the operational teams, leading to a dip in performance or a complete failure to adopt the new ways of working.
In this scenario, the Call Centre Manager highlights a valid concern regarding the volume of change (change fatigue) and the need to maintain existing customer service levels. Option A is the correct application of the principle because MSP explicitly states that the design of tranches and the timing of "landing points" must be balanced against the organization's ability to absorb change. Delivering "pace" does not mean reckless speed; it means the optimal speed that maximizes cumulative value without breaking the operational backbone of the company. By designing the tranche structure to accommodate the call centre's capacity, the programme manager ensures that when the change is finally implemented in Tranche 3, it is more likely to be successful and sustainable. This avoids the "value leakage" that occurs when changes are forced upon a business that is not ready to receive them.

NEW QUESTION # 40
In delivering the capability, who is responsible for aligning projects with benefits realization?

- A. BCM
- B. Programme Manager
- C. Both
- D. None

Answer: C

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