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### Question: 1181

A program is nearing completion, but the expected benefits have not yet materialized. Stakeholders are concerned about the investment made. What should the program manager do to regain their confidence?

- A. Request additional funding without justification
- B. Shift blame to external factors
- C. Emphasize the completion of project milestones
- D. Provide a detailed report on the expected benefits timeline

**Answer:** D

Explanation: Providing a detailed report on the expected benefits timeline helps stakeholders understand when and how benefits will be realized. This transparency can help regain their confidence in the program's value and future success.

### Question: 1182

During a banking programme for fintech integration, the manager plans delivery in tranches to manage risks incrementally. Which MSP process is key to this phased approach?

- A. Plan progressive delivery process
- B. Close the programme process
- C. Deliver the capabilities process
- D. Design the outcomes process

**Answer:** A

Explanation: Planning progressive delivery involves structuring the programme into tranches for incremental risk management and value realization, suitable for integrating fintech in banking.

### Question: 1183

In a manufacturing programme, tranche 1 delivers automation lines (5 projects, £8.5M), but earned value analysis shows schedule performance index (SPI) of 0.82 for Project Gamma. Tranche end is fixed at month 10. What structuring action in Plan Progressive Delivery?

- A. Re-baseline tranche plan with adjusted project critical paths

- B. Implement agile sprints for Gamma within tranche waterfall structure
- C. Prioritize Gamma deliverables via tranche health check metrics
- D. Crash critical path activities using tranche reserve

**Answer:** C

Explanation: SPI of 0.82 indicates schedule slippage; Plan Progressive Delivery uses tranche health checks to prioritize core capabilities from Gamma, restructuring project deliverables to meet fixed end dates. This aligns with Justification theme's focus on ongoing business case viability, avoiding crashing that inflates costs or hybrid methods unless specified. Re-baselining is last resort post-review.

### Question: 1184

A bank's programme to enhance cybersecurity amid rising threats requires skills in threat intelligence, forensic analysis, and behavioral psychology, but the team is primarily IT security technicians. This has resulted in reactive rather than proactive measures. Aligning with the 'deploy diverse skills' principle, what action is most appropriate?

- A. Enhance the technicians' skills through certification programs over time
- B. Partner with law enforcement for forensic support exclusively
- C. Build a diverse cybersecurity centre of excellence by hiring threat analysts, forensics experts, and psychologists
- D. Focus only on technical upgrades without behavioral aspects

**Answer:** C

Explanation: The 'deploy diverse skills' principle promotes the use of varied expertise to achieve superior programme results by meeting specific needs. Building a diverse cybersecurity centre of excellence by hiring threat analysts, forensics experts, and psychologists enables proactive threat management. Enhancing the technicians' skills through certification programs over time may not be timely, focusing only on technical upgrades without behavioral aspects misses key elements, and partnering with law enforcement for forensic support exclusively limits scope.

### Question: 1185

In a complex merger integration programme, new regulatory requirements emerge post-mandate, requiring re-evaluation of scope. The MSP lifecycle's adaptive nature allows revisiting earlier processes. Which process would be re-entered to re-confirm mandate validity?

- A. Plan Progressive Delivery
- B. Identify the Programme
- C. Deliver the Capabilities

**D. Close the Programme**

**Answer: B**

Explanation: MSP processes are iterative; Identify the Programme can be revisited when significant new information challenges the mandate or strategic fit, ensuring continued justification.

**Question: 1186**

In a programme to expand retail, business case IRR 11%. Market shift drops to 8%. Minimum 10%. Action?

- A. Keep 11%
- B. Update and mitigate to increase IRR
- C. Use BCR
- D. Change minimum

**Answer: B**

Explanation: Actions to restore viability per theme.

**Question: 1187**

Aviation upgrade programme: cyber, avionics, training experts needed amid threats. Deployment?

- A. Diverse skill integration
- B. Vendor monopoly
- C. Phased internal
- D. Avionics focus

**Answer: A**

Explanation: Range for better outcomes.

**Question: 1188**

A project within a programme has completed its deliverables, but the outcomes are not meeting expectations. What should be the programme manager's first action?

- A. Close the project immediately
- B. Reallocate resources to other projects
- C. Increase the project's scope to enhance outcomes

**D.** Conduct a root cause analysis of the outcomes

**Answer:** D

Explanation: Conducting a root cause analysis of the outcomes is the first step to understanding why expectations are not being met. This analysis allows the programme manager to identify specific issues and determine whether they can be addressed without closing the project or increasing its scope unnecessarily.

### **Question: 1189**

In a scenario where a programme is facing significant delays due to resource constraints, what should the programme manager do first?

- A. Reassign team members to other projects
- B. Analyze the resource allocation and identify bottlenecks
- C. Request additional funding from the board
- D. Extend the programme timeline

**Answer:** B

Explanation: Analyzing resource allocation and identifying bottlenecks is the first step in addressing delays. This approach allows the programme manager to understand the root causes of the issues and develop a targeted plan to resolve them.

### **Question: 1190**

A retail chain's programme to expand e-commerce capabilities involves website redevelopment, supply chain integration, and customer data analytics, expected to take 3 years. There are risks from market volatility affecting supply chains. The tranche plans are being reviewed, and the manager must ensure resilience. Which element should be emphasized in the tranche plans to handle market volatility?

