MSP Foundation Exam (5thEdition)

MSP MSP-Foundation

Version Demo

Total Demo Questions: 21

Total Premium Questions: 218

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Topic Break Down

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QUESTION NO: 1

Which document describes how the programme will encourage a culture of reflecting on experience?

A. Assurance approach

B. Information approach

C. Decision-making approach

D. Knowledge and learning approach

ANSWER: D

Explanation:

The **Knowledge and learning approach** is correct because it defines how the programme will create, capture, manage, share, and apply knowledge gained through its work. An important purpose of this approach is to establish a learning culture in which people reflect on experience, identify useful insights, and use those insights to support continual improvement throughout the programme. This includes learning from delivery activities, reviews, feedback, successes, and issues, then making that learning available in a usable form to the people who need it.

In MSP, knowledge management is not merely the storage of documents or records. It is an intentional approach for turning programme experience into learning that improves decisions, ways of working, and the likelihood of realizing desired outcomes and benefits. Encouraging reflection is therefore a core feature of the Knowledge and learning approach: the programme defines suitable practices, responsibilities, and mechanisms for gathering and sharing lessons and knowledge at appropriate points in the lifecycle. This supports an environment in which learning informs both current activity and future work. MSP is maintained within PeopleCert's portfolio-management certification suite; see PeopleCert Management certifications and the MSP best-practice overview.

QUESTION NO: 2

Which word is recommended for describing a benefit or dis-benefit?

A. Cheaper

B. Better

C. Improved

D. Worse

ANSWER: C

Explanation:

Improved is the recommended word because MSP describes benefits and dis-benefits in objective, measurable terms. A benefit is a measurable improvement arising from an outcome that is perceived as an advantage by one or more stakeholders. Using "improved" encourages the programme to state precisely what will improve, establish a baseline, define a target, and identify how realization will be measured. For example, a programme can describe an improved service by specifying a reduction in response time, an increase in availability, or improved user satisfaction against an agreed measure. The same disciplined approach supports dis-benefits: the programme can identify a measurable deterioration or adverse impact and manage it transparently through its benefits-management practices. This wording supports MSP's focus on maintaining a clear line of sight from outputs and capabilities through to outcomes and measurable benefits, enabling the programme board and stakeholders to assess whether the programme remains worthwhile. MSP is a framework for programme management and realization of strategic change; see PeopleCert's MSP certification overview and AXELOS MSP guidance.

QUESTION NO: 3

What is the definition of a budget?

A. A metric that enables an improvement to be evaluated

B. The totality of an organization's investment in changes

C. The tangible or intangible deliverable of an activity

D. The sum of the estimates of income and expenditure

ANSWER: D

Explanation:

The sum of the estimates of income and expenditure is the correct definition of a budget in the MSP glossary. A budget brings together the anticipated financial inflows and outflows needed to support work during a specified period. It therefore provides the financial baseline against which programme funding, affordability, expenditure, and financial performance can be planned and controlled. In a programme context, estimates may be refined as more information becomes available, but the budget remains the consolidated view of expected income and expenditure for the relevant time period. This definition distinguishes the budget itself from measures used to assess performance, from the wider collection of organizational change investments, and from individual deliverables. MSP uses common programme-management terminology so that financial decisions and controls are based on a consistent understanding of what has been authorized and what is expected to be spent or received. The official MSP qualification overview is available from PeopleCert's MSP certification page. Further information on the MSP best-practice framework is available at AXELOS MSP.

QUESTION NO: 4

Which document answers the questions of 'who', 'when', and 'how' to deliver the outcomes of benefit?

A. Programme strategy

B. Programme plan

C. Programme registers

D. Programme organization structure

E. Benefits realization plan

ANSWER: E

Explanation:

The **Benefits realization plan** is the correct document because it defines the practical arrangements for achieving benefits from the programme's delivered capabilities. In MSP, benefits do not arise merely because outputs are delivered; they must be actively planned, owned, monitored, and embedded so that the intended measurable improvement can be achieved. The benefits realization plan therefore identifies the actions and changes needed to realize each benefit, the individuals or operational areas accountable for those actions, and the timing for realization and measurement. This directly addresses who will deliver the benefit-related outcomes, when the relevant activities and benefit reviews will occur, and how the benefit will be enabled and achieved.

