

COURSEWARE

MSP[®] Programme Management Practitioner

Courseware - English

Douwe Brolsma & Mark Kouwenhoven

MSP® Programme Management Practitioner Courseware – English

Colophon

Title:	MSP® Programme Management Practitioner Courseware – English
Author:	Douwe Brolsma & Mark Kouwenhoven
Publisher:	Van Haren Publishing, 's-Hertogenbosch
ISBN Hard Copy:	978 940 180 409 7
Edition:	First edition, first print, May 25th 2019
Design:	Van Haren Publishing, 's-Hertogenbosch
Copyright:	© Van Haren Publishing 2019

For further information about Van Haren Publishing please e-mail us at: info@vanharen.net or visit our website: www.vanharen.net

All rights reserved. No part of this publication may be reproduced in any form by print, photo print, microfilm or any other means without written permission by the publisher. Although this publication has been composed with much care, neither author, nor editor, nor publisher can accept any liability for damage caused by possible errors and/or incompleteness in this publication.

MSP® is a Registered Trademarks of AXELOS Limited, used under permission of AXELOS Ltd. All rights reserved.

The Swirl logo™ is a trade mark of AXELOS Limited.

Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

Other publications by Van Haren Publishing

Van Haren Publishing (VHP) specializes in titles on Best Practices, methods and standards within four domains:

- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

Van Haren Publishing is also publishing on behalf of leading organizations and companies: ASLBiSL Foundation, BRMI, CA, Centre Henri Tudor, Gaming Works, IACCM, IAOP, IFDC, Innovation Value Institute, IPMA-NL, ITSqc, NAF, KNVI, PMI-NL, PON, The Open Group, The SOX Institute.

Topics are (per domain):

IT and IT Management

ABC of ICT
ASL®
CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
IT4IT®
IT-CMF™
IT Service CMM
ITIL®
MOF
MSF
SABSA
SAF
SIAM™
TRIM
VeriSM™

Enterprise Architecture

ArchiMate®
GEA®
Novius Architectuur
Methode
TOGAF®

Business Management

BABOK® Guide
BiSL® and BiSL® Next
BRMBOK™
BTF
EFQM
eSCM
IACCM
ISA-95
ISO 9000/9001
OPBOK
SixSigma
SOX
SqEME®

Project Management

A4-Projectmanagement
DSDM/Atern
ICB / NCB
ISO 21500
MINCE®
M_o_R®
MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

For the latest information on VHP publications, visit our website: www.vanharen.net.

Author about this Courseware

We designed the courseware to support the learning work of delegates. The slides offer brief summaries of the different parts of the Best Practice Guidance. The exercises offer the possibility to practice applying the theory to the delegates own real life cases. We do this to help embed the theory into daily practice.

The sample exams then help to test your understanding and prepare for the real thing.

We hope the courseware assists in the learning process and helps delegates in bringing the theory to life and making it work.

Douwe Brolsma and Mark Kouwenhoven

Table of content

	<i>--- Slide number</i>	<i>--- Page number</i>
Reflection		8
Agenda the training course		10
MSP® Practitioner Presentation	(1)	13
Getting acquainted	(2)	13
Introduction to Programme management and principles	(6)	15
The Transformational Flow	(21)	23
The Governance Themes - Organisation	(37)	31
Vision	(55)	40
Leadership and Stakeholder Engagement	(60)	42
Benefits management	(75)	50
Blueprint design and delivery	(87)	56
Planning and Control	(92)	58
The Business case	(107)	66
Risk and issue management	(115)	70
Quality and Assurance management	(131)	78
Guidance on practitioner exercises		84
Exercises		
Optional assignment 'Transformational Flow'		85
Assignment 'Organization'		86
Assignment 'Vision statement'		87
Assignment 'Stakeholders'		88
Assignment 'Benefits'		89
Assignment 'Blueprint'		90
Assignment 'Programme planning'		91
Assignment 'Risks'		91
Extra assignment 'Programme Mandate & Identify'		93

Sample Foundation Exams

MSP® Foundations exam Sample 1 plus answers	95
MSP® Foundations exam Sample 2 plus answers	113
MSP® Practitioner exam Sample 1 plus answers and reasoning	135
MSP® Practitioner exam Sample 2 plus answers and reasoning	212

The MSP Syllabus	275
-------------------------	------------

Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					Ready for the exam!
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:

Topic:

Part 1

Part 2

You have gone through the book and studied.

