

ITPassLeader



Pass Your Next Certification Exam Fast!

Select a vendor... Select an test... Your email address [Free Download Demo](#)



Instant Download



365 Days Free Updates



Money Back Guarantee



Security & Privacy

Choose the version that fits your needs

PDF Version

Desktop Test Engine

Online Test Engine

Latest and Up-to-Date exam dumps with real exam questions answers.



Get 12-Months free updates without any extra charges.



Experience same exam environment before appearing in the certification exam.



100% exam passing guarantee in the first attempt.



20% discount on more than one license and 30% discount on 5+ license purchases.



100% secure purchase on SSL.



Completely private purchase without sharing your personal info with anyone.



<http://www.itpassleader.com>

High-praise Exam Dumps Questions grant you success by high pass rate - ITPassLeader

Exam : **MSP-Practitioner**

Title : MSP Practitioner, 5th edition
Exam

Vendor : Peoplecert

Version : DEMO

NO.1 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

Explanation:

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.

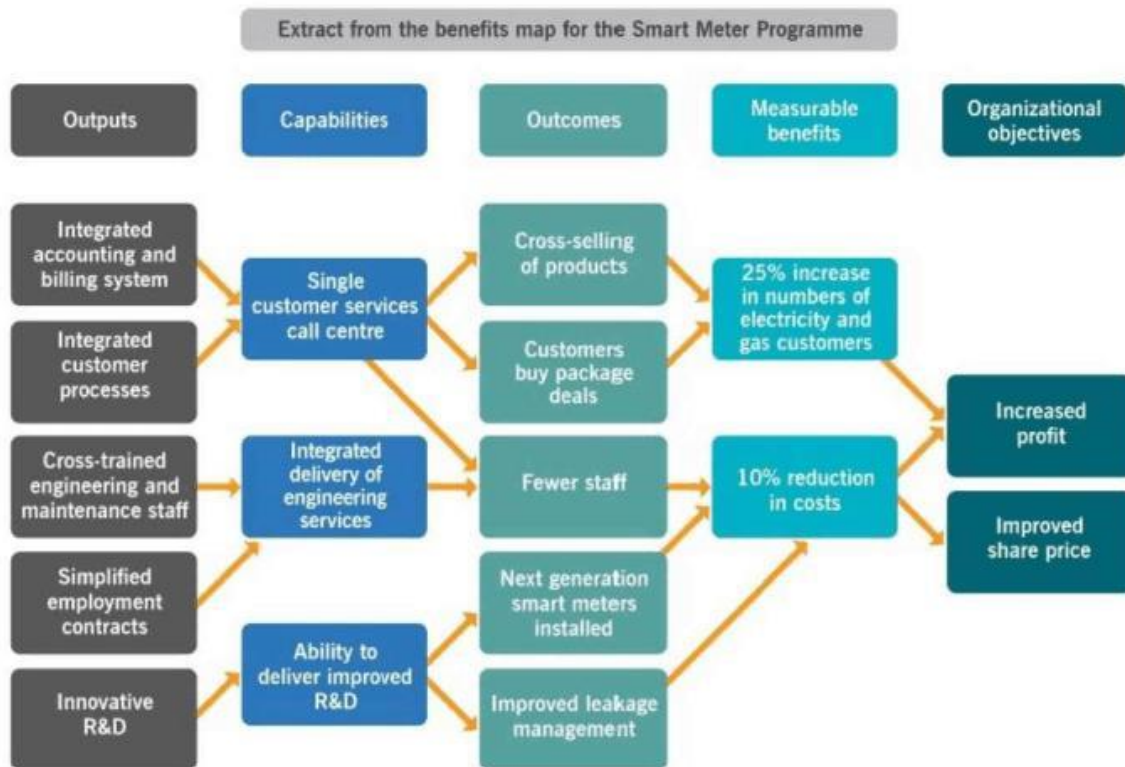
. The ability to integrate all customer services into a single customer call centre service.

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.



