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NEW QUESTION: 1

The programme is starting Tranche 1 and there is a lot of dissatisfaction in the workforce about the planned merging of the engineering roles. The programme board has made some proposals on how to deal with this issue but is unsure whether to involve the sponsoring group.

According to the 'decisions' theme, which document should be consulted to clarify whether it is necessary to escalate this issue to the sponsoring group?

- A. Programme strategy: issue resolution approach
- B. Issue register
- C. Programme strategy: decision-making approach
- D. Decision register

Answer: (SHOW ANSWER)

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 defines how a programme maintains its integrity and remains aligned with strategic objectives through effective governance. A core part of this theme is the Decision-making Approach, which is a section within the Programme Strategy. This document outlines the levels of authority, the "delegation of power," and the escalation routes for issues and decisions that exceed the programme board's tolerance levels.

In this scenario, the workforce dissatisfaction is a significant issue that could derail the programme's benefits.

The Programme Board needs to know if they have the authority to implement their proposals or if the strategic impact requires approval from the Sponsoring Group. Option C is the correct answer because the Decision-making Approach specifies the criteria for escalation. It answers the question: "Who has the authority to make this specific choice?" While the Issue Resolution Approach (Option A) tells you how to handle an issue, the Decision-making Approach tells you at what level the final call must be made.

Consulting this document ensures that the programme respects the boundaries between operational management (the Board) and strategic ownership (the Sponsoring Group), thereby maintaining proper governance and accountability as defined in the MSP framework.

NEW QUESTION: 2

Which of following is part of critical benefits validation test?

- A. Currency
- B. Accurate
- C. Attribution
- D. Availability

Answer: C ([LEAVE A REPLY](#))

The four critical tests for benefits validation are Description, Observable outcomes, Attribution, and Measurement. "Attribution" assesses whether the programme is genuinely responsible for the benefit. The MSP Practitioner confirms, "Four tests of business validation are: Description, Observable outcomes, Attribution and Measurement," emphasizing the importance of validating benefits to ensure they result directly from programme activities.

NEW QUESTION: 3

Which of the below is not a critical organizational element?

- A. Delivery mechanism for change
- B. Recruitment Policy
- C. Business as usual
- D. Corporate strategy

Answer: B ([LEAVE A REPLY](#))

Recruitment Policy is not considered a critical organizational element in MSP, whereas Delivery Mechanism for Change, Business as Usual, and Corporate Strategy are recognized as essential elements.

The MSP Practitioner states: "All other are critical organizational elements," highlighting that MSP focuses on how organizations govern and implement change (delivery mechanisms), maintain ongoing operations (business as usual), and set strategic direction (corporate strategy).

Recruitment policies, while important HR tools, are not part of the critical organizational elements that MSP emphasizes in programme governance and transformational change management.

NEW QUESTION: 4

Which type of cost is associated in training, moving and supporting an operational unit?

- A. Benefits realization cost
- B. Capital cost
- C. Programme management cost
- D. Business change and transition cost

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 5

Which document is prepared with a purpose to share with stakeholders?

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

Answer: B ([LEAVE A REPLY](#))

The Vision document is prepared specifically to share with stakeholders to communicate the desired future state the programme aims to achieve. It is a clear, inspirational statement designed to create alignment, motivation, and understanding among all parties involved.

The MSP Practitioner states: "Vision's purpose is to share the idea of better future planned by programme with all stakeholders." It conveys the strategic intent and overarching goals without delving into technical or detailed delivery plans.

Unlike the Business Case or Blueprint, which are more technical or internal management documents, the Vision serves as a powerful communication tool fostering stakeholder engagement and support from the outset.

NEW QUESTION: 6

Which of the following statements best defines 'MSP Principles'?

- A. Common factors of success derived from lessons learned in programmes that had both positive and negative results
- B. Allow organizations to put in place right leadership, delivery team, robust organization structures and controls
- C. Provides a route through lifecycle of a from its conception through to delivering new capability
- D. Temporary flexible organization created to coordinate, direct and oversee implementation of set of related projects

Answer: A ([LEAVE A REPLY](#))

MSP Principles represent the foundational success factors distilled from extensive lessons learned across programmes that have succeeded or failed. They embody the best practices and mindset that underpin effective programme management. The MSP Practitioner explains: "MSP Principles are derived from lessons learned in programmes that had both positive and negative results. They represent common factors that underpin the success of any programme of transformational change." These principles ensure that programmes remain focused on strategic alignment, benefit realization, and stakeholder engagement throughout their lifecycle. They act as the guiding philosophies that help ensure programme success regardless of the context or complexity.

NEW QUESTION: 7

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 ([LEAVE A REPLY](#))

The POTI (Projects, Operations, Teams, and Infrastructure) model is used to define the high-level scope of the Blueprint. The Blueprint theme encompasses the detailed design and delivery aspects of the programme's transformation. As per MSP Practitioner, "POTI defines high level scope of blueprint," situating the model firmly within the Blueprint Design and Delivery governance theme.

NEW QUESTION: 8

Which of the following is a programme management principle?

- A. Realizing the benefits
- B. Remaining aligned with corporate strategy
- C. Leadership and stakeholder management
- D. Quality and assurance management

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 9

Which of following documents are parts of governance themes?

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

Answer: ([SHOW ANSWER](#)**)**

Blueprint, Vision, and Quality Management Strategy are core parts of MSP's Governance Themes. These documents set the strategic direction, define the future state, and establish quality control frameworks, respectively.

The MSP Practitioner notes: "Blueprint, Business Case, Vision, Quality management are governance themes," though the Business Case and Programme Mandate also play governance roles, the listed group in option A is most directly related to governance themes that provide control and assurance.

These documents form the backbone of programme governance by setting expectations, standards, and guiding principles that ensure the programme remains aligned with corporate strategy and delivers value effectively.

NEW QUESTION: 10

Which of the following is NOT an MSP Governance Theme?

- A. Leadership and Stakeholder Engagement
- B. Learning from Experience
- C. Organization
- D. Quality Management

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 11

Which of the following is a Boundary document?

- A. Programme preparation plan
- B. Risk register
- C. Stakeholder profiles
- D. Benefits Map

Answer: D ([LEAVE A REPLY](#))

The Benefits Map is categorized as a Boundary document. Boundary documents define the programme's scope, constraints, and interfaces with its environment, helping to establish what the programme will deliver and what lies outside its remit.

The MSP Practitioner explains: "Benefits Map is a Boundary document while others such as programme preparation plan, risk register, and stakeholder profiles are management documents." The Benefits Map visually depicts how outputs connect to outcomes and benefits, defining the boundary between delivery and benefits realization.

Boundary documents provide critical clarity for managing expectations, preventing scope creep, and ensuring alignment with strategic objectives, forming a foundation for programme governance and control.

