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MSP Practitioner, 5th edition Exam

PEOPLECERT MSP-Practitioner

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QUESTION NO: 1

The programme is in the 'deliver the capabilities' process in Tranche 1. The Employment Contracts Project needs to identify the skills and qualifications for call centre staff. The Call Centre Manager is concerned that the delivery of the web-based portal, being delivered in Tranche 2, will affect the skills required. They are worried that this may lead to some considerable rework during Tranche 2.

Which role should be responsible for making sure that the Call Centre Manager's concerns are properly managed?

- A. Sponsoring group members
- B. Senior responsible owner
- C. Programme manager
- D. Programme office lead

ANSWER: C

Explanation:

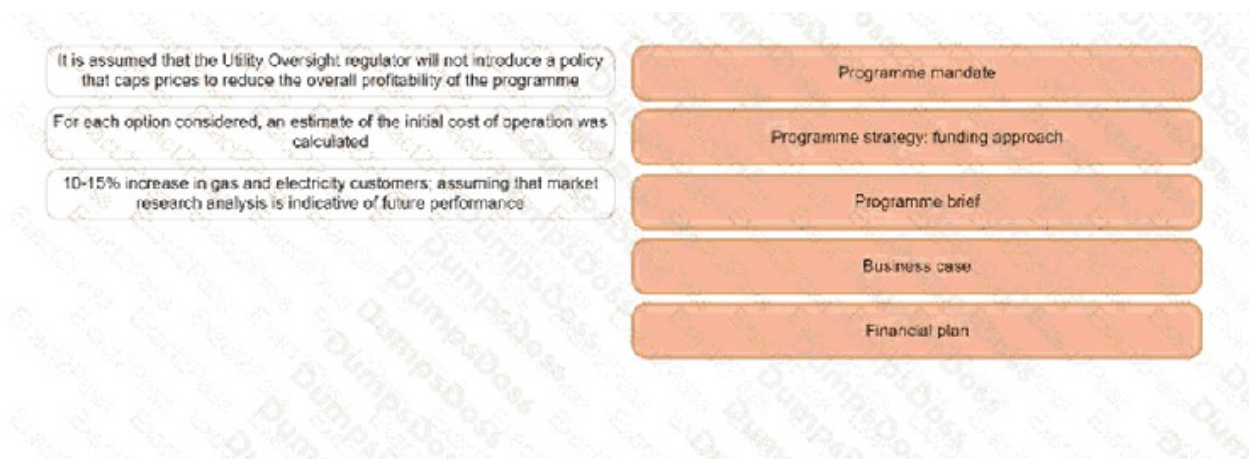
Programme manager is correct because this concern is a programme-level dependency affecting the coherent delivery of capabilities across more than one tranche. The employment-contracts work must identify skills and qualifications that will remain appropriate when the web-based portal is introduced later. That requires active coordination between the projects, clarification of assumptions, management of the resulting risk, and timely adjustment of plans or designs to reduce avoidable rework.

Within MSP, the programme manager manages the programme on a day-to-day basis and coordinates its projects and other work to deliver the programme's blueprint and required capabilities. This includes ensuring that interdependencies are identified and managed, that relevant stakeholders and delivery teams communicate effectively, and that risks or issues affecting the integrated programme are escalated and controlled through appropriate governance. The programme manager should therefore ensure that the Call Centre Manager's operational knowledge is considered in the current work and reconciled with the anticipated portal capability in the later tranche.

This is consistent with MSP's focus on coordinated delivery of related projects and change activities to achieve beneficial outcomes, rather than treating each project or tranche as an isolated initiative. See [PeopleCert's MSP certification overview](#) and [PeopleCert's AXELOS best-practice portfolio information](#).

QUESTION NO: 2 - (SIMULATION)

Here are three statements about the programme justification for the Smart Meter Programme. In which document should the statements be recorded?



ANSWER: See the explanation for the answer

Explanation:

Correct document allocation:

The Business Case records investment assumptions that affect the programme's viability and profitability. The Programme Brief captures the early options analysis and high-level initial cost estimates. The Financial Plan records financial forecasts, including customer-growth assumptions that drive anticipated income and funding needs.

QUESTION NO: 3

In which MSP theme would you expect to find the POTI model?