The plan also provides a controlled basis for tracking progress towards expected benefits, including dependencies, measures, and responsibilities. It supports the programme's continuing focus on realization rather than treating benefits as an automatic consequence of project delivery. This is consistent with MSP's emphasis on governing programmes through a clear benefits-management approach and maintaining focus on outcomes that justify the programme investment. See PeopleCert's overview of the MSP framework at Managing Successful Programmes (MSP) and the AXELOS glossary resource at AXELOS Glossary.

QUESTION NO: 5

What term represents the desired state of the organization achieved after transition?

A. Capability

B. Output

C. Benefit

D. Outcome

ANSWER: D

Explanation:

Outcome is the correct term because MSP uses it for the resulting condition or desired state that is achieved when the programme's changes have been embedded in business-as-usual operations. A programme does more than deliver products or capabilities: it coordinates transformational change so that the organization moves from its current state to a defined future state. That future state is the outcome. It expresses what will be different in operational, strategic, or customer terms after transition, and provides the context in which benefits can be realized and measured. For example, a programme may establish a new digital service capability, while the outcome is that customers can reliably access and use the service through the organization's normal operations. Defining outcomes clearly supports MSP's focus on maintaining alignment between the programme vision, the blueprint for the future organization, delivery activity, and the benefits expected from the transformation. MSP is specifically designed to help organizations deliver coordinated change and realize strategic objectives through programmes. See PeopleCert's MSP certification overview and AXELOS MSP guidance.

QUESTION NO: 6

Which role is MOST likely to have a focus on managing the costs of training operational teams during transition?

A. Business Change Manager

B. Programme Manager

C. Senior Responsible Owner

D. Programme Office

ANSWER: A

Explanation:

The Business Change Manager is the role most closely associated with the business-side activity needed to make transition successful, including preparing operational teams to adopt, operate, and sustain the new capabilities. Training is a key operational-readiness activity: people who will use or support the new capability must have the skills, procedures, and confidence required before responsibility transfers into business-as-usual operation.

In MSP, the Business Change Manager represents the affected operational area and coordinates the changes needed to embed programme outputs. This includes identifying change impacts, agreeing readiness actions, arranging or coordinating training for affected staff, and ensuring that the operational implications of those actions—including the required resources and associated costs—are understood and managed. The role therefore has a direct focus on the cost implications of training operational teams as part of transition and benefit realization.

This aligns with the MSP emphasis on business change management as the mechanism for embedding new capabilities in operations and realizing benefits, rather than treating delivery as complete merely when outputs are produced. See PeopleCert: Managing Successful Programmes (MSP) and AXELOS: Managing Successful Programmes.

QUESTION NO: 7

Which is a purpose of the vision statement?

A. To describe the attributes and interdependences involved in delivering an operational improvement

B. To describe the detailed future state of the investing organization(s) after the programme has finished

C. To define how the vision, benefits and target operating model will be defined and approved

D. To describe a clear picture of the future state in a way that engages and motivates stakeholders

ANSWER: D

Explanation:

The correct answer is *"To describe a clear picture of the future state in a way that engages and motivates stakeholders"*. In MSP, the vision statement expresses the desired future state that the programme is intended to bring about. It is deliberately clear, concise, and compelling rather than a detailed design specification. Its value is that it gives the programme a shared sense of direction, helping stakeholders understand the intended destination and why the transformational change matters.

A well-crafted vision also creates and sustains commitment: it enables leaders to communicate the programme's aspiration consistently and helps stakeholders connect proposed changes to a meaningful future outcome. This engagement is important throughout the programme, particularly as decisions are made, tranches are planned, and change is embedded. The vision provides the enduring context against which the programme can align its outcomes, benefits, and delivery activity.

This use of a compelling future-state description is consistent with MSP guidance on directing and communicating transformational change. See the official MSP certification overview from PeopleCert and the MSP best-practice overview from AXELOS.