NEW QUESTION: 12

The programme is in the 'design the outcomes' process for the first time. The Research and Development Project team has recommended that UU sources an imported next generation smart meter. This is an alternative to the development of the smart meter internally. The imported meter can be fully implemented before the CEO retires in three years' time. However, there is a possibility that this meter could lead to future information security risks.

Is this recommendation an appropriate application of the 'decisions' theme, and why?

- A. Yes, because the proposed option should gain the CEO's full support
- B. Yes, because providing a clear recommendation should bring pace and value
- C. No, because there are security risks identified with the option proposed
- D. No, because a 'do-nothing' option and at least two others should be provided

Answer: ([SHOW ANSWER](#))

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 Decisions Theme requires that all significant choices regarding the programme's direction be made based on a structured analysis of options. This is particularly crucial during the 'Design the outcomes' process, where the Target Operating Model and technical solutions are defined. The framework dictates that for any major decision, the programme team must provide the decision-makers (usually the SRO or Programme Board) with a range of choices to ensure that the best balance of cost, risk, and benefit is achieved.

Option D is the correct answer because MSP 5th Edition explicitly states that an options analysis should typically include:

- * A "do-nothing" option: This provides a baseline to understand the impact of not proceeding or not changing the current path.

- * At least two other viable options: This ensures that the board is not "cornered" into a single recommendation (as seen in the scenario) but can weigh different trade-offs.

By only presenting the imported meter option, the R&D team is not allowing the SRO to evaluate whether internal development (despite being slower) might mitigate the security risks mentioned. Presenting multiple options is a safeguard against "groupthink" and ensures that the final decision is robust, well-justified, and aligned with the organization's risk appetite. Providing only one recommendation violates the transparency and rigor required by the MSP Decisions theme.

NEW QUESTION: 13

Which of the following is Management document?

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

Answer: C ([LEAVE A REPLY](#))

The Issue Register is a Management document, which captures, categorizes, and tracks issues arising during programme delivery. Management documents guide day-to-day operational activities, providing information and control mechanisms necessary for managing programme progress and risks.

According to the MSP Practitioner, "All plans, issue register and Risk register are management documents." The Programme Brief and Programme Mandate are boundary documents that set scope and governance parameters, while the Project Dossier is used to manage individual projects.

The Issue Register supports decision-making and issue resolution, helping maintain programme momentum and ensuring emerging problems are effectively addressed and escalated as required.

NEW QUESTION: 14

Which of the following is not true about programme control?

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 15

Which of following is NOT part of delivering the capability?

- A. Start Projects
- B. Gateway reviews
- C. Governance: Manage and control delivery
- D. Align projects with benefits realization

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 16

Which of the following statements is NOT TRUE?

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

Answer: C ([LEAVE A REPLY](#))

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NEW QUESTION: 17

Which of the following is not an Input to delivering the capability?

- A. Business Case
- B. Project outputs
- C. Project dossier
- D. Blueprint

Answer: ([SHOW ANSWER](#)**)**

NEW QUESTION: 18

Which of the following defines Dis-benefit?

- A. Measurable improvement resulting from outcome perceived as an advantage
- B. A scenario that may bring profit or loss to programme
- C. Unplanned scenario that has happened and needs management intervention to reduce negative impact
- D. Measurable decline resulting from outcome perceived as negative

Answer: D ([LEAVE A REPLY](#))

A dis-benefit is defined as a measurable decline resulting from an outcome perceived as negative. The MSP Practitioner clearly states: "Measurable decline resulting from outcome

perceived as negative defines mis- benefit," highlighting the need to manage and mitigate dis-benefits as part of benefits management to ensure overall programme success.

NEW QUESTION: 19

Which of the following statements best defines 'MSP Principles'?

- A.** Allow organizations to put in place right leadership, delivery team, robust organization structures and controls
- B.** Temporary flexible organization created to coordinate, direct and oversee implementation of set of related projects
- C.** Common factors of success derived from lessons learned in programmes that had both positive and negative results
- D.** Provides a route through lifecycle of a from its conception through to delivering new capability

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 20

In which document would you expect to find the levels of confidentiality to be applied in the programme?

- A.** The Resource Management Strategy
- B.** The Benefits Management Strategy
- C.** The Quality Management Strategy
- D.** The Information Management Strategy

Answer: ([SHOW ANSWER](#)**)**

Levels of confidentiality and information security requirements are documented in the Information Management Strategy. This strategy sets out how information will be handled throughout the programme, covering aspects such as access rights, data classification, storage, and dissemination protocols to protect sensitive information.

The MSP Practitioner specifies: "Confidentiality details are defined in Information management strategy," indicating that this document governs the secure management of programme data and communication. It is essential that confidentiality levels are clear to prevent unauthorized access to sensitive information, which could jeopardize the programme's success or breach legal and regulatory obligations.

While Quality Management, Resource Management, and Benefits Management Strategies address different governance aspects such as assurance, resource allocation, and benefit realization, they do not primarily deal with confidentiality.

Information management is critical for stakeholder trust, compliance with legislation (e.g., GDPR), and safeguarding intellectual property or competitive advantage. Clear documentation in the Information Management Strategy ensures that all programme participants understand their responsibilities regarding confidentiality, promoting consistent and secure handling of data.

NEW QUESTION: 21

Which of following Best defines capital cost?

- A. Costs associated to roles for programme management
- B. Costs of activities associated in realizing the benefits
- C. Cost of BCM and change team
- D. Cost of fixed assets

Answer: D ([LEAVE A REPLY](#))

Capital costs are the costs of fixed assets and other tangible assets that are required for the programme. The MSP Practitioner states: "Cost of fixed assets and other assets that are found under 'Technology' head in blueprint is called Capital cost." This typically includes equipment, buildings, and infrastructure necessary for the programme outputs.

NEW QUESTION: 22

In Managing the Tranches, which role is responsible for preparing for the next tranche?

- A. The Programme Board
- B. The Programme Office
- C. The Programme Manager
- D. The Benefits Realization Manager

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 23

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

Answer: ([SHOW ANSWER](#)**)**

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: 24

There is a risk that the utilities market is changing, with green energy solutions becoming more attractive to customers. As UU does not currently offer this type of green energy, the benefits gained from cross-selling electricity and gas to current water customers may be overestimated. Which activity is relevant in the 'plan' phase of the Plan-Do-Check-Act (PDCA) cycle?