- A. Vision
- B. Blueprint Design and Delivery
- C. Leadership and Stakeholder Engagement
- D. Planning and Control

ANSWER: B

Explanation:

Blueprint Design and Delivery is correct because the POTI model is used to help describe and structure the target operating model that a programme is seeking to achieve. POTI considers the interrelated dimensions of *processes, organization, technology, and information*. Together, these dimensions provide a practical way to identify the capabilities, changes, and design choices required for the programme's future state.

In Managing Successful Programmes (MSP), the blueprint defines the programme's desired future state and provides the basis for understanding the transformational changes needed to move from the current state to that target. Applying POTI supports a sufficiently complete blueprint by ensuring that the design is not limited to technical deliverables, but also addresses operational processes, organizational arrangements, and the information needed to make the new environment work. This makes it a Blueprint Design and Delivery tool, supporting coherent design, delivery planning, and realization of the programme's intended outcomes and benefits. MSP's programme-management guidance and certification information are available from [PeopleCert's MSP certification page](#) and [AXELOS MSP guidance](#).

QUESTION NO: 4

Which of the following is Management document?

- A. Programme brief
- B. Project Dossier
- C. Issue Register
- D. Programme Mandate

ANSWER: C

Explanation:

The *Issue Register* is a management document because it provides a controlled, current record of issues that arise while the programme is being delivered. It enables the programme team to describe an issue, assess its effect on the programme, allocate ownership, monitor actions and decisions, and escalate matters that exceed delegated tolerances. This makes it an important operational control for maintaining visibility of matters requiring resolution and for supporting timely programme-level decision-making.

MSP distinguishes between documents that establish or define the programme and the management information used to control its ongoing work. An Issue Register is used throughout programme management as issues emerge, are investigated, acted on, and closed. Its purpose is therefore directly connected to managing the programme rather than merely authorizing

it or describing its intended direction. Effective issue control also helps ensure that impacts on outcomes, benefits, risks, plans, and projects are considered in a coordinated way.

MSP is the PeopleCert best-practice guidance for programme management; see the [PeopleCert MSP certification overview](#) and the [official MSP guidance overview](#).

QUESTION NO: 5

The project team working on the Training Project in Tranche 3 needs to understand the new processes and knowledge required by staff members to develop a coherent set of training materials. The project team also needs to know the skills and qualifications for each role, and any new processes. The project manager is concerned that some of the documentation provided is outdated and does not now reflect the current processes being developed.

Which aspect of information management, if applied correctly, is MOST LIKELY to address these concerns?

- A. Access control
- B. Integrity
- C. Storage
- D. Version control

ANSWER: D

Explanation:

Version control is the appropriate information-management aspect because the immediate concern is that the team may be relying on documentation which no longer represents the processes currently being designed and delivered. Training materials must reflect the approved, current operating model: the relevant roles, skills, qualifications, procedures, and knowledge requirements. Version control provides a disciplined means of identifying each iteration of an information product, recording its status, and making clear which version is the authorised one for use.

Applied effectively, it enables the programme and its projects to maintain a reliable history of changes while ensuring that the Training Project can locate and use the latest approved process definitions. This is particularly important across tranches, where capabilities and supporting processes may evolve before implementation. The training team can therefore align its materials with the current baseline rather than creating materials from superseded requirements. Controlled versions also support review, approval, traceability, and communication of changes to dependent teams, helping the programme maintain coherence as it moves towards its desired future state.

This reflects MSP's emphasis on using appropriately managed information to support coordinated programme decision-making and delivery. See the official [PeopleCert MSP certification overview](#) and the [MSP best-practice overview](#).

QUESTION NO: 6

Which of the following is a critical organizational element?