<p>Tranche 1</p>	<p>Employment Contracts Project</p> <ul style="list-style-type: none"> Align the terms and conditions for customer facing staff. Identify the skills and qualification needs for each role: <ul style="list-style-type: none"> Sales roles Engineering/Maintenance roles Customer Service roles, <p>Call Centre Rationalization Project</p> <ul style="list-style-type: none"> Integrate the existing separate call centre services into a single call centre service.
<p>Tranche 2</p>	<p>Customer Processes Project</p> <ul style="list-style-type: none"> 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	<p>Research and Development Project</p> <ul style="list-style-type: none"> • Develop next generation smart meters. • Develop automatic water leak detection. <p>Training Project</p> <ul style="list-style-type: none"> • Develop and deliver cross-training programmes for existing and new call centre and engineering staff.
Other work (ongoing throughout the programme)	<p>HR Work</p> <ul style="list-style-type: none"> • 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. <p>Engineering Department Work</p> <ul style="list-style-type: none"> • 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 (CRO) 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 as 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.

NO.2 Which of the following is NOT an MSP Governance Theme?

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

Answer: B

Explanation:

Learning from Experience is not classified as a Governance Theme but rather a Programme

Management Principle in MSP.

The MSP Practitioner clarifies: "Learning from experience is Programme management principle," which means it influences how programmes are managed but does not constitute a governance theme.

Governance Themes focus on structural elements such as Leadership and Stakeholder Engagement, Quality Management, and Organization, which provide the framework and controls for programme delivery.

Understanding this distinction aids in correctly applying MSP components to programme design and governance structures.

NO.3 Which of following is not responsibility of Programme Office?

- A. Repository of programme information
- B. Providing regular updates on progress to SRO
- C. Risk and Issue tracking
- D. Ensuring the control and management frameworks are effectively implemented

Answer: B

Explanation:

Providing regular progress updates to the Senior Responsible Owner (SRO) is the responsibility of the Programme Manager, not the Programme Office. The Programme Office supports by maintaining information repositories, tracking risks and issues, and ensuring control frameworks are implemented. The MSP Practitioner clarifies: "Programme manager provides regular updates to SRO," distinguishing the oversight and reporting role of the Programme Manager from the administrative and support role of the Programme Office.

NO.4 Which activity from the Smart Meter Programme should be delivered using a continual improvement approach?

- A. Align the terms and conditions for customer-facing staff
- B. Develop integrated billing and accounting services
- C. Develop automatic water leak detection systems
- D. Switch to installing new water meters gradually

Answer: D

Explanation:

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

MSP 5th Edition advocates for the use of different delivery life cycles depending on the nature of the work.

While some projects are best suited to a "linear" (waterfall) approach, others benefit from incremental or continual improvement (agile) approaches. Continual improvement is particularly effective when the outcome can be delivered in stages, allowing for feedback and refinement at each step.

Option D is the correct answer because the physical rollout of smart meters is a repetitive process that provides numerous opportunities for learning. By "installing new water meters gradually," the programme can apply lessons learned from the first set of installations to the next, improving efficiency, customer communication, and technical reliability as the rollout progresses. This is the essence of the Plan-Do-Check- Act (PDCA) cycle within the transformational flow.

- * Option A (legal/contractual) usually requires a discrete, linear completion.
 - * Option B (IT systems) often requires complex integration that might be incremental but is less about "continual improvement" of a repetitive rollout.
 - * Option C is a R&D/product development activity.
- Option D represents the best fit for an iterative, learning-based approach where the pace and quality of delivery are refined based on real-world operational feedback.

NO.5 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: C

Explanation:

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.

NO.6 Which of following best defines Outcomes?

- A. Deliverable of a project
- B. Completed set of project outputs
- C. Measurable improvement resulting from outcomes perceived as advantage
- D. New operational state achieved after transition of capability in live operations

Answer: D

Explanation:

Outcomes are defined as the new operational state achieved after the transition of capability into live operations. They represent the changes in the organization's way of working resulting from the combined effect of project outputs.

The MSP Practitioner states: "Outcomes are combined outputs or projects to bring a new operational state in organization," emphasizing that outcomes go beyond deliverables to reflect actual changes in operations and behaviours.