- A.** Scheduling daily monitoring of how many current water customers also buy either electricity or gas services
- B.** Analysing the market trends for utility companies offering green energy solutions and how many customers they gain
- C.** Surveying customers to assess if they are aware of UU's new green tariff introduced in response to this risk
- D.** Purchasing and selling a small amount of energy from renewable sources to provide an element of environmental credibility

Answer: B ([LEAVE A REPLY](#))

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

The Plan-Do-Check-Act (PDCA) cycle is applied throughout MSP to ensure continuous improvement and effective risk management. In the context of risk management, the 'Plan' phase involves identifying and assessing risks, understanding the current environment, and designing the appropriate responses. It is the analytical stage where the programme team gathers data to understand the scale and proximity of a threat to the programme's benefits.

In this scenario, the risk is a shift in market preference toward green energy. Option B is the correct activity for the 'Plan' phase because it involves research and analysis. Before a response can be designed (Do), the programme must understand the market trends and the potential impact on the cross-selling benefits.

Analyzing how many customers competitors are gaining through green energy provides the evidence base needed to adjust the Business Case or the Benefit Profiles. In contrast, Option D represents the 'Do' phase (implementing a response), Option A represents the 'Check' phase (monitoring results), and Option C is also a 'Check' or 'Act' activity to verify the effectiveness of a response already taken. For the 'Plan' phase, the focus remains on understanding the uncertainty to enable informed decision-making.

NEW QUESTION: 25

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

- A.** Benefit Review
- B.** Dependency management

C. Business Case

D. Business Case

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 26

Which of following documents are parts of governance themes?

A. Blueprint, Requirement Specification

B. Business Case, Programme mandate

C. System and product specification

D. Blueprint, Vision, Quality management strategy

Answer: ([SHOW ANSWER](#))

Blueprint, Vision, and Quality Management Strategy are core parts of MSP's Governance Themes. These documents set the strategic direction, define the future state, and establish quality control frameworks, respectively.

The MSP Practitioner notes: "Blueprint, Business Case, Vision, Quality management are governance themes," though the Business Case and Programme Mandate also play governance roles, the listed group in option A is most directly related to governance themes that provide control and assurance.

These documents form the backbone of programme governance by setting expectations, standards, and guiding principles that ensure the programme remains aligned with corporate strategy and delivers value effectively.

NEW QUESTION: 27

The programme is in the first tranche. The programme manager met with the project managers from the Employment Contracts and Call Centre Rationalization projects as well as the BCM. Many topics were discussed. After the meeting, the programme manager reviewed the information gathered at the meeting.

Which information should result in an addition to the risk register?

A. Customer service staff will be trained on all call centre systems in order to answer calls from customers and cross-sell all of UU's products

B. Currently customer service staff have specialist areas of expertise in either electricity, gas or water and do not answer calls from other customers

C. Tranche 3 could be delayed as the Customer Processes Project has not yet started, and it is unclear what training the call centre staff will need

D. Due to staff sickness, the Call Centre Rationalization Project is delayed in delivering the call centre integration, but the project is expected to finish on time

Answer: C ([LEAVE A REPLY](#))

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, a Risk is defined as an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. The Risk Register is used to capture these

uncertainties. It is vital to distinguish between a "risk" (uncertainty about the future) and an "issue" (something that has already happened or a current fact).

Option C represents a classic programme risk: there is uncertainty regarding the training requirements for a future project, which creates a potential threat to the timeline of Tranche 3. This uncertainty needs to be managed, analyzed, and mitigated, making it a perfect entry for the risk register.

* Option A describes a planned outcome or benefit.

* Option B describes the current "as-is" state (a fact).

* Option D describes a project-level issue (staff sickness and delay) that the project manager expects to resolve. While it could be escalated, the inherent uncertainty regarding the future impact on Tranche 3 in Option C is a more fundamental programme-level risk that must be recorded and tracked.

NEW QUESTION: 28

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: (SHOW ANSWER)

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: 29

Which of following is input for 'managing the tranches'?

- A. Programme preparation plan
- B. Programme Brief
- C. Approval to proceed
- D. Assurance review reports

Answer: C ([LEAVE A REPLY](#))

Approval to proceed is a critical input for the 'Managing the Tranches' process. Without formal approval, the programme cannot move into tranche delivery phases. The MSP Practitioner specifies: "Without approval to proceed, programme will not enter this process." This highlights the formal gating and control process essential for structured programme progression.

NEW QUESTION: 30

Which of the following is NOT normally a characteristic of the Vision Statement?

- A. It must describe a desirable future
- B. It is short
- C. Key benefits are implicit
- D. It must be time dependent

Answer: D ([LEAVE A REPLY](#))

A Vision Statement is a succinct and compelling description of the desirable future state that the programme aims to achieve. It serves to inspire and align stakeholders around the intended outcomes and benefits. The MSP Practitioner outlines key characteristics of a Vision Statement, including that it must describe a desirable future and be concise to ensure clarity and focus. Key benefits are often implicit within the Vision, providing a motivational overview without delving into detailed measurement or timelines.

However, the Vision Statement is NOT normally time-dependent. Time frames and milestones are introduced later in the programme planning stages, such as in the Business Case or Programme Plan. The MSP Practitioner explains: "Vision statement does not include time frames until programme is time bound in nature," which means the Vision is more about 'what' will be achieved rather than 'when.' This approach allows the Vision to remain stable even if timeframes or specific project plans evolve. The focus remains on the transformational goal, providing a constant reference point as the programme adapts to challenges and changes.

Therefore, including time-dependence in the Vision Statement could unnecessarily constrain the programme's strategic focus or create misalignment if schedules shift.

NEW QUESTION: 31

Significant changes to the customer processes have been delivered and Tranche 2 is now complete. Many engineering staff do not believe that the Training Project is needed in Tranche 3 as they feel the changes to the new customer processes are minor. The programme manager is concerned that the engineering staff may have misunderstood the extent of the changes. As a result, the programme manager noted in the end-of-tranche report for Tranche 2, that there needs to be more engagement with engineering staff during subsequent tranches.

Is this recommendation an appropriate application of the 'evaluate new information' process, and why?

- A. Yes, because the end-of-tranche report should include a list of risks to the next tranche
- B. Yes, because the end-of-tranche report should report on the effectiveness of communications
- C. No, because the end-of-tranche report should focus on the programme's financial performance
- D. No, because the end-of-tranche report should focus on progress towards the target operating model

Answer: B (LEAVE A REPLY)

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

The 'Evaluate new information' process involves more than just checking budgets; it requires an assessment of the programme's "soft" elements, such as stakeholder engagement and the effectiveness of communication.

The End-of-Tranche Report serves as a summary of the programme's health and readiness to proceed.