- A. Leading change
- B. Stakeholder engagement
- C. Quality management and assurance
- D. Delivery mechanisms for change

ANSWER: D

Explanation:

Delivery mechanisms for change is a critical organizational element in Managing Successful Programmes (MSP) 5th edition. MSP describes the organizational context in which programmes operate through three critical elements: the

organization's corporate strategy, its business-as-usual environment, and its delivery mechanisms for change. Delivery mechanisms for change are the established organizational structures, methods, governance arrangements, portfolio and project-management capabilities, and other means used to conceive, authorize, deliver, and embed change. Understanding these mechanisms enables a programme to align its approach with the organization's existing capacity and controls, rather than operating independently of them. This supports coordinated delivery of the programme's blueprint and outcomes, while ensuring that programme activity remains connected to strategic intent and can be absorbed into operational business. MSP therefore treats this as a foundational part of the programme environment that must be considered when designing and governing a programme. Further information on MSP and its current guidance is available from [PeopleCert's MSP certification page](#) and [AXELOS MSP guidance](#).

QUESTION NO: 7

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

ANSWER: C

Explanation:

Justification, because the delays to the training courses could impact how quickly the reduced costs are realized, is the most relevant answer. In MSP, continued justification means maintaining focus on whether the programme remains worthwhile in relation to its intended benefits, costs, risks, and timescales. The reduced operating costs are an expected programme benefit, and staff attendance at training is part of the pathway that enables the organization to use the new water meters effectively and achieve those savings. A sustained shortfall in training attendance may therefore defer the point at which the benefit is realized.

The programme manager's action to have routine engineering work scheduled around future training protects that benefit-realization pathway. The action is not merely an operational scheduling improvement: it safeguards the timing assumption underpinning the programme's forecast benefits. The Justification theme requires benefit forecasts and the business case to remain credible throughout the programme, including where circumstances could alter the timing, value, or achievability of benefits. Addressing the attendance trend promptly supports the continued validity of the programme's justification and enables the expected reduced costs to be realized as planned. MSP's programme-management guidance describes the importance of continued business justification and benefits realization throughout a programme lifecycle; see [PeopleCert's MSP 5th Edition overview](#) and [AXELOS MSP guidance](#).

QUESTION NO: 8

The programme is in the 'plan progressive delivery' process for the first time and the business case has been confirmed. The programme manager is now attempting to get commitment from the Call Centre Manager that they will provide the staff needed in Tranche 1.

Is this an appropriate application of the 'plan progressive delivery' process, and why?

- A. Yes, because the Call Centre Manager should commit the resources before Tranche 1 begins
- B. Yes, because resources from the call centres will be critical to the success of Tranche 1

- C. No, because the sponsoring group should commit the resources before Tranche 1 begins
- D. No, because resources should be appointed by the project management team when Tranche 1 begins

ANSWER: A

Explanation:

Yes, because the Call Centre Manager should commit the resources before Tranche 1 begins. In MSP's plan progressive delivery process, the programme develops sufficiently detailed and integrated plans for the next tranche so that delivery can proceed on a realistic and controlled basis. This includes identifying the people and other resources needed, agreeing their availability, and securing commitment from the managers who control those operational resources. Once the business case has been confirmed, the programme manager is therefore right to seek a clear commitment from the Call Centre Manager for the staff required during Tranche 1.

This commitment is more than a planning assumption: it establishes that the tranche is deliverable alongside ongoing operational responsibilities and that the required capability will be available at the point it is needed. It supports credible scheduling, dependency management, cost planning, and the transition of capability into business operations. Securing resource commitment before the tranche starts also provides an appropriate basis for authorization and avoids proceeding with plans that cannot be resourced in practice. MSP describes progressive delivery as planning and delivering the programme in manageable tranches, with plans refined as confidence and detail increase. See the official [PeopleCert MSP certification overview](#) and the [Managing Successful Programmes, 5th edition](#).

QUESTION NO: 9

When approval to proceed is given at the end of Defining a Programme, what does this mean?

- A. The approval authorizes the work of all projects in the first tranche of programme.
- B. The approval authorizes the SRO to proceed with the whole programme.
- C. The approval authorizes the start of the first project in the first tranche only.
- D. The approval only acknowledges that the documents developed so far are acceptable.

ANSWER: A

Explanation:

The approval authorizes the work of all projects in the first tranche of programme. In MSP, Defining a Programme establishes the detailed foundation needed to make an informed decision about investment and delivery, including the programme's governance, plans, business case, blueprint, and approach to realizing benefits. Approval at this point is not a blanket commitment to deliver every tranche regardless of subsequent evidence. It is authorization to begin controlled delivery through the first tranche, which may contain several coordinated projects and other programme activities required to create capability and progress towards the desired outcomes.