You have answered the questions and done the practice exam.

Timetable

	Day 1
Part 1	<i>Introduction</i>
	<i>Course Introduction</i>
	<i>Introduction Programme Management and MSP</i>
	<i>Introduction Principles</i>
	<i>Lunch</i>
Part 2	<i>Transformational Flow(TF), including</i>
	<i>Introduction Governance Themes</i>
	<i>Vision</i>
	<i>Benefits and Blueprint</i>
	<i>Homework: Study Guidance and Practice Sample exam</i>
	Day 2
Part 1	<i>Recap</i>
	<i>Organisation, PMO</i>
	<i>Leadership & Stakeholder Engagement</i>
	<i>Risk and Issue Management and Quality Assurance</i>
	<i>Lunch</i>
Part 2	<i>Planning and Control</i>
	<i>Business Case</i>
	<i>Practice sample Practitioner exam plus analysis and discussion</i>
	<i>Purpose and characteristics of Health checks and Maturity models</i>
	<i>Homework: Study Guidance and Practice Sample exam</i>

	Exam Day 3
9:00	<i>Exam admin and forms</i>
9:20	<i>Exam</i>
11:50	<i>Short evaluation and closure</i>



Managing Successful Programmes MSP[®]

Practitioner Level, 2011 edition - English

This material contains diagrams and text information based upon:
Managing Successful Programmes Guide 2011

PRINCE[®], PRINCE2 Agile[®], ITIL[®], M_o_R[®], MoP[®], MoV[®], MSP[®], P3O[®], P3M3[®], P2MM[®] are registered trade marks of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.

The Swirl logo[™] is a trade mark of AXELOS Limited, used under permission of AXELOS Ltd. Version 1.1



©2019 - All training materials are sole property of Van Haren Publishing BV and are not to be reproduced in any form or shape without written permission.



Introductory movie



© Van Haren Publishing

Welcome

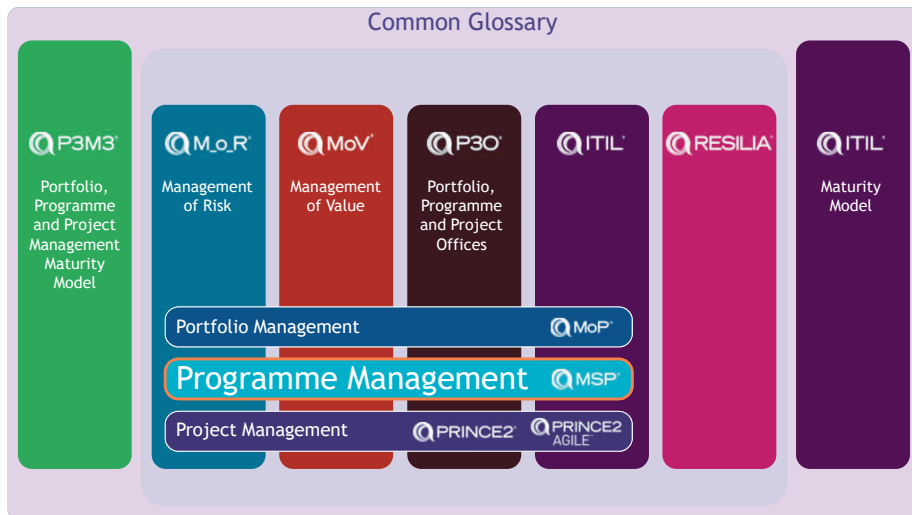
Teambuilding and focus

- Name
- Background
- Current role
- Experience in Programme Management (MSP)
- Motivation to participate in this course

Purpose of the course

- Gain knowledge and insight into MSP as a framework for Programme management
- Gain knowledge and insight into the part Projects play in achieving the Programme objectives
- Explain the syllabus leading up to the Practitioner exam
- Gain insight into the current level of knowledge and expertise and what is needed for the Practitioner exam.