Option B is the correct answer. MSP 5th Edition emphasizes that for transformation to be successful, stakeholders must understand and accept the change. The fact that engineering staff view the changes as

"minor" suggests a failure in the communication strategy or a lack of understanding of the Vision. By noting this in the end-of-tranche report, the Programme Manager is correctly identifying a weakness in the Knowledge Theme (specifically stakeholder communication) that occurred during Tranche 2. Evaluating the effectiveness of how information was shared and received is a key part of this process. This allows the programme to adjust its Stakeholder Engagement Approach for Tranche 3, ensuring that the engineering staff are properly prepared for the upcoming Training Project. Without this evaluation, the programme would risk low engagement and poor benefit realization in the next tranche. The report is the formal mechanism for capturing these "lessons learned" and turning them into actionable governance decisions for the future.

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NEW QUESTION: 32

Which of the following is kind of a vision led programme?

- A. Must do programmes due to change in legislation
- B. Programme evolved from concurrent, individual projects with need to ensure compliance to organization strategy
- C. Public programme started to fulfil electoral promises
- D. Programme focused on bringing organization in tune with laws of the country of operations

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 33

Which of below sentences describes Project Brief?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 34

At which transformational flow basic programme controls are established?

- A. Identifying the programme
- B. Defining the programme
- C. Managing the tranches
- D. None of above

Answer: A ([LEAVE A REPLY](#))

Basic governance arrangements, including programme controls, are established during the 'Identifying the Programme' phase. These initial controls set the foundation for how the programme will be governed, including accountability structures, reporting lines, and approval mechanisms.

The MSP Practitioner states: "Basic governance arrangements to be used in Defining a programme are prepared in identifying a programme," emphasizing the importance of establishing governance early to guide subsequent programme phases effectively. Establishing these controls upfront ensures clarity, reduces ambiguity, and provides a framework within which the programme can operate with discipline and alignment to strategic goals.

NEW QUESTION: 35

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

- A. Create novel solutions to problems
- B. Actively engage stakeholder

- C. Get approval from sponsoring group
- D. Appoint right people at right time

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 36

The programme is in the middle of Tranche 2. A new SRO has been appointed. To understand the current status of the programme, the SRO has asked for a health check to be carried out. The programme office lead has recruited an external consultant to carry out the health check.

Which assurance success factor does this demonstrate?

- A. Independence
- B. Accountability
- C. Coordination
- D. Risk appetite

Answer: A ([LEAVE A REPLY](#))

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 Assurance Theme is critical for providing the SRO and the Sponsoring Group with confidence that the programme is on track and being managed effectively. For assurance to be truly effective and reliable, it must adhere to several "success factors." One of the most vital factors is Independence.

Independence in assurance means that the person or team conducting the review is not directly involved in the delivery or management of the programme they are auditing. This lack of bias ensures that the findings are objective and that the "true" status of the programme is reported without fear of internal repercussions or a desire to hide failures. By recruiting an external consultant to perform the health check, the Programme Office Lead is ensuring that the review is conducted by an entity that is entirely separate from the programme's internal politics and day-to-day operations. This satisfies the requirement for "third-line" assurance in the MSP framework. While internal audits (second-line) are valuable, external reviews provide the highest level of independence. This process gives the new SRO an impartial baseline of the programme's health, enabling them to make informed decisions about future tranches without relying solely on potentially optimistic reports from the delivery team.

NEW QUESTION: 37

The programme is in the 'evaluate new information' process at the end of Tranche 2. A new supplier has been identified that may be able to develop the next generation smart meters. This would be an alternative to developing them internally as part of the Research and Development Project and it could be faster and cheaper.

Which role should be responsible for evaluating this new information?

- A. Senior responsible owner
- B. Programme manager
- C. Business change manager

D. Programme office lead

Answer: B ([LEAVE A REPLY](#))

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

The 'Evaluate new information' process occurs at the end of each tranche (and continuously throughout) to assess whether the programme remains viable and aligned with its objectives. This process involves reviewing performance, risks, and external opportunities that could impact the business case or the target operating model.

In MSP 5th Edition, the Programme Manager is responsible for the setup and day-to-day management of the programme, which includes the analysis of factors that might require a change in direction. Option B is correct because the Programme Manager is tasked with evaluating the impact of such new information-in this case, a new supplier offering a faster, cheaper alternative-on the overall programme plan and the project delivery schedule. The Programme Manager performs the detailed analysis and then presents the findings and recommendations to the Senior Responsible Owner (SRO) for a final decision. While the SRO is the ultimate decision-maker, the responsibility for the evaluation of technical and management information resides with the Programme Manager. They must determine how this new "imported" solution affects dependencies, costs, and the realization of benefits before the SRO decides whether to pivot the strategy for Tranche 3.

NEW QUESTION: 38

Which of the following is an influencer type of stakeholder?

- A. Management board**
- B. Supplier**
- C. Business partner**
- D. Media**

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 39

Which of the following defines an Emergent programme?

- A. Programme focused on transforming the way business functions**
- B. Must do programmes often due to result of an external event and aimed to avoid negative implications**
- C. Evolved from concurrent, individual projects with need to ensure compliance to organization strategy**
- D. Translation of political priorities into a programme to refine and deliver desired changes**

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 40

Which of the following is a Governance document?

- A. Blueprint**

- B. Project Dossier
- C. Quality and assurance strategy
- D. Risk Register

Answer: C ([LEAVE A REPLY](#))

The Quality and Assurance Strategy is a governance document that outlines how quality management and assurance processes will be applied throughout the programme. Governance documents establish controls and frameworks for programme management, ensuring standards and compliance are maintained.

The MSP Practitioner clarifies that strategies-such as Quality Management Strategy-are integral governance documents that help define expectations, responsibilities, and quality assurance mechanisms.

While the Blueprint and Project Dossier are boundary and management documents respectively, and the Risk Register is a management tool, governance documents like the Quality and Assurance Strategy provide oversight and control mechanisms essential for programme success. This strategy ensures that quality is embedded in programme processes and deliverables, aligning with best practices and stakeholder expectations, which is vital for confidence and assurance in transformational change initiatives.

NEW QUESTION: 41

It has been agreed with the sponsoring group that a risk review should be held before any of the new customer processes and web-based portal services are used by call centre staff to consider any risks before transition.

This risk review needs to be documented appropriately.

Which role should approve the inclusion of this risk review in the relevant programme control document?

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

Answer: A ([LEAVE A REPLY](#))

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

The Senior Responsible Owner (SRO) is the individual ultimately accountable for the programme. One of the SRO's primary responsibilities is to ensure that the programme is governed effectively and that all necessary controls are in place to protect the organization and ensure benefit realization. Governance includes the approval of the Programme Strategy and its subsidiary plans, such as the Risk Management Approach and the Transition Plan.

In this scenario, holding a risk review before transition is a critical governance control. Because this decision was agreed with the Sponsoring Group, it becomes a formal part of the programme's oversight framework.