This reflects MSP's principle of maintaining continued justification and its tranche-based governance model. At the end of the first tranche, the programme is reviewed against its business case, progress, risks, forecast benefits, and continuing strategic fit. The relevant governance authority can then decide whether to authorize the next tranche, alter the programme, pause it, or stop it. Authorizing all work within the first tranche therefore gives the programme sufficient authority to commence coordinated delivery while retaining appropriate control over future investment decisions. PEOPLECERT describes MSP as a framework for leading programmes through governance and successful delivery of transformational change; see [PEOPLECERT MSP certifications](#) and [PEOPLECERT learning resources](#).

QUESTION NO: 10

Which principle ensures creating a "Vision"?

- A. Adding value

- B. Leading Change
- C. Envisioning and communicating a better future
- D. Focusing on benefits and threats to them

ANSWER: C

Explanation:

Envisioning and communicating a better future is correct because this MSP principle establishes and sustains a clear picture of the improved future state that the programme is intended to deliver. In MSP, the Vision is a concise, compelling description of that future: it gives the programme a shared sense of direction, makes the reasons for change understandable, and helps build commitment among stakeholders. The principle requires leaders to articulate the future in a way that is meaningful to those affected, then communicate it consistently throughout the programme's life. This ensures that the programme is not merely coordinating projects, but is driving coherent transformational change towards an agreed destination. A well-developed Vision also provides an important anchor for programme decisions, stakeholder engagement, the definition of outcomes, and the continuing justification of the programme as circumstances evolve. PEOPLECERT's MSP guidance identifies principles as the foundation for effective programme management, including the need to create and communicate the desired future state. See [PeopleCert's Managing Successful Programmes certification page](#) and [AXELOS MSP guidance](#).

QUESTION NO: 11

Which of the following is not true about programme control?

- A. Programme control provides supporting activities to refine and improve delivery
- B. Programme control minimizes impact of ambiguity
- C. Programme control defines reporting mechanism
- D. Programme control justifies continuance of programme
- E. Programme control eliminates all uncertainty from a programme

ANSWER: E

Explanation:

"Programme control eliminates all uncertainty from a programme" is the statement that is not true. In MSP, programme control provides a structured basis for maintaining oversight, making decisions, monitoring progress, reporting, and taking corrective action where needed. Its role is to reduce the effect of uncertainty and ambiguity to a manageable level through proportionate governance, information, tolerances, reviews, and intervention—not to promise that uncertainty can be removed altogether. Programmes operate in environments involving strategic change, dependencies, evolving stakeholder needs, delivery risks, and assumptions. These conditions mean that uncertainty remains inherent throughout the programme lifecycle. Effective control therefore brings sufficient clarity and confidence for informed decisions, while allowing the programme to adapt appropriately as circumstances change. The original statements describe recognised purposes of programme control, including supporting improved delivery, minimizing ambiguity's impact, defining reporting arrangements, and supporting continued justification. This makes the supplied question defective unless an additional statement such as this one is included. See PEOPLECERT's [MSP certification information](#) and AXELOS's [MSP guidance overview](#).

QUESTION NO: 12

Who produces Business Case?

- A. Sponsoring Group
- B. SRO
- C. Programme Manager

ANSWER: C**Explanation:**

Programme Manager is correct because, in MSP 5th edition, the Programme Manager produces and maintains the programme Business Case on behalf of the programme's governance. The Business Case records why the programme remains justified, including its strategic contribution, expected benefits, costs, risks, dis-benefits, timescales, and investment appraisal. Producing it requires the Programme Manager to assemble reliable information from across the programme, coordinate contributions from delivery and business-change roles, and ensure that the justification remains current as conditions and forecasts change.

This responsibility fits the Programme Manager's central role in defining, planning, coordinating, and monitoring the programme. The Business Case is not simply an initial approval document: it is reviewed at key decision points so that continued investment is based on a valid and up-to-date rationale. The Programme Manager therefore prepares the material needed for the Senior Responsible Owner and governance bodies to make informed decisions about continuing, changing, or stopping the programme. MSP's official certification overview describes the framework's focus on governance, benefits realization, and maintaining alignment between programmes and organizational strategy. See [PeopleCert's Managing Successful Programmes \(MSP\) 5th edition page](#) and [PeopleCert's programme and portfolio management certification portfolio](#).