Best Practice Guides



© Copyright AXELOS 2016. Reproduced under licence from AXELOS Ltd. All rights reserved.

Fig. 1.5

© Van Haren Publishing

5

Definitions

Project

- Temporary **organization** that is created for the purpose of **delivering** one or more **business products** according to an agreed Business Case

Project Management

- The **planning, delegating, monitoring and control** of all aspects of the project, and the **motivation** of those involved to **achieve the project objectives** within the expected **performance targets** for time, cost, quality, scope, benefits and risks

© Van Haren Publishing

6

Definitions

Programme

- A temporary, flexible **organization** created to coordinate, direct and oversee the **implementation** of a set of **related projects** and **activities** in order **to deliver outcomes and benefits** related to the organization's strategic objectives

Programme Management

- **Action of carrying out** the coordinated organization, direction and implementation of a dossier of projects and transformation activities (i.e. **the programme**) to achieve outcomes and realize benefits of strategic importance to the business

Definitions

Portfolio

- The totality of an **organization's investment** (or segment thereof) in the **changes required** to achieve its strategic objectives

Portfolio Management

- **Coordinated** collection of strategic processes and **decisions** that together enable the **most effective balance** of organizational **change** and **business as usual**

Why Programme Management

Success & Failure Factors:

- Board level support (Management Commitment)
- Leadership
- (Un)realistic expectation of the capacity & ability to change
- Focus on benefits
- Picture of the future capability (blueprint)
- Defined & communicated vision
- Changing the culture
- Engagement of stakeholders

Programme impact matrix

Focus	High predictable outcome	Medium	Low
Specification Led	<ul style="list-style-type: none"> • Major engineering e.g. Olympic park • Complex product based on known design • Large scale technology replacement 	<ul style="list-style-type: none"> • Globalization of techno services • Adoption of techno new to the org (ERP) • Multi-organization delivery 	<ul style="list-style-type: none"> • Pioneering engineering techniques • Unproven techno implementation • Specification led organizational change
Business Transformation	<ul style="list-style-type: none"> • Implementation of approaches used in similar organizations (e.g. ISO) • Process change affecting technology and structures 	<ul style="list-style-type: none"> • New product or services to existing market place • Changing historical working practices, values and structures • Supply chain changes e.g. outsourcing of services 	<ul style="list-style-type: none"> • Diversification of new products into new markets • Internal external and customer behaviour • Radical restructuring of supply chains
Political and Societal change	<ul style="list-style-type: none"> • Change to current legislation or policies • In or decreases to investment programmes • Predictable or clear stakeholder base 	<p>New/changed legislation:</p> <ul style="list-style-type: none"> • due to social trends • to affect socio-economic behavior • Changes to public service delivery models 	<ul style="list-style-type: none"> • Changes to societal values and behaviors • Incentive driven change to lifestyles and economic behavior • Long-term societal effects

© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Benefits of Programme Management

Include:

- **Co-ordinated** delivery of change
- **Alignment** between strategy and project levels
- **Informed decision making**
- Management of 'above-project / inter-project' risk
- **Optimal benefit realisation**
- Improved management control
- **Least impact** to the business
- Better co-ordination via clearly defined roles and responsibilities
- **Effective** and timely **deployment of change**
- **Smooth transition** from current to future business operations

Types of Programmes

Vision Led

- Clearly defined vision sponsored by top management
- Top down
- Innovation, strategic change or new political priorities