QUESTION NO: 8

What is the MAIN purpose of programme governance?

A. To provide direction, decision-making and control

B. To produce detailed technical specifications for projects

C. To carry out all operational activities after transition

D. To remove all risks from programme delivery

ANSWER: A

Explanation:

The main purpose of programme governance is to **provide direction, decision-making and control**. Governance defines how authority is exercised, who makes decisions, how accountability is maintained and how matters are escalated within the programme and to corporate governance.

Effective governance enables the programme board and Senior Responsible Owner to direct the programme while delegating day-to-day management to the programme manager. It provides the control needed to maintain strategic alignment, manage risks, approve significant changes and ensure that the programme continues to deliver value. It does not replace project management or operational line management. See PeopleCert's MSP certification overview.

QUESTION NO: 9

Which is a trigger for a compliance programme?

A. The corporate board has created a vision for change

B. A number of stand-alone projects would benefit from better coordination

C. The organization has to change to meet requirements of new legislation

D. The organization chooses to take a new innovative approach to product development

ANSWER: C

Explanation:

The organization has to change to meet requirements of new legislation is a trigger for a compliance programme. In MSP, a compliance programme is initiated primarily because the organization must respond to externally imposed obligations, such as legislation, regulation, mandatory standards, or legal duties. The required change is not discretionary: the organization needs to achieve and sustain compliance within the applicable deadline and demonstrate that its operations, services, processes, or controls meet the new requirement.

MSP recognizes that programmes can be triggered by different strategic drivers. Compliance is specifically concerned with ensuring that the organization responds in a coordinated way to obligations imposed by an external authority. A programme is appropriate where the legislative change requires multiple related projects, business changes, governance activities, and benefits or outcomes to be managed together. This coordinated approach helps ensure that the organization is ready by the required date and that compliance is embedded into business-as-usual operations rather than being treated as a one-off project deliverable.

This aligns with the MSP framework's description of programmes as vehicles for coordinated organizational change and with official guidance on meeting legal and regulatory obligations. See PeopleCert's MSP certification overview and UK Government's Better Regulation Framework.

QUESTION NO: 10

Which is the BEST description of a dis-benefit?

A. An unplanned problem preventing delivery of a project output

B. A measurable decline resulting from an outcome

C. The cost of producing a programme capability

D. A threat that may affect the programme in the future

ANSWER: B

Explanation:

A **measurable decline resulting from an outcome** is the best description of a dis-benefit. In MSP, an outcome may result in both positive and negative changes for different stakeholders. A dis-benefit is a measurable adverse consequence that is recognized and managed as part of the programme's overall case for change.

Identifying dis-benefits helps provide a realistic assessment of the programme's value. They should be considered alongside expected benefits, costs, risks and dependencies so that decision-makers understand the full impact of the transformation. A dis-benefit is not simply an unplanned issue or a project cost; it is an expected negative effect arising from the programme's outcomes. See PeopleCert's MSP certification overview.

QUESTION NO: 11

Which statement BEST describes the relationship between a programme and its projects?

A. A programme coordinates projects and other activities to deliver outcomes and benefits

B. A programme replaces the need for project management

C. Projects are responsible for corporate strategy

D. Projects realize benefits independently of business change

ANSWER: A

Explanation:

A programme **coordinates projects and other activities to deliver outcomes and benefits**. Projects deliver outputs, while the programme integrates those outputs with business change, transition, governance, and benefits management to achieve the desired future state.

This distinction is important because successful project delivery alone does not guarantee that the organization will adopt the capability or realize the expected benefits. Programme management manages the interdependencies and organizational change needed to turn project outputs into strategic value. See [PeopleCert's MSP certification overview](#).

QUESTION NO: 12

Which term is used to describe the amount of risk the investing organization(s) is willing to accept in pursuing the benefits of the programme?

