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Peoplecert MSP-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">Programme Management: Develop expertise in programme management best practices, mastering principles, themes and processes to help organizations manage programmes effectively.
Topic 2	<ul style="list-style-type: none">Risk and Issue Management: Acquire advanced knowledge of identifying, assessing and managing risks and issues that can impact a programme's success.
Topic 3	<ul style="list-style-type: none">Tailoring: Learn how to tailor the MSP 5th edition method to suit the specific needs and context of your programme and organization.
Topic 4	<ul style="list-style-type: none">Quality Management: Understand quality assurance and control processes to ensure that programme deliverables and outcomes meet or exceed defined quality standards.
Topic 5	<ul style="list-style-type: none">Governance and Control: Gain an in-depth understanding of programme governance, including setting up and maintaining governance structures, accountability mechanisms and assurance processes to deliver programme success.
Topic 6	<ul style="list-style-type: none">Problem Solving: Develop expertise in addressing complex programme management challenges and resolving issues efficiently and effectively.
Topic 7	<ul style="list-style-type: none">Stakeholder Engagement: Learn how to effectively manage diverse stakeholders, including executives, sponsors, team members, suppliers and customers, with advanced communication and relationship-building skills.
Topic 8	<ul style="list-style-type: none">Resource Management: Learn how to allocate and optimize resources (human, financial and material) effectively, even in complex and changing environments, to achieve programme objectives.

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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q13-Q18):

NEW QUESTION # 13

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

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 '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 # 14

The programme is in the 'design the outcomes' process. The programme team is reviewing the programme brief and a revised version of the vision statement that has been prepared and validated in a workshop with key stakeholders.

What action should the programme manager and BCM take FIRST?

- A. Analyse past programme benefit profiles in order to agree a new, standard template to be used by the programme team
- B. Hold a workshop to confirm and document the increased customer numbers with call centre managers
- C. Schedule the activities and resources to track the observable outcomes and realization of benefits
- D. Capture uncertain events that would affect one or more outcomes of benefit in the risk register

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 'Design the outcomes' process is where the high-level vision is translated into a detailed Target Operating Model (TOM) and a Benefit Framework. Once the vision is validated, the next logical step in the MSP transformational flow is to begin detailing the benefits that the new state will provide.

Option B is the correct answer because it focuses on quantifying the benefits—specifically the "increased customer numbers." Before scheduling resources (Option C) or refining risk registers (Option A), the Business Change Manager (BCM) and the Programme Manager must work with the business (the call centre managers) to define what success looks like in measurable terms. This involves creating Benefit Profiles. By holding a workshop to confirm these numbers, the BCM ensures that the benefits are realistic, owned by the business, and directly linked to the validated vision. This step is crucial for the Justification Theme, as it provides the evidence needed to build the detailed Business Case. In MSP 5th Edition, the

"benefits-led" nature of programmes means that defining the measurable improvements is a top priority once the desired future state (the vision) is understood. Only after these benefits are clearly identified and documented can the programme effectively plan the delivery of the capabilities required to achieve them.

NEW QUESTION # 15

Which document has the as-is state of organization?

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

Answer: B

Explanation:

The Blueprint document defines both the as-is and to-be (future) states of the organization. It provides a detailed description of the current operational environment and the changes required to achieve the programme's desired outcomes.

The MSP Practitioner explains: "Blueprint defines as-is and future state of organization," serving as a key governance document to guide design and delivery of the transformation.

By articulating the current state clearly, the Blueprint helps identify gaps, dependencies, and change requirements, ensuring that the programme's outputs align with the intended future state, thus supporting successful transformational change.

NEW QUESTION # 16

The programme is in the 'deliver the capabilities' process in Tranche 3. Engineering staff have been installing the new water meters. As a result, fewer staff than planned have attended the first few training courses, delivered as part of the Training Project. If this trend continues, realization of the reduced costs could be delayed. The programme manager has asked the CEngO to schedule this routine work so that the engineers can attend training courses in the future.

Which theme is MOST relevant to this situation, and why?

- A. Decisions, because the problem with the delayed training courses is causing a delay to delivery of the programme benefits
- B. Decisions, because the programme manager is responding to possible delays to the training courses affecting programme benefits
- C. Justification, because further delays to the training courses will start to impact programme costs, affecting the business case
- **D. Justification, because the delays to the training courses could impact how quickly the reduced costs are realized**

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 Justification Theme in MSP 5th Edition is concerned with the ongoing viability of the programme and the realization of the benefits that justify the investment. A critical aspect of this theme is the monitoring of the Benefit Realization Plan. If events occur that threaten the timing or magnitude of benefits, it directly impacts the programme's justification.

In this scenario, the failure of engineering staff to attend training is not just a scheduling issue; it is a threat to the realization of reduced costs. Option C is the correct answer because the Justification theme requires the programme manager to identify when the "pathway to benefits" is compromised. If staff are not trained, they cannot adopt the new ways of working, which delays the benefits. This delay must be addressed to protect the Business Case. While the programme manager is making a decision (Option A), the reason this situation is significant in an MSP context is that it affects the fundamental justification of the programme. The Justification theme ensures that the SRO and Programme Manager remain focused on the "why" of the programme—the benefits—and take action when those benefits are at risk of being delayed or lost due to operational conflicts between routine work and programme

requirements.

NEW QUESTION # 17

Which of the following is not correct about 'Leading change'?

- A. Actively engage stakeholder
- B. Create novel solutions to problems
- C. Appoint right people at right time
- D. Get approval from sponsoring group

Answer: D

Explanation:

'Leading change' principle in MSP focuses on driving transformation through the right leadership, engaging stakeholders actively, and fostering innovative solutions. However, getting approval from the sponsoring group is not considered part of this principle but rather a responsibility addressed in programme organization under governance themes. Approval processes are formalized separately from the leadership approach.

NEW QUESTION # 18

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