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Peoplecert MSP Practitioner, 5th edition Exam Sample Questions (Q119-Q124):

NEW QUESTION # 119

Which of following is False?

- A. Stakeholders can change during the lifecycle of programme
- B. Stakeholder profiles are created under stakeholder maps
- C. Stakeholder profiles identifies and lists each stakeholder properties
- D. Instead of having individual stakeholders, it is better to divide them in suitable categories

Answer: B

Explanation:

The false statement is that "Stakeholder profiles are created under stakeholder maps." In fact, MSP treats the Stakeholder Map as a component or output of Stakeholder Profiling.

The MSP Practitioner explains: "Stakeholder map is created as part of stakeholder profile," meaning the profile contains detailed information about individual stakeholders, their attributes, influence, and interests, while the map visually represents stakeholder relationships and influence patterns.

This distinction is important for effective stakeholder analysis and engagement planning, ensuring both granular detail and strategic overview are captured.

NEW QUESTION # 120

The programme manager has analysed the costs of using an expert external company to work on the Research and Development Project. Although using the external experts is likely to produce a higher quality solution which would lead to increased organizational adoption, the SRO has insisted that the project only uses internal staff to minimize costs.

Is the SRO's response an appropriate application of the 'deploy diverse skills' principle, and why?

- A. No, because the sponsoring group should approve decisions on how the programme will be resourced
- B. Yes, because the programme should minimize its reliance on external suppliers to minimize costs
- C. No, because programme delivery should use the right mix of skills to achieve the outcomes of benefit
- D. Yes, because it is important to build internal skills for the future during the programme

Answer: C

Explanation:

Comprehensive and Detailed 200 to 250 words of Explanation From Exact Extract of project- programme-and-portfolio-management of 5th Edition MSP:

The 'Deploy diverse skills' principle in MSP 5th Edition emphasizes that programme management requires a specific set of capabilities that are different from project management or business-as-usual (BAU). This principle states that a programme must have access to the right people, with the right skills, at the right time.

This often involves a blend of internal staff who understand the organizational culture and external experts who bring specialized knowledge or "best-in-class" technical skills that may not exist within the organization.

The SRO's decision to use only internal staff purely to minimize costs, despite evidence that external experts would provide a higher quality solution and better adoption, is a violation of this principle. Option D is correct because MSP specifically guides that the focus should be on achieving the outcomes of benefit. If the lack of specialized skills leads to a lower quality solution or poor adoption, the programme's benefits are at risk. The principle of 'deploying diverse skills' encourages looking beyond cost to ensure the capability delivered is fit for purpose. While building internal skills (Option B) is a secondary benefit of programmes, it should not come at the expense of the programme's ability to successfully deliver its primary transformational objectives. The SRO's role is to ensure the programme is set up for success, which includes securing the necessary expertise to realize the vision.

NEW QUESTION # 121

Which of the following is NOT set out by the Programme Brief?

- A. Risks and issues
- B. Key resources needed
- C. Estimated cost
- D. Analysis of the options available

Answer: D

Explanation:

Analysis of the options available is not typically included in the Programme Brief but is developed during the preparation of the Business Case.

The MSP Practitioner clarifies: "Analysis of options starts while preparing business case," meaning the Programme Brief sets out the scope, risks, costs, and key resources but does not contain detailed option appraisal.

This distinction helps ensure the Programme Brief remains a focused and concise document outlining programme intent and governance, while the Business Case undertakes the detailed financial and strategic evaluation required for decision-making.

NEW QUESTION # 122

As the influence of a stakeholder increases, it is recommended that a 'higher' level of engagement is appropriate. Which of the following describes this increasing engagement?

- A. Maintain interest, active consultation, keep informed
- B. Active consultation, keep informed, maintain interest
- C. Keep informed, active consultation, maintain interest
- **D. Keep informed, maintain interest, active consultation**

Answer: D

NEW QUESTION # 123

Three items of information have been recorded in the documents to support the 'decisions' theme. In which document should they be recorded?

Each project will have a change control authority to assess changes up to the value of £5,000. Changes above this level will be referred to a programme change control authority. Change requests that have a cost implication of over £10,000 should be referred to the CEO and CFO for approval	Programme strategy: Decision-making approach
There is a low likelihood that legislation may be passed that allows customers to immediately switch utility providers without penalty	Programme strategy: Issue-resolution approach
'Return on investment' will be used at the programme level as the basis for calculating the profit or the loss that is generated in relation to the amount of money invested	Programme strategy: Risk-response approach
	Decision register
	Issue register
	Risk register

Answer:

Explanation:

Each project will have a change control authority to assess changes up to the value of £5,000. Changes above this level will be referred to a programme change control authority. Change requests that have a cost implication of over £10,000 should be referred to the CEO and CFO for approval	Programme strategy: Issue-resolution approach
There is a low likelihood that legislation may be passed that allows customers to immediately switch utility providers without penalty	Programme strategy: Risk-response approach
'Return on investment' will be used at the programme level as the basis for calculating the profit or the loss that is generated in relation to the amount of money invested	Issue register
	There is a low likelihood that legislation may be passed that allows customers to immediately switch utility providers without penalty

Explanation:

Decision Item

Document

Each project will have a change control authority... up to £5,000. Above this level... referred to a programme authority... over £10,000 to the CEO/CFO Programme strategy: Decision-making approach There is a low likelihood that legislation may be passed that allows customers to immediately switch utility providers without penalty Risk register 'Return on investment' will be used at the programme level as the basis for calculating the profit or loss generated in relation to money invested Decision register Setting monetary thresholds for escalation and delegation is a "Decision-making approach" activity. Legislative uncertainty with a probability and impact is a Risk. Documenting the specific criteria or "basis" used for previous or current decisions belongs in the Decision Register.

NEW QUESTION # 124

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