A. Risk universe

B. Benefits map

C. Risk appetite

D. Benefit profile

ANSWER: C

Explanation:

Risk appetite is the amount and type of risk that an investing organization is prepared to accept while pursuing programme benefits. In MSP, it provides a strategic boundary for programme decision-making: it helps determine whether risks, uncertainties, and potential responses remain acceptable in light of the programme's objectives, expected benefits, and investment rationale. The sponsoring or investing organization establishes this appetite in accordance with its wider governance, priorities, and tolerance for exposure. Programme leadership then uses it to guide risk management and escalation, ensuring that risks exceeding the agreed level are brought to the appropriate authority for decisions. Defining risk appetite is particularly important in a programme because it enables coordinated choices across multiple related projects and business-change activities, rather than assessing risk in isolation. It supports an informed balance between realizing transformational benefits and protecting the organization from an unacceptable level of threat or uncertainty. The wider concept is consistent with the UK Government Orange Book, which defines risk appetite as the amount of risk an organization is willing to accept in pursuit of its objectives. See The Orange Book: Management of Risk—Principles and Concepts and PeopleCert MSP Foundation.

QUESTION NO: 13

Which role should be assigned to take responsibility for resolving any issue?

A. Issue owner

B. Change agent

C. Business change manager

D. Programme manager

ANSWER: A

Explanation:

Issue owner is correct because MSP treats issues as matters requiring active management and resolution to protect programme outcomes, benefits, governance, or delivery. Each issue should have a clearly identified individual accountable for progressing it: assessing its impact, ensuring that appropriate resolution actions are defined and taken, monitoring progress, and escalating the matter through the programme's controls when its resolution exceeds delegated authority or tolerance. Assigning ownership prevents an issue from becoming an untracked concern shared vaguely across the programme team. The owner provides a single point of accountability, while the programme manager retains overall responsibility for managing the programme's integrated controls and ensuring that significant issues are reported to the appropriate governance level. Effective issue ownership also supports the MSP principle of clear roles and responsibilities, enabling timely decisions and maintaining focus on the programme's intended outcomes and benefits. MSP's governance and assurance approach depends on transparent accountability for exceptions, risks, dependencies, and issues throughout the programme lifecycle. See the official [Managing Successful Programmes (MSP) certification overview]() and [PeopleCert Plus]() for access to official learning resources and guidance.

QUESTION NO: 14

What is defined as new understanding that is embedded into ways of working?

A. Retrospectives

B. Lessons learned

C. Lines of defence

D. Communities of practice

ANSWER: B

Explanation:

Lessons learned is correct. In MSP, a lesson is more than an observation, comment, or piece of information recorded during programme work. It is a new understanding derived from experience that has been considered, acted on, and embedded into the organization's ways of working. Embedding the learning makes it available to improve decisions, delivery practices, controls, and outcomes in current or future programmes.

This distinction is important because merely collecting knowledge does not by itself improve performance. A lesson becomes learned when the programme or organization changes practice, guidance, processes, behaviours, or other working arrangements in response to that understanding. MSP promotes learning throughout the programme lifecycle so that experience can be used to strengthen future performance and support continual improvement.

The terminology aligns with MSP's focus on learning from experience and applying that learning across the programme environment. See the official MSP certification overview from PeopleCert and the MSP product information at AXELOS.

QUESTION NO: 15

Which risk response encourages collaboration on risk management activities?

A. Avoid

B. Reduce

C. Share

D. Prepare contingent plans

ANSWER: C

Explanation:

Share is the correct risk response because it involves working collaboratively with another party that is better placed to help manage a risk, its causes, its consequences, or the opportunity associated with it. In an MSP programme, this can mean agreeing joint ownership, responsibilities, controls, funding, or actions with a supplier, partner organisation, business area, or other stakeholder. The important feature is active collaboration: the parties coordinate their risk-management activities and agree how exposure will be handled, rather than leaving responsibility solely with the programme.

Effective sharing requires clear governance and documented accountability. The programme should record the shared risk, identify the respective owners and actions, establish reporting and escalation arrangements, and ensure the arrangement supports the programme's objectives and benefits. This is consistent with MSP's emphasis on managing uncertainty through defined governance, stakeholder engagement, and coordinated delivery across programme components. Further information about the MSP framework is available from PeopleCert's MSP certification page and AXELOS's overview of Managing Successful Programmes.