Option A is correct because the SRO is the person authorized to approve the "rules of the game" for the programme. While the Programme Manager (Option B) might draft the document and the Programme Office (Option D) might maintain it, the authority to approve how the programme will be controlled-especially regarding high-stakes activities like transitioning to new customer processes-rests with the SRO. The SRO must be satisfied that the risks are being managed before the business assumes the impact of the change. This ensures that the programme remains aligned with corporate risk appetite and strategic objectives.

NEW QUESTION: 42

The CFO has been appointed as the SRO for the Smart Meter Programme.

Is this appointment an appropriate application of the 'organization' theme, and why?

- A.** Yes, because the CFO is able to monitor whether the increase in customers and reduction in costs is achieved
- B.** Yes, because the CFO can direct the programme, providing new insights as they are new to UU
- C.** No, because the CFO has no previous experience or working knowledge of the utility industry operations
- D.** No, because the CEO, who has industry knowledge, is better qualified to develop the programme vision

Answer: A ([LEAVE A REPLY](#))

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 Organization Theme defines the roles and responsibilities required to direct, manage, and deliver the programme. The most critical role is the Senior Responsible Owner (SRO). The SRO is ultimately accountable for the programme's success and must be a senior individual with the authority to ensure the programme meets its objectives and delivers the projected benefits.

The appointment of a Chief Finance Officer (CFO) as the SRO is highly appropriate because the SRO must

"own" the Business Case. Since the primary drivers of the Smart Meter Programme are financial (increasing customer numbers and reducing operational costs), the CFO is best positioned to monitor these outcomes.

According to MSP, the SRO must provide strategic direction and ensure that the programme remains viable and focused on its benefits. Option A is correct because it highlights the SRO's responsibility for benefit realization and financial accountability. While technical or industry knowledge (as mentioned in Options C and D) is helpful, the primary requirement for an SRO is the ability to lead the change and be accountable for the investment. The CEO (Option D) is usually part of the Sponsoring Group to whom the SRO reports, rather than being the SRO themselves, to maintain a layer of objective oversight.

NEW QUESTION: 43

Which of following groups can be a stakeholder for building a city programme?

- A. Employees
- B. People interested in being residents
- C. Political leadership
- D. All of above

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 44

Which of the following is an Information Baseline?

- A. Governance
- B. Boundary
- C. Management
- D. All of above

Answer: ([SHOW ANSWER](#))

All three-Governance, Boundary, and Management-are defined as Information Baselines in MSP. An Information Baseline refers to essential information repositories and frameworks that support programme control and management.

The MSP Practitioner states: "All are defined information baselines," meaning that governance baselines set controls and accountability, boundary baselines define scope and limits, and management baselines cover operational details such as risks and issues.

Together, these baselines form a comprehensive information foundation, enabling effective oversight, coordination, and decision-making throughout the programme lifecycle.

Understanding and maintaining these baselines ensures transparency, consistency, and effective control over complex transformational programmes.

NEW QUESTION: 45

Programme needs to create a working environment that is both robust and flexible enough to be able to cope with frequent and sometimes radical changes of boundary. Which programme management principle suggests this?

- A. Leading change
- B. Remaining aligned with corporate strategy
- C. Envisioning and communicating better future
- D. Adding value

Answer: B ([LEAVE A REPLY](#))

The principle "Remaining aligned with corporate strategy" requires programmes to be both robust and flexible, enabling them to adapt to frequent and sometimes radical strategic shifts. The MSP Practitioner clarifies that "Programmes need to adjust to strategic changes of organization so they should be robust and flexible to achieve that." This principle ensures programmes remain relevant and aligned throughout their lifecycle despite changes in organizational priorities or external conditions, enabling successful transformation delivery.

NEW QUESTION: 46

The programme has just started. One outcome will be that fewer staff need to work as meter readers. The CEO of UU is keen to make the redundancy process as smooth as possible for the affected staff. As a result, the CEngO is attending a meeting with the meter readers to discuss UU's plans for the future, as well as the different redundancy and early retirement packages. Is this an appropriate application of the 'lead with purpose' principle?

- A. Yes, because this meeting should provide support to the meter readers and give them access to detailed information about the choices open to them
- B. Yes, because the CEngO should be able to explain to the meter readers what changes are being made and why
- C. No, because the CEO has personal experience of being a meter reader and should attend the meeting instead of the CEngO
- D. No, because the redundancies should not be discussed with affected staff until the Call Centre Rationalization Project has been started

Answer: (SHOW ANSWER)

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

In the MSP 5th Edition, the principle of 'Lead with Purpose' is fundamental to ensuring that all stakeholders understand the "why" behind a programme's existence. This principle dictates that a programme must have a clear vision and a consistent direction, which is steered by senior leadership. According to the MSP 5th Edition guidance, leading with purpose means that those in leadership roles must be able to articulate the future state and the justification for the change. It is not merely about managing tasks; it is about providing the strategic narrative that justifies the transformation and the impact it will have on the organization and its people.

In the scenario provided, the CEngO is acting as a visible leader. The reason Option B is the correct application of this principle is that 'Lead with Purpose' focuses on the clarity of the Vision and the Strategic Objectives. By explaining "what changes are being made and why," the CEngO is ensuring that the staff- even those facing redundancy-understand the broader purpose of the programme. This transparency is essential for maintaining integrity and trust during a period of uncertainty. While providing support (Option A) is a critical part of stakeholder engagement and people management, the core of the 'Lead with Purpose' principle is the communication of the programme's intent and the rationale for the journey being undertaken.

This principle ensures that the programme remains aligned with its desired outcomes and that leadership remains accountable for the direction of the change.

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NEW QUESTION: 47

Which of following is output of 'Identifying the programme'?

- A. Business Case
- B. Programme Mandate
- C. Benefit profiles
- D. Appointment of programme board and SRO

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 48

Which of following is False?

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 49

Which of following is output of 'Identifying the programme'?

- A. Programme Mandate
- B. Appointment of programme board and SRO
- C. Business Case
- D. Benefit profiles

Answer: B ([LEAVE A REPLY](#))

One key output of the 'Identifying the Programme' process is the appointment of the Programme Board and the Senior Responsible Owner (SRO). This formalizes the governance structure needed to provide leadership and oversight for the programme. The MSP Practitioner clearly states: "Programme board is set up by SRO in this process," highlighting that governance is established early to ensure accountability and decision-making capability is in place before the programme progresses further.

NEW QUESTION: 50

When it is found that an acceptable Business Case is not emerging, which of the following is NOT one of the normal options?