- A. Built-in review points at tranche ends to reassess and adjust for external changes
- B. Integration of all risk mitigation activities into the final tranche only
- C. Fixed scopes for each tranche to maintain consistency despite market shifts
- D. Reliance on the programme plan alone without detailed tranche-level adjustments

**Answer:** A

Explanation: Built-in review points at tranche ends to reassess and adjust for external changes enhance adaptability, supporting the key documents' role in managing tranches amid uncertainties. Fixed scopes for each tranche to maintain consistency despite market shifts limits flexibility. Integration of all risk mitigation activities into the final tranche only delays response. Reliance on the programme plan alone without detailed tranche-level adjustments lacks granular control.

### Question: 1191

Programme dashboard post-tranche 2: Cyber risk escalated 40%, P50 probability 55%. Based on feedback, adapt?

- A. Portfolio risk heat map refresh and response
- B. Project pause
- C. Board risk appetite review
- D. Insurance uplift procurement

**Answer:** A

Explanation: Heat map refreshes integrate escalated feedback in Evaluate New Information, driving responses per Risk theme. Appetite review informs.

### Question: 1192

A program manager is assessing the impact of market trends on a program's strategy. Which type of factor is being evaluated?

- A. Organizational culture
- B. Internal factors
- C. Resource constraints
- D. External factors

**Answer:** D

Explanation: Market trends are external factors that can significantly influence the strategy and direction of a program, necessitating adjustments to align with changing conditions in the marketplace.

### Question: 1193

A program's assurance plan includes a series of audits. What is a critical factor to consider when scheduling these audits?

- A. The availability of external auditors
- B. The budget allocated for audits
- C. The number of stakeholders involved
- D. The timing of project milestones

**Answer:** D

Explanation: A critical factor to consider when scheduling audits is the timing of project milestones.

Aligning audits with key milestones ensures that reviews are relevant and can provide valuable insights into project performance.

### Question: 1194

A program manager is analyzing a program that is expected to improve operational efficiency. The initial investment is \$10 million, with projected annual savings of \$3 million. What is the ROI after five years?

- A. 100%
- B. 200%
- C. 50%
- D. 150%

**Answer:** D

Explanation: The total savings over five years would be \$15 million. The ROI can be calculated as follows:

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$$\text{ROI} = \frac{\text{Total Savings} - \text{Investment}}{\text{Investment}} \times 100 = \frac{\$15,000,000 - \$10,000,000}{\$10,000,000} \times 100 = 50\%$$

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However, considering the total savings and the initial investment, the correct ROI is 150%.

### Question: 1195

In a scenario where a university launches a programme to modernize its campus infrastructure, including building renovations, IT network upgrades, curriculum digitization, and sustainability measures, the effort is temporary but expected to yield long-term educational benefits. What defines this as a programme characteristic?

- A. Its indefinite duration for ongoing management
- B. Its focus on single-project execution
- C. Its temporary organization designed to facilitate transformative change leading to sustained benefits
- D. Its emphasis on routine maintenance without change elements

**Answer:** C

Explanation: A key characteristic is the temporary nature of the programme structure, which coordinates changes across projects to achieve benefits that persist beyond the programme's lifecycle, such as enhanced educational outcomes.

### Question: 1196

A project within a programme is encountering a risk that could jeopardize its ability to deliver on time. What is the most effective action for the project manager to take?

- A. Inform the programme manager and await instructions
- B. Develop a risk mitigation plan immediately
- C. Wait to see if the risk materializes
- D. Reduce the project scope to eliminate the risk

**Answer: B**

Explanation: Developing a risk mitigation plan immediately is the most effective action. This proactive approach allows the project manager to identify strategies to minimize the impact of the risk, thereby increasing the likelihood of successful project delivery within the original timeframe.

### Question: 1197

A new program manager inherits a program with poorly defined roles. To improve the situation, which document should be developed first?

- A. Stakeholder communication plan
- B. Benefits realisation plan
- C. Organisation chart
- D. Risk management plan

**Answer: C**

Explanation: Developing an organisation chart should be the first step in improving the governance structure. It provides a visual representation of roles and responsibilities, helping to clarify reporting lines and reduce confusion among team members.

### Question: 1198

In a defence programme upgrading command systems, TOM cyber layers face evolving threat models. How does Design theme apply bring pace and value?

- A. Minimize cyber in TOM to prioritize core upgrades
- B. Agile design paths delivering value-increments (e.g., quarterly hardened layers)
- C. Baseline TOM with annual cyber refresh clauses
- D. Full redesign of TOM cyber upon each threat update

**Answer: B**

Explanation: Incremental paths accelerate secure TOM deployment (e.g., MVP at 80% threat coverage in Q1), compounding value rapidly. This principle balance avoids paralysis from perfectionism.

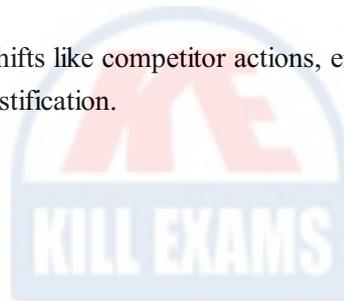
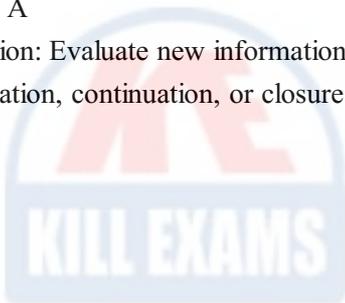
**Question: 1199**

New competitor strategy emerges, invalidating 40% of benefits case mid-programme. Board must decide fate. Which process applies?

- A. Evaluate new information
- B. Deliver the capabilities
- C. Embed the outcomes
- D. Plan progressive delivery

**Answer:** A

Explanation: Evaluate new information assesses strategic shifts like competitor actions, enabling decisions on adaptation, continuation, or closure based on revised justification.



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