QUESTION NO: 13

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

ANSWER: C**Explanation:**

Keep informed, maintain interest, active consultation correctly presents the progression of stakeholder engagement as stakeholder influence increases. Stakeholder engagement in MSP is proportionate to the stakeholder's capacity to affect the programme, its decisions, delivery, outcomes, or continued viability. At the lower end of influence, the programme should ensure stakeholders are kept informed through appropriate, relevant communications. As influence rises, engagement should aim to maintain their interest, helping sustain their awareness, support, and constructive involvement. The highest level in this sequence is active consultation: influential stakeholders are engaged in meaningful two-way dialogue so that their perspectives, concerns, expertise, and potential impact can inform programme decisions and management actions. This supports the MSP emphasis on actively managing relationships with stakeholders throughout the programme and tailoring engagement to their needs and influence. Further information on the MSP framework and its programme-management context is available from [PeopleCert's MSP certification page](#) and [AXELOS's Managing Successful Programmes overview](#).

QUESTION NO: 14

The programme is now in the 'close the programme' process. All the planned training from the Training Project has been completed. However, it is too early to tell how much impact the training will have on service to customers. This will need to be monitored during normal business operation.

Which theme is MOST relevant to this situation?

- A. Design

- B. Knowledge
- C. Organization
- D. Structure

ANSWER: A

Explanation:

Design is the most relevant theme because it establishes how the programme will deliver its target future state and realize, measure, and sustain its benefits. Completing the training is an output: the expected improvement in customer service is the benefit that should result when people apply that training in normal operations. Since the benefit cannot yet be confirmed at programme closure, the programme's design must provide for continued measurement after closure.

In MSP, this is addressed through benefits realization planning and benefit profiles, which define the benefit, its measure, baseline and target, the timing of reviews, and accountability for realizing it. The plan can include benefit reviews that occur after the programme has closed, with responsibility transferred to the appropriate operational business area. This makes post-programme monitoring a planned part of the programme design rather than an informal activity performed by the disbanded programme team.

The Design theme therefore ensures that the transition to business-as-usual operation includes a practical, owned approach for tracking whether the training produces the intended service improvement. MSP's official certification overview is available from [PeopleCert's MSP 5th Edition page](#); the wider MSP guidance and resources are provided by [AXELOS MSP resources](#).

QUESTION NO: 15 - (SIMULATION)

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: See the explanation for the answer

Explanation:

Correct document allocations:

Each project will have a change control authority ... up to £5,000 ... over £10,000 referred to CEO/CFO → Programme strategy: Decision-making approach.

This defines decision authority, delegation and escalation thresholds.

There is a low likelihood that legislation may be passed ... allowing customers to switch utility providers without penalty → Risk register.

This is an uncertain future event that could affect the programme.

'Return on investment' will be used ... as the basis for calculating profit or loss → Decision register.

QUESTION NO: 16

Who is accountable for approval to proceed?

- A. SRO
- B. Sponsoring Group
- C. Group of directors
- D. Programme board

ANSWER: A

Explanation:

SRO is correct because the Senior Responsible Owner holds the overall accountability for the programme's continued justification, governance, and successful delivery of its intended outcomes. In MSP, approval to proceed is a key governance decision that confirms the programme remains viable, aligned with organizational strategy, and appropriately positioned to move into its next tranche or stage of activity. Although the approval is formally made through the Sponsoring Group, the SRO is accountable for ensuring that the recommendation, evidence, and assurance supporting that decision are sufficient. This accountability reflects the SRO's role as the single senior owner of programme success and the person answerable for maintaining executive commitment and strategic direction. The SRO therefore ensures that the programme has an appropriate business case, adequate resources, managed risks, and a credible plan before seeking approval to proceed. This distinction between formal approval and accountable ownership is central to effective MSP governance. PEOPLECERT describes MSP as a framework for leading and managing programmes that deliver transformational change; see [Managing Successful Programmes \(MSP\) 5th edition](#) and the [PeopleCert continuing professional development overview](#).