- A. Seek further funding for the programme
- B. Design a Blueprint that is less ambitious
- C. Close the Programme
- D. Find a different approach to delivering the Blueprint

Answer: ([SHOW ANSWER](#))

When a viable Business Case does not emerge, seeking further funding is generally not considered a normal or effective response. The MSP Practitioner explicitly states that funding should not be increased without a credible justification, as this risks wasted resources on programmes unlikely to deliver benefits.

Instead, typical responses include redesigning a less ambitious Blueprint to reduce complexity or costs, closing the programme if it is no longer viable, or exploring alternative approaches to delivering the Blueprint that might improve feasibility and value realization.

The Business Case acts as a foundational control and justification mechanism, ensuring programmes only proceed with a clear strategic rationale and realistic benefit realization plan. Continuing to invest without a strong Business Case undermines governance principles and risks programme failure.

Therefore, while redesign or closure are pragmatic approaches, "Further funding is not provided in case of inability to find a viable business case," reinforcing MSP's disciplined approach to investment and risk management.

NEW QUESTION: 51

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.** Capture uncertain events that would affect one or more outcomes of benefit in the risk register
- 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.** Analyse past programme benefit profiles in order to agree a new, standard template to be used by the programme team

Answer: B ([LEAVE A REPLY](#))

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: 52

The Smart Meter Programme is in Tranche 2 and the Customer Processes Project is delivering ahead of schedule. This means that fewer resources are required to complete the project. The Training Project, which was due to start in Tranche 3, has now become a higher priority and needs to be started early. The programme manager has recommended starting the Training Project now although Tranche 2 and Tranche 3 will then overlap.

Is this an appropriate application of the structure' theme, and why?

- A.** Yes, because available resource capacity should be fully utilized throughout the programme
- B.** Yes, because tranches may overlap if the programme is making good progress and capability is available
- C.** No, because tranches should be sequential to enable end-of-tranche reviews to take place before the next tranche is approved
- D.** No, because tranches should remain sequential if overlapping the tranches would increase the risks to programme delivery

Answer: (SHOW ANSWER)

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

The Structure Theme in MSP 5th Edition defines how the programme is organized into tranches to manage the delivery of capability and the realization of benefits. While tranches provide a natural "step-by-step" progression, MSP 5th Edition is designed to be more flexible and agile than previous versions. It explicitly recognizes that tranches do not always have to be strictly sequential.

Option B is the correct answer. The guidance states that tranches can overlap if there is a clear business reason to do so-such as a change in priority or the early availability of resources-and if the risks of doing so are managed. Overlapping tranches allows the programme to "bring pace and value" (an MSP Principle) by initiating work as soon as it is feasible. While Option D raises a valid point about risk, MSP does not forbid overlapping; it simply requires that the risks be assessed. If the resources from the Customer Processes Project are now free, using them to start the Training Project early is a sensible management decision that accelerates the delivery of capability. The end-of-tranche review (Option C) still occurs for Tranche 2, but it does not prevent work from a future tranche from beginning if the SRO approves the deviation from the initial plan to maximize efficiency.

NEW QUESTION: 53

Select the best option defined by following sentence: 'Action of carrying out the coordinated organization, direction and implementation of dossier of projects and transformation activities to achieve desired outcomes'

- A. Organizational Management
- B. Programme Management
- C. Portfolio Management
- D. Project Management

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 54

Which document is created from Programme mandate and works as input for Business Case?

- A. Programme preparation plan
- B. Blueprint
- C. Programme Brief
- D. Programme management plan

Answer: ([SHOW ANSWER](#)**)**

The Programme Brief is developed from the Programme Mandate and serves as a foundational input to the Business Case. It contains the programme objectives and expected outcomes, which the Business Case further elaborates. The MSP Practitioner states: "Programme brief contains objectives and outcomes of programme which is further enhanced in Business case." This positions the Programme Brief as a bridge between initial mandate and detailed justification for the programme.

NEW QUESTION: 55

Which of following is correct about Benefits Management?

- A. All of above
- B. Is tightly aligned to transformational flow processes
- C. Ensures programme is aware of positive and negative impact it might generate
- D. Ensures programme does right things and is aligned with strategy

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 56

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

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

Answer: D ([LEAVE A REPLY](#))

'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: 57

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

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

Answer: C ([LEAVE A REPLY](#))

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: 58

Where in the transformational flow would the Benefits Map normally be created?

- A. Realizing the Benefits
- B. Managing the Tranches
- C. Defining a Programme
- D. Identifying a Programme

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 59

Which of the following is NOT normally a characteristic of the Vision Statement?

- A. It must describe a desirable future
- B. It must be time dependent
- C. Key benefits are implicit
- D. It is short

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 60

Which of the following is a Governance document?

- A. Quality and assurance strategy
- B. Project Dossier
- C. Blueprint
- D. Risk Register

Answer: A (LEAVE A REPLY)

NEW QUESTION: 61

Which of the following defines an Emergent programme?

- A.** Evolved from concurrent, individual projects with need to ensure compliance to organization strategy
- B.** Must do programmes often due to result of an external event and aimed to avoid negative implications
- C.** Translation of political priorities into a programme to refine and deliver desired changes
- D.** Programme focused on transforming the way business functions

Answer: A (LEAVE A REPLY)

An Emergent programme is characterized by its evolution from a set of concurrent, individual projects that arise independently but require coordination to ensure they align with organizational strategy. The MSP Practitioner defines Emergent programmes as: "Programmes evolved from concurrent, individual projects with need to ensure compliance to organization strategy." This reflects programmes that may not have been planned from the start as a programme but are brought together to align with strategic goals and provide greater control and coherence.

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NEW QUESTION: 62

The programme is halfway through the first tranche. The CRO has contacted the programme manager with exciting news. They have been shown a new piece of technology which makes it easier and cheaper to service and maintain smart meters. They think that it might be possible to add this technology to future smart water meter installations without much additional cost. The programme manager has added this to the risk register.

Is this an appropriate application of the design' theme, and why?

- A.** Yes, because if smart meter installations include this technology then future maintenance costs could be reduced
- B.** Yes, because changing the existing installation plan could bring uncertainty to the programme and should be avoided
- C.** No, because reduced maintenance costs should be added to the benefits map as a new benefit of the programme

D. No, because the possibility of reducing maintenance costs should be treated as an issue and action taken immediately

Answer: A ([LEAVE A REPLY](#))

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

The Design Theme in MSP 5th Edition focuses on defining the "future state" and the path to get there. This involves the Vision, the Benefit Map, and the Target Operating Model (TOM).

However, the design is not fixed; it must be open to improvements that enhance the programme's value. In risk management, a "risk" can be either a threat or an opportunity.