Emergent

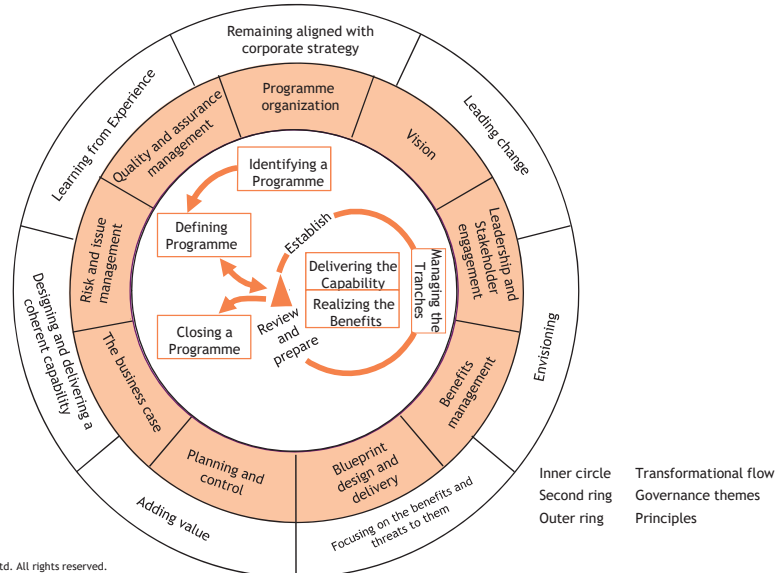
- Evolves from concurrent projects
- Recognized that coordination is needed

Compliance

- "Must do"
- Trigger is an external event or legislation
- Benefits avoidance of .. (e.g. penalties)

TIP: usually it is a mix of characteristics

MSP framework and concepts



MSP 4 key terms

Corporate strategy

- Defines approach to achieving the corporate objectives

Corporate policy

- Result of corporate strategy, lays out the rules to follow

Programme governance strategies

- Describes why and how something will be undertaken
- Developed during the MSP-programme

Programme plans

- Describe the explicit activities required to implement the programme governance strategies
- Including timing & resourcing

Programme management environments



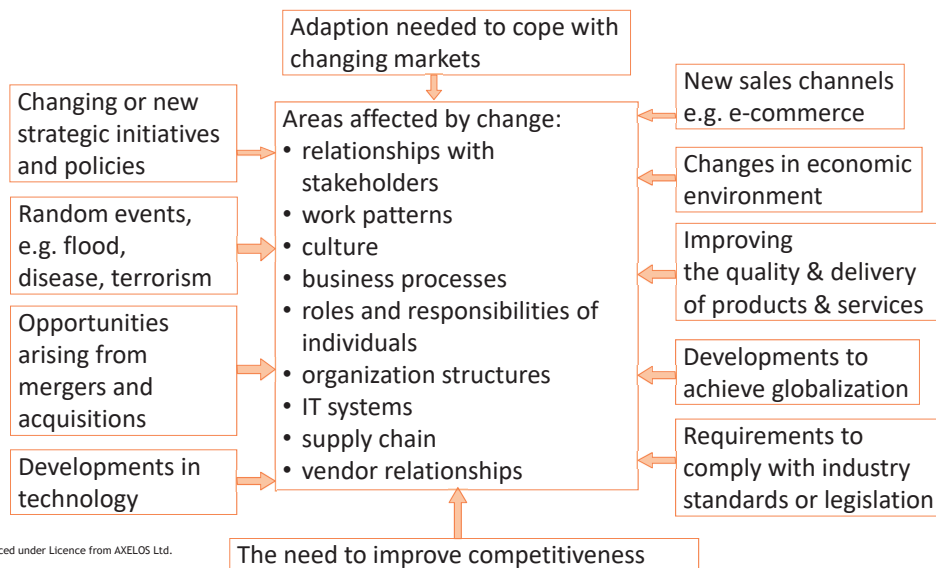
© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 1.2

© Van Haren Publishing

15

Drivers for Change



© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 1.3

© Van Haren Publishing

16

Stay aligned with Business

Give focus to:

- Other influence groups & governing committees (Stakeholder identification & engagement)
- Vision statement in line with corporate objectives, mission statement, strategies and policies
- Blueprint (target operating model / to-be state) to gain credibility for the programme
- Benefit defined with / consult operational units
- Dealing with existing projects (include in programme, close prematurely or let them finish)

Programme Management Strategies & Plans

Management Strategy

- Resource Management Plan
- Programme Plan
- Info Management Plan
- Quality & Assurance Plan
- Risk Register
- Issue Register
- Stakeholder profiles & Programme Communications Plan
- Benefits Profiles & Benefits Realization Plan

