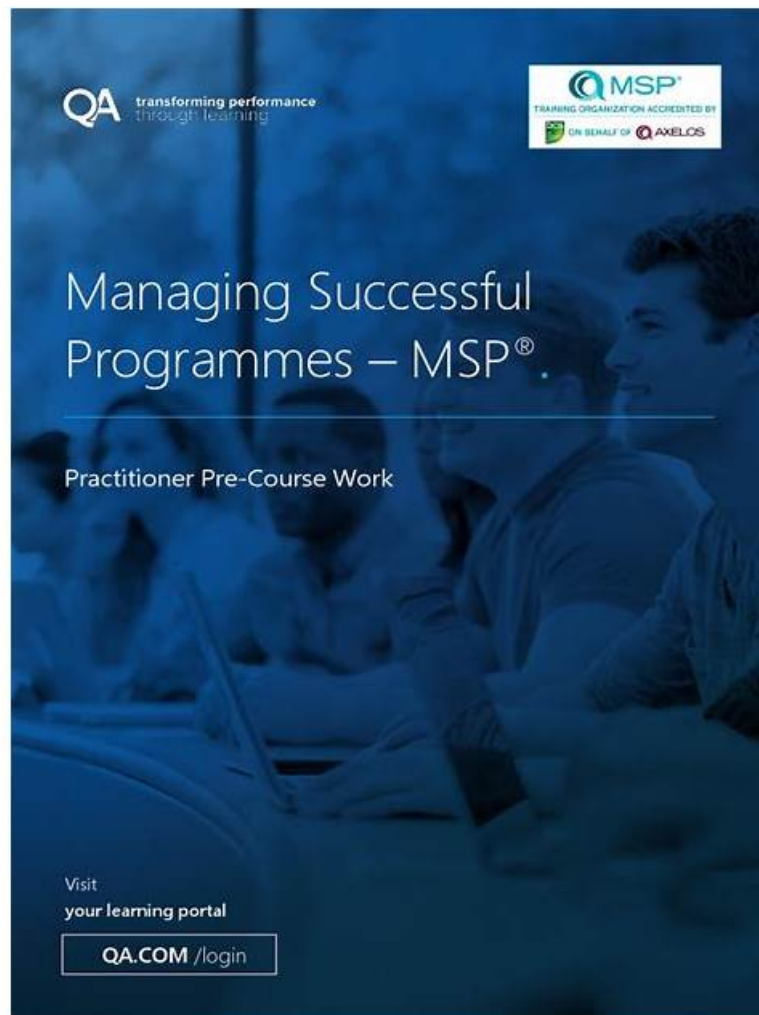


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Topic	Details
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Topic 3	• Governance and Control: Gain an in-depth understanding of programme governance, including setting up and maintaining governance structures, accountability mechanisms and assurance processes to deliver programme success.

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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q64-Q69):

NEW QUESTION # 64

The programme is in the 'plan progressive delivery' process. The programme manager has recommended that the funds for the HR Work should come from a different source to the funding for the project work.

During which activity is the SRO responsible for providing formal approval for this recommendation?

- **A. Agree to proceed (or close)**
- B. Continue to develop and validate programme plans
- C. Prepare for the next process
- D. Confirm business case

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 'Plan progressive delivery' process is where the detailed plans for the tranches and projects are finalized, and the financial requirements are clarified. This process bridges the gap between the initial design and the start of actual delivery. One of the final and most critical activities in this process (and indeed in most MSP processes) is 'Agree to proceed (or close)'.

In MSP 5th Edition, the Senior Responsible Owner (SRO) holds the ultimate authority to commit the organization to the investment. While the Programme Manager develops the recommendation for funding sources during the planning activities, the SRO must formally approve the entire package of plans, the budget, and the funding strategy before the programme can move into the delivery tranches. Option D is the correct answer because this specific activity represents the "gate" at the end of the planning process. By "agreeing to proceed," the SRO is providing the final authorization for the financial arrangements and the overall delivery strategy. This ensures that the SRO is fully satisfied with the justification and the resource commitments before any significant expenditure begins in Tranche 1. It is a fundamental governance checkpoint that ensures the SRO remains in control of the programme's viability and strategic alignment.

NEW QUESTION # 65

In delivering the capability, which role is responsible for aligning projects with programme objectives?

- A. Programme Office
- **B. Programme Manager**
- C. SRO
- D. BCM

Answer: B

NEW QUESTION # 66

Which of following documents are parts of governance themes?

- A. Blueprint, Vision, Quality management strategy
- B. Blueprint, Requirement Specification
- C. System and product specification
- D. Business Case, Programme mandate

Answer: A

NEW QUESTION # 67

Which of following is not a principal control for managing the tranches?

- A. Business Case
- B. Benefit Review
- C. Dependency management
- D. Business Case

Answer: C

Explanation:

Dependency management is not considered a principal control for managing the tranches but rather a governance control related to delivering the benefits.

The MSP Practitioner explains: "Dependency management is governance control for Delivering the benefits," which means while dependencies between projects and benefits must be managed, they are not direct tranche controls.

Principal tranche controls focus on approving and reviewing Business Cases and conducting Benefit Reviews to ensure each tranche delivers value and remains aligned with strategic objectives.

Recognizing this distinction helps ensure the programme maintains effective controls focused on stage delivery and benefit realization without conflating governance functions.

NEW QUESTION # 68

The CFO has specified the need to calculate the Net Present Value (NPV) to demonstrate the return on investment for the programme. How should the resulting benefit be expressed?

- A. As growth resulting from additional sales due to unified staff contracts
- B. As cost savings vs budget due to HR efficiencies
- C. As a non-financial measure of benefit
- D. As a cash proxy of reduced costs resulting from increased customer satisfaction

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:

In MSP 5th Edition, the 'Justification' and 'Benefits' themes emphasize that benefits must be measurable and expressed in a way that allows for objective assessment of the programme's value. When a CFO requests a Net Present Value (NPV) calculation, they are looking for a financial representation of the programme's worth. NPV is a financial metric used to represent the value of future cash flows in today's terms. Therefore, the benefits feeding into this calculation must be expressed in financial terms.

Option B is the correct answer because "cost savings" are tangible, financial benefits that can be directly used in an NPV calculation. In the context of the UU scenario, HR efficiencies leading to reduced staff costs provide a direct cash-flow impact. While Option C (additional sales) is also financial, it is often more speculative than cost savings. Option D uses a "cash proxy," which is a technique used in MSP to assign a monetary value to non-financial benefits (like customer satisfaction), but since the scenario specifically mentions HR efficiencies and cost-saving metrics are already available, a direct financial measure is preferred for a formal NPV.

Option A is incorrect because non-financial measures (like brand reputation) cannot be directly included in an NPV formula without conversion. MSP 5th Edition stresses that the Business Case must be supported by a robust Benefit Realization Plan where financial benefits are clearly quantified to justify the investment.

NEW QUESTION # 69

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