In this scenario, the new technology represents an opportunity-an uncertain event that would have a positive impact on objectives (reducing maintenance costs). Option A is correct because adding this opportunity to the risk register allows the programme to evaluate whether it should be "exploited" or

"enhanced." This is a correct application of the Design Theme because it relates to a potential change in the technical design of the programme's output (the smart meters) to deliver better value. By recording it in the risk register, the programme manager ensures it is formally assessed for its impact on the TOM and the Business Case before being incorporated into the design.

NEW QUESTION: 63

Which of the following is Not a core element of successful communication?

- A.** Stakeholder identification and analysis
- B.** Message Clarity and consistency
- C.** Feedback Collection system
- D.** Identifying correct people to communicate

Answer: ([SHOW ANSWER](#)**)**

While identifying the correct people to communicate with is important, MSP does not list it as one of the four core elements of successful communication.

The MSP Practitioner outlines the four core elements as:

- a) Stakeholder identification and analysis
- b) Message Clarity and consistency
- c) Effective system of message delivery
- d) Feedback Collection system

These elements ensure messages are targeted, clear, consistently delivered, and that feedback is captured to improve communication.

Misidentifying core communication elements can weaken engagement efforts, so focusing on these pillars supports stronger communication outcomes throughout the programme lifecycle.

NEW QUESTION: 64

The Department of Utilities Oversight (DOUO) is the regulating body overseeing utility companies in the region. The regulator has advised UU that they are concerned there will be a lack of competition in the industry, once UU sales are increased. UU has contacted both the DOUO and

other water companies in the region to work on identifying solutions that would be practical for everyone.

Is this an appropriate application of the 'collaborate across boundaries' principle, and why?

A. Yes, because this should ensure open and honest two-way communication with key stakeholders about the expected UU sales

B. Yes, because this should ensure that the right stakeholders are involved in creating the right policies for future industry regulation

C. No, because making knowledge as clear and accessible as possible is an application of the 'deal with ambiguity' principle

D. No, because the application of the 'collaborate across boundaries' principle should focus on effective interaction between UU's internal departments

Answer: ([SHOW ANSWER](#))

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

The principle of 'Collaborate across boundaries' in MSP 5th Edition emphasizes that programmes are often cross-functional and involve a diverse range of stakeholders, both internal and external to the organization.

This principle acknowledges that the outcomes and benefits of a programme are rarely achieved in isolation.

To be successful, a programme must break down silos and engage with the broader ecosystem, which includes partners, suppliers, regulators, and even competitors where appropriate.

In this scenario, UU is proactively engaging with the external regulator (DOUO) and other water companies.

This is a direct application of collaborating across boundaries because it seeks to build a collaborative environment to solve a shared industry challenge-ensuring fair competition. Option B is correct because the essence of this principle is about involving the "right stakeholders" to ensure that the environment in which the programme operates is supportive of its goals. By working with the regulator and other companies, UU is ensuring that the policies and solutions developed are practical and inclusive, rather than being imposed externally. This collaboration reduces the risk of future regulatory intervention that could derail the programme's success. While internal collaboration (Option D) is part of the principle, limiting it to internal departments would be an incorrect and narrow interpretation of the MSP framework, which specifically encourages looking outward to the wider context of the programme.

NEW QUESTION: 65

Which of the following is a KEY attribute for a Programme Manager?

A. A good knowledge of project management approaches

B. Have access to key stakeholders

C. Have ongoing operational responsibilities within their business area

D. Change management skills

Answer: **A** ([LEAVE A REPLY](#))

NEW QUESTION: 66

Programme needs to create a working environment that is both robust and flexible enough to be able to cope with frequent and sometimes radical changes of boundary. Which programme management principle suggests this?

- A. Remaining aligned with corporate strategy
- B. Leading change
- C. Envisioning and communicating better future
- D. Adding value

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 67

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

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

Answer: C ([LEAVE A REPLY](#))

The Programme Manager holds responsibility for ensuring that individual projects align with the overarching programme objectives during capability delivery. This role coordinates the interdependencies, monitors progress, and manages risks to ensure projects collectively deliver the intended outcomes.

The MSP Practitioner notes: "Programme manager is responsible for all tasks in delivering the capability.

This is a continual activity throughout the programme." This alignment ensures that outputs contribute directly to the transformational goals and benefit realization plan, avoiding scope creep or misaligned efforts.

While the Senior Responsible Owner (SRO) provides strategic accountability and the Business Change Manager (BCM) focuses on benefits realization, the Programme Manager operationalizes these objectives through effective project oversight and control.

The Programme Office supports through administrative and coordination activities but does not have direct accountability for strategic alignment of projects.

Maintaining this alignment is critical for delivering business value and achieving programme success in complex transformational environments.

Topic 1, Programme Scenario - The Smart Meter Programme

Universal Utilities (UU) supplies electricity, gas, water and services to the residents and businesses of North City.

They have recently completed the rollout of smart metering services to electricity and gas customers and now wish to install smart metering for water.

A smart meter sends meter readings electronically to UU without the need for a meter reader to come to the premises. Smart meters come with displays so that customers can better understand and manage usage.

UU competes with other suppliers for the delivery of electricity and gas but is the sole supplier of water services to homes and businesses in North City.

As a result of the implementation of smart metering services across North City, UU is expecting to see benefits as a result of the following capabilities:

The ability to provide a single bill to customers for electricity, gas and water.

. The ability to add electricity and gas supply to those customers to whom they only currently supply water by providing a competitive package for all utilities.

. The ability to leverage existing sales teams, increasing sales but reducing costs.

. The ability to leverage existing maintenance and engineering teams by cross-training.

The ability to leverage existing research and development capability, enabling greater innovation at reduced costs.

. The ability to reduce costs by no longer needing to employ staff to visit premises and read water meters.

The ability to simplify HR processes by having unified employment contracts for all customer-facing staff.

. The ability to integrate all customer services into a single customer call centre service.

The extract from the benefits map below illustrates the high-level view of the benefits, as identified in the

'design

the outcomes' process.

This benefits map is intended to be correct, but is not complete, as it is only an extract.



Tranche 1	Employment Contracts Project - Align the terms and conditions for customer facing staff. - Identify the skills and qualification needs for each role: - Sales roles - Engineering/Maintenance roles - Customer Service roles, Call Centre Rationalization Project - Integrate the existing separate call centre services into a single call centre service.
Tranche 2	Customer Processes Project - Develop new channels which will enable UU to leverage its market share by selling gas and electricity services to existing water customers. - Develop integrated billing and accounting services. - Develop customer web-based portal services.
Tranche 3	Research and Development Project - Develop next generation smart meters. - Develop automatic water leak detection. Training Project - Develop and deliver cross-training programmes for existing and new call centre and engineering staff.
Other work (ongoing throughout the programme)	HR Work - Move customer-facing staff to new employment contracts. - Reduce meter reading staff through voluntary and compulsory redundancy as well as early retirement packages. - Recruit appropriately skilled and experienced individuals to occupy newly created roles, as required. Engineering Department Work - Switch to installing new water meters as part of the existing meter installation and maintenance programme.