QUESTION NO: 16

In which perspective are risks MOST likely to be found if a transition is not properly managed and resourced?

A. Operational

B. Programme

C. Project

D. Strategic

ANSWER: A

Explanation:

Operational is correct because transition moves capability, responsibilities, processes, information, and services from their temporary programme or project arrangements into business-as-usual operation. If that transition is inadequately planned, controlled, staffed, funded, or supported, the immediate exposure is to the receiving operational areas. Typical consequences include an inability to operate the new capability reliably, reduced service performance, insufficiently trained users or support teams, unclear ownership, and failure to realize or sustain the intended benefits.

MSP distinguishes perspectives so that risks can be considered at the level where they primarily arise and are best managed. In this case, the concern is not merely delivery of a project product or the programme's coordination activity; it is whether the organization can absorb, embed, and run the delivered capability after handover. Operational management therefore needs to be actively engaged in transition planning, readiness assessment, resourcing, acceptance, and ongoing support. This aligns with MSP's emphasis on successful adoption of outcomes and the continuing realization of benefits beyond delivery. See PeopleCert's MSP certification overview and AXELOS MSP guidance.

QUESTION NO: 17

Which statement BEST describes the 'check' phase of the Plan Do Check Act cycle when used to manage a risk?

A. It is where initial risk responses that have been implemented are revised to reflect current priorities

B. It is where risk responses are implemented to manage the identified and prioritized risks

C. It involves validating whether a risk has been managed effectively or whether further action is needed

D. It involves understanding the risk tolerances and how it will affect the programme's risk appetite

ANSWER: C

Explanation:

It involves validating whether a risk has been managed effectively or whether further action is needed. In MSP, risk management is a continual control activity rather than a one-time exercise. Applying the Plan-Do-Check-Act cycle means that, after planned responses have been put into operation, the programme must review the current risk position and assess whether those responses are achieving the intended result. This includes monitoring the risk's status, reassessing its probability and impact where appropriate, checking that response actions are being carried out, and determining whether residual exposure remains within the programme's agreed risk tolerance. The review can identify a need to take further action, change an existing response, escalate the risk, or formally close it if it is no longer relevant. This validation supports effective governance by giving the programme board and other decision-makers reliable, current information about whether risk remains controlled in line with the programme's objectives and risk appetite. The subsequent Act activity uses the outcome of this review to make improvements or adjustments. AXELOS describes MSP as providing principles, governance themes and transformational flow to support programme management; risk management is addressed as part of this governance approach. See PeopleCert's MSP Foundation overview and AXELOS's MSP guidance page.

QUESTION NO: 18

Which contributes MOST to achieving the ‘collaborate across boundaries’ principle?

A. Adopting a risk-based approach to assurance that focuses resources to bring greater certainty

B. Supporting stakeholders in accessing the knowledge and information they need to do their work

C. Planning delivery of capabilities to deliver the outcomes of benefit at the pace required by the business case

D. Ensuring that decision-making approaches work effectively across multi-organizational governance

ANSWER: D

Explanation:

Ensuring that decision-making approaches work effectively across multi-organizational governance contributes most directly to the MSP principle of collaborating across boundaries. Programmes commonly span organizational units, delivery partners, suppliers, operational areas, and other stakeholder groups. These boundaries can otherwise create disconnected authority, delayed decisions, and uncertainty about accountability. Effective cross-organizational governance establishes decision rights, escalation routes, representation, and forums that allow those groups to make timely, coordinated decisions in support of the programme’s shared vision and outcomes.

MSP treats governance as a core means of directing a programme and maintaining alignment between its component projects, business operations, and strategic objectives. Making the decision-making approach work across organizational boundaries enables the programme to coordinate dependencies and resolve issues with the right people involved, rather than treating each participating organization as an isolated delivery silo. This creates the practical conditions for sustained collaboration throughout the programme lifecycle. The official MSP certification overview describes MSP as a framework for managing programmes and realizing strategic change: PeopleCert MSP certifications. Further information about the MSP framework is available from PeopleCert’s Managing Successful Programmes page.