This distinction is critical in MSP's focus on transformational change, ensuring programmes deliver real, sustainable benefits rather than just outputs.

NO.7 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: D

Explanation:

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.

NO.8 During the 'plan progressive delivery' process, it was decided that the call centre managers would hold a weekly meeting with all call centre staff to update them on progress and understand any concerns that they might have. This information was documented by the programme manager. Which theme is being applied?

- A.** Organization
- B.** Design
- C.** Decisions
- D.** Knowledge

Answer: D

Explanation:

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

The Knowledge Theme in MSP 5th Edition is focused on the effective use of information to support the transformation. A major component of this theme is Stakeholder Engagement and the communication of information to ensure that the business is prepared for change. The Knowledge theme emphasizes that knowledge is not just about data; it is about the "flow" of information between the programme and those affected by it.

In this scenario, the weekly meetings are a mechanism for two-way communication. They serve to provide information (updates on progress) and to capture knowledge (understanding staff concerns). Option D is the correct answer because this activity is part of the programme's approach to managing knowledge and ensuring that the human element of the transformation is handled effectively. By documenting this in the Stakeholder Engagement Approach or a similar control document during the planning phase, the programme is ensuring that it has a structured way to share explicit knowledge and capture tacit feedback from the operational front line. This is essential for maintaining morale, identifying potential issues early, and ensuring that the "knowledge" of the business's readiness for change is fed back into the programme's decision-making processes.

NO.9 Which type of cost is associated in training, moving and supporting an operational unit?

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

Answer: C

Explanation:

Training, moving, and supporting operational units fall under business change and transition costs. These costs are related to the activities required to move from the current state to the future state, including training staff and supporting new operations. The MSP Practitioner clarifies: "Training and moving an operational unit is related to transition," distinguishing these from capital costs (assets) and programme management costs.

NO.10 The customer web-based portal being delivered by Web 'n' Go in Tranche 2 will allow customers to make enquiries and request services online. The BCM held a workshop with call centre managers to identify what the most common problems and queries are that they typically receive. This information will help Web 'n' Go develop a solution that meets customer needs.

Is this use of information an appropriate application of the 'knowledge' theme, and why?

- A.** Yes, because the call centre managers' understanding of customer needs should help Web 'n' Go develop more effective customer processes
- B.** Yes, because the BCM should encourage the call centre managers to share their experiences with each other to improve existing service to customers
- C.** No, because the programme office lead should ensure that Web n' Go has the information and knowledge it needs
- D.** No, because sensitive customer information should not be shared with Web 'n' Go which is an external company

Answer: A

Explanation:

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

The Knowledge Theme in MSP 5th Edition covers both explicit knowledge (documented data) and tacit knowledge (experience, insights, and "know-how"). A successful programme must capture tacit knowledge from those who are closest to the operational reality and convert it into a form that can improve the programme's outputs. This is often achieved through collaborative techniques like workshops.

In this scenario, the Business Change Manager (BCM) is facilitating the transfer of tacit knowledge from the call centre managers to the supplier, Web 'n' Go. Option A is the correct answer because this application of the knowledge theme ensures that the technical solution (the portal) is informed by real-world operational insights. By understanding common customer problems, the supplier can design features that directly address those pain points, thereby increasing the likelihood of customer adoption and the realization of benefits (such as reduced call volumes). This proactive knowledge sharing is a critical part of the Design Approach within the Knowledge theme, ensuring that what is "built" is fit for purpose. While sharing info with external companies (Option D) requires security protocols, the principle of using operational knowledge to drive design remains a core MSP best practice.

NO.11 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

Explanation:

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

In MSP 5th Edition, the 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.

NO.12 In which document would you expect to find the levels of confidentiality to be applied in the programme?

A. The Information Management Strategy

B. The Quality Management Strategy

C. The Resource Management Strategy

D. The Benefits Management Strategy

Answer: A

Explanation:

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.

NO.13 Which document is prepared with a purpose to share with stakeholders?

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

Answer: B

Explanation:

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.

NO.14 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

Explanation:

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.