Additional Information

The CEO of UU has been working in the Utility industry for over 30 years, initially starting their career as a meter reader. They would like to see the full benefits of the Smart Meter Programme realized before their retirement in 3 years' time.

The Chief Finance Officer (CFO) is the former CFO of a major bank and has recently been appointed as CFO to UU. They are keen to make their mark in UU and want to see an increase in profitability and share price from the reduced costs and increased sales.

The Chief Operating Officer (COO) has an engineering background within the utility industry and had overall responsibility for the delivery of the successful electricity and gas smart meter implementation programme which was recently completed 6 months ahead of schedule.

The Chief Research Officer (CRQ) is responsible for research and development into new products. They have a small number of engineers and other technicians who carry out the research and innovation. They were responsible for the development of the technology which enables water supply to be read using a smart meter.

The Human Resources (HR) Director is responsible for ensuring that the terms and conditions and working conditions are appropriate and in line with market expectations so that high-quality staff can be recruited and retained. They are an HR specialist and have a track record of working with organizations in rationalizing and simplifying staff structures and employment contracts.

The Chief Technology Officer (CTO) is responsible for all internal IT matters including security, networks and applications as well as the communication technology which enables communication with smart meters remotely.

The Chief Engineering Officer (CEngO) is responsible for all the infrastructure that delivers water to customers in North City. The infrastructure is ageing and one of their major responsibilities is the reduction in losses through leakage from water mains. They are responsible for all the staff who service and manage the delivery of the utility infrastructure. This includes the current meter readers as well as staff who deal with routine and emergency responses to reported incidents.

The Finance Manager manages all the customer billing and accounting services. They are ambitious and have gained many qualifications in project and programme management. They report to the CFO but worked closely with the COO to help manage the financial aspects of the smart meter implementation programme.

The Call Centre Manager has worked at UU for 20 years within customer services and is responsible for the management of all the staff working in the call centre. The call centre was previously outsourced, but two years ago it was decided that this function would be brought back in-house - the Call Centre Manager was responsible for managing this successful project.

The Call Centre Supervisor joined UU five years ago as a graduate trainee and spent six months with each of the UU divisions. They then spent a year working in the portfolio office before being appointed to their current role 18 months ago. They worked closely with the COO as the call centre representative during the smart meter implementation, which allowed them to gain the confidence of the senior management team.

The Complaints Team Manager reports to the COO and is responsible for managing a team that responds to complaints made directly to UU or to the Industry regulator. The complaints team members are from the whole of UU, and each team member has experience in all aspects of the work of UU. They are responsible for ensuring that individual complaints are resolved, and also that any lessons learned are implemented across the organization.

The Chief Information Security Auditor reports to the CFO and is responsible for performing internal audits and testing of security controls. They conduct annual policy and process reviews across the whole of UU.

The Portfolio Office Manager manages a small team that develops and maintains the standards and templates for all programmes and projects across UU to use. It includes project and programme support staff as well some senior staff who are responsible for managing, delivering and auditing programme controls.

The Portfolio Management Office Assistant is a junior role providing a range of administrative and support functions for the Portfolio Management Office. They act as the initial point of contact for the PMO for all IT Services staff. They work closely with project managers and other staff within IT Services to ensure that projects are conducted according to the IT Services project methodology, and to assist in the preparation of project documents and meetings as required.

The Research Team Manager joined UU through the graduate trainee scheme but has undertaken additional programme and project management training. In their current role, they manage the research teams with responsibility for scheduling, and ensuring that the cost and resource budgets are met.

Web 'n' Go are a specialist external company providing expert digital services. The delivery of customer web-based portal services has been outsourced to them. These are needed to enable the single customer services call centre.

OEB Associates are a management consultancy that has worked with the CFO in their previous role at a major bank. The CFO has engaged them to undertake an independent review of UU to assist them in their aims of delivering an increase in profitability and share price.

NEW QUESTION: 68

UU has always used a linear project management methodology in the past with varying degrees of success.

During the 'design the outcomes' process, UU has decided to trial an agile approach to deliver projects throughout Tranche 1.

Which theme is being applied to the 'design the outcomes' process?

- A.** The 'knowledge' theme is being applied by making use of lessons from their previous agile projects
- B.** The 'decisions' theme is being applied by coming to a conclusive decision to use an agile approach for delivery
- C.** The 'structure' theme is being applied by using an agile delivery method to a complex piece of work
- D.** The 'design' theme is being applied by deliberately designing the work to make use of an iterative approach

Answer: D ([LEAVE A REPLY](#))

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

The Design Theme in MSP 5th Edition is not limited to the technical architecture of the solution; it also encompasses the design of the delivery approach and the path to the future state. According to the MSP 5th Edition guidance, during the 'Design the outcomes' process, the programme must determine the most effective lifecycle for its constituent projects and workstreams. This involves deciding whether a linear, iterative (agile), or hybrid approach is most suitable for the nature of the change.

In this scenario, UU's decision to trial an agile approach is a fundamental design choice. Option D is the correct answer because the Design Theme is responsible for defining how the programme

will transition from the current state to the target operating model. By choosing an iterative approach, the programme is "designing" the work to allow for rapid feedback, flexibility, and incremental value delivery. While this decision involves a "choice" (Option B), the MSP framework specifically categorizes the selection of delivery methodologies and lifecycles under the Design Theme because it shapes the entire strategy for how the outcomes will be realized. This alignment ensures that the delivery method matches the complexity and uncertainty of the programme's objectives, which is a key requirement of the Design Theme's focus on creating a viable and effective blueprint for transformation.

NEW QUESTION: 69

In delivering the capability, who is responsible for aligning projects with benefits realization?

- A. BCM
- B. Programme Manager
- C. Both
- D. None

Answer: C (LEAVE A REPLY)

Both the Business Change Manager (BCM) and the Programme Manager share responsibility for aligning projects with benefits realization. The MSP Practitioner highlights that "Both roles are responsible for this task as projects are overseen by programme manager, and benefits are under BCM supervision." The Programme Manager ensures that project outputs are delivered on time, within scope, and aligned to programme objectives, while the BCM ensures that these outputs translate into tangible benefits once transitioned into operational use.

This dual responsibility ensures seamless coordination between delivery and realization functions, bridging the gap between project outputs and strategic outcomes. Without this collaboration, there is a risk of projects delivering outputs that fail to produce the intended business improvements.

Together, the Programme Manager and BCM form a critical partnership in MSP's approach to ensuring benefits are fully realized, tracked, and maximized throughout and beyond the programme lifecycle.

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