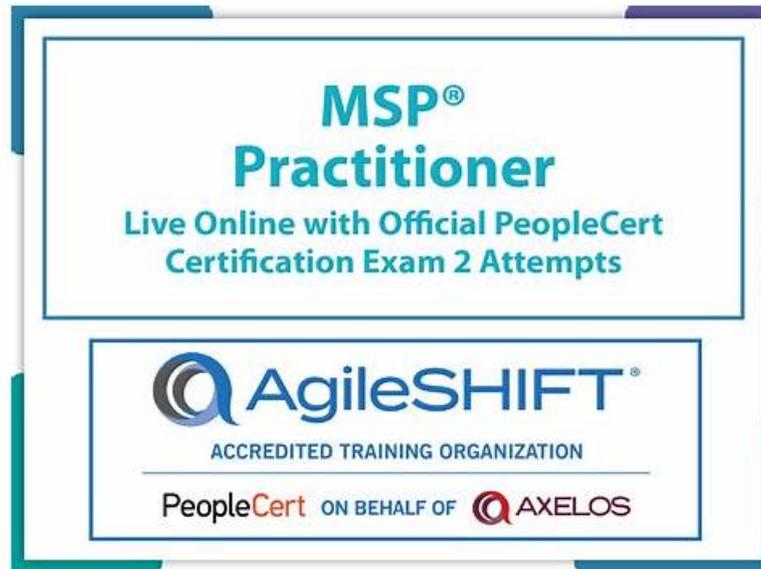


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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q94-Q99):

NEW QUESTION # 94

During the programme, there will be a series of voluntary and compulsory redundancies. The COO believes there is a possibility that UU could lose many of its very highly skilled and knowledgeable staff as a result.

How should this information be managed when applying the 'decisions' theme to the 'embed the outcomes' process?

- A. As a benefit with activities to maximize the cost savings resulting from additional highly paid staff leaving
- B. As an unintended consequence with increased assurance activities to monitor the situation

- C. As a dis-benefit with activities to minimize the effects of skilled labour leaving the organization
- D. As a risk by offering more attractive employment contracts to retain these highly skilled staff

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 Decisions Theme in MSP 5th Edition involves monitoring the impact of the transformation and responding to emerging information. During the 'Embed the outcomes' process, the programme must look for unintended consequences-outcomes of the change that were not part of the original design but have an impact (usually negative) on the organization.

The loss of critical, highly skilled staff during a redundancy process is a classic unintended consequence.

While the redundancies themselves were a planned output to reduce costs, the "brain drain" of key talent is a side effect that could damage the long-term health of the business. Option A is the correct answer because MSP 5th Edition guidance states that such consequences should be managed by increasing monitoring and assurance to understand the scale of the impact. This allows the Programme Board to decide if corrective action is needed. While it could be viewed as a dis-benefit (Option C), the "decisions" theme specifically looks at these emerging impacts as things that need to be tracked and evaluated through the governance structure. By treating it as an unintended consequence, the programme can use its assurance mechanisms to provide the SRO with the data needed to make a strategic choice, such as adjusting the retention strategy or the pace of the remaining redundancies.

NEW QUESTION # 95

At the end of Tranche 2, the programme office lead reported that the overall programme cost would exceed the current budget. The SRO has recommended to the sponsoring group that the programme budget be increased, to enable the programme to deliver the full target operating model, as originally planned.

Which theme is being applied to the 'evaluate new information' process?

- A. Design
- **B. Justification**
- C. Knowledge
- D. Assurance

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 Justification Theme is the backbone of any MSP programme, ensuring that the investment of time, money, and effort is continually balanced against the expected benefits. This theme is most visible during the 'Evaluate new information' process at the end of a tranche, where the Business Case is formally reassessed.

Option B is the correct answer. When the programme office lead reports a budget overrun, it directly impacts the financial viability of the programme. The SRO's recommendation to increase the budget to achieve the Target Operating Model (TOM) is a fundamental "Justification" activity. The SRO is arguing that the value of the benefits to be realized (the outcomes of the full TOM) still outweighs the increased cost of the investment. According to MSP 5th Edition, the justification must be maintained throughout the lifecycle; if the costs increase, the SRO must re-validate with the Sponsoring Group that the programme remains desirable and achievable. This application of the Justification theme ensures that the programme does not proceed blindly into a deficit but makes a conscious, governed decision to continue based on the remaining value. It protects the organization from "sunk cost fallacy" by forcing a transparent review of the investment's merit in light of the new financial data.

NEW QUESTION # 96

Which of the following statements is NOT TRUE?

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

Answer: C

Explanation:

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.

NEW QUESTION # 97

Which of below sentences describes Project Brief?

- A. Control framework for programme
- B. List of all projects that will be part of programme
- C. Describes purpose, cost, time, performance requirements and constraints of a project
- D. Control framework for projects

Answer: C

Explanation:

The Project Brief is a key document that describes the purpose, cost, time, performance requirements, and constraints of a specific project. It acts as the initial detailed definition of a project within the programme context. The MSP Practitioner states: "Project brief describes purpose, cost, time, performance requirements and constraints of a project," highlighting its role in defining project scope and parameters, which supports effective project delivery aligned to the programme objectives.

NEW QUESTION # 98

POTI model is part of which governance theme?

- A. Blueprint
- B. Risk and issue management
- C. Business Case
- D. Vision

Answer: A

NEW QUESTION # 99

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