QUESTION NO: 19

Which TWO are objectives of the â€˜embed the outcomesâ€™ process?

To ensure that programme progress is monitored and reported.

To ensure that risks and issues are kept under control.

To ensure that benefits start to be realized and measured.

To ensure that controls are put in place to ensure benefit realization continues in BAU.

A. 1 and 2

B. 2 and 3

C. 3 and 4

D. 1 and 4

ANSWER: C

Explanation:

“3 and 4” is correct because the MSP *embed the outcomes* process focuses on transitioning the programme’s new capabilities into normal operational use and making sure the intended benefits are actively realized. At this point, delivery is not treated as the endpoint: the organization must begin measuring whether the outcomes are producing the planned benefits. This creates evidence that the programme is achieving the value set out in its business case and benefits-management approach.

The process also establishes the operational ownership, management controls, measures, and review arrangements needed for benefits realization to continue after the programme closes. In other words, responsibility for sustaining benefits is embedded into business-as-usual rather than remaining dependent on the temporary programme organization. These objectives reflect MSP's emphasis on achieving measurable, enduring value from change, not merely delivering outputs or capabilities.

This interpretation is consistent with the MSP framework's purpose of enabling organizations to deliver successful transformational change and realize benefits. See the PeopleCert MSP certification overview and PeopleCert's official learning resources.

QUESTION NO: 20

How does the 'justification' theme apply the 'collaborate across boundaries' principle?

A. By clearly showing the increased cost of using external, specialized skills in the budget to balance the costs and pace of delivery

B. By ensuring benefits are measurable through the use of cash proxies or other non-financial measures

C. By implementing governance for financial decision-making for the approval of investments by different organizations

D. By clearly showing the programme's performance to date in the business case

ANSWER: C

Explanation:

By implementing governance for financial decision-making for the approval of investments by different organizations is correct because the justification theme is concerned with establishing and maintaining a sound basis for investment in the programme. A programme can span more than one organization, business unit, funding body, or delivery partner. In that situation, continued justification cannot be owned or approved effectively by one party in isolation. The collaborate across boundaries principle is applied by establishing governance arrangements that enable the relevant organizations to participate in investment decisions, agree funding responsibilities, and authorize decisions affecting the programme's business case.

Collaborative financial governance supports a shared view of whether the programme remains viable, desirable, and achievable as circumstances, costs, risks, and expected benefits change. It also provides clear authority for approving investment and for maintaining accountability across organizational boundaries. This makes justification an active, jointly managed control rather than merely a document prepared at the start of the programme. MSP guidance describes programme management as coordinating related projects and activities to deliver outcomes and benefits, with governance providing the framework for informed decisions. See PeopleCert's MSP certification overview and AXELOS MSP guidance.

QUESTION NO: 21

In which situation should benefits management continue after programme closure?

A. Transition is still being undertaken

B. Business change managers are still facilitating change

C. The benefits still need to be aligned to corporate strategy

D. Unexpected benefits are still being captured

ANSWER: B

Explanation:

Benefits management should continue after programme closure when **Business change managers are still facilitating change**. In MSP, the programme can close once its formal governance, delivery activity, and remaining responsibilities have been appropriately concluded or handed over; this does not necessarily mean that every intended benefit has already been fully realized. Benefits often depend on people adopting new ways of working, operational processes becoming embedded, and performance being monitored over time. Business change managers support this transition into business-as-usual and help sustain the behavioural and operational changes needed for benefits realization.

The ongoing activity is therefore not an extension of programme control, but continued ownership and support for realizing, measuring, and maintaining benefits in the operational organization. Clear accountability, benefit measures, and review arrangements should be transferred to the relevant business areas so that benefits remain tracked after closure. This reflects MSP's emphasis on managing change through to the point at which outcomes are embedded and the organization can realize the planned value. See the MSP Programme Board Survival Guide and AXELOS MSP guidance.