Delivery Mechanism

- Resource Management
- Monitoring & Control
- Information Management
- Quality & Assurance
- Risk Management
- Issue Management
- Stakeholder Engagement
- Benefits Management

Key Roles

Senior Responsible Owner (SRO)

- Approval and compliance of the programme with e.g. corporate controls, governance strategies
- Accountable for success of the programme

Programme Manager

- Design & Implement programme governance strategies
- Successful delivery of new capabilities

Business Change Manager (BCM)

- Focus on benefits and stakeholder governance
- Realizing the benefits and business change to desired outcome

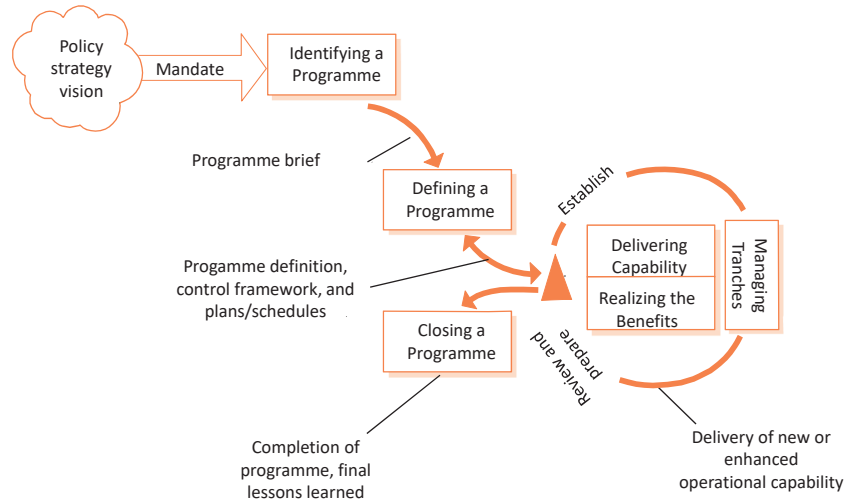
Programme Office

- Nerve center and information hub of the programme
- Coordinate all communication, monitoring and control activities

The Principles

1. Remaining aligned with corporate strategy
2. Leading change
3. Envisioning and communicating a better future
4. Focusing on the benefits and threats to them
5. Adding value
6. Designing and delivering a coherent capability
7. Learning from experience

Transformational Flow overview



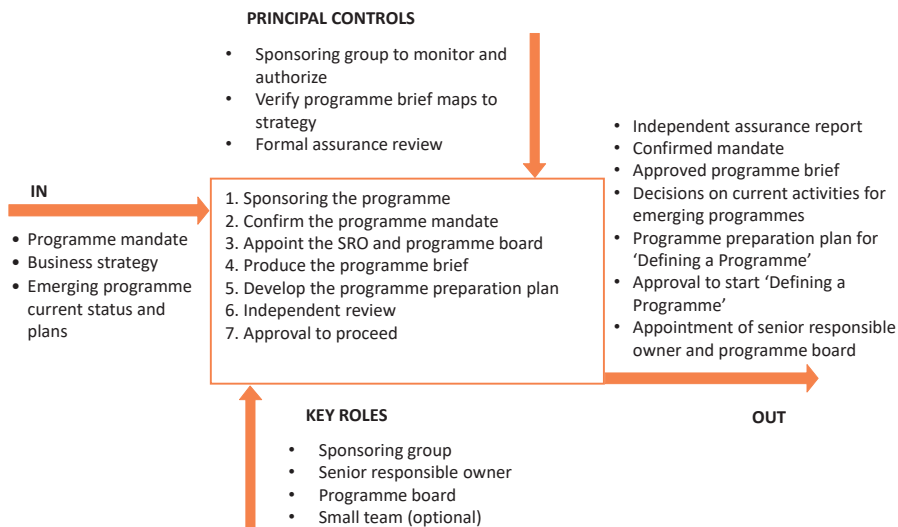
© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 13.1

© Van Haren Publishing

21

Identifying a Programme



© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 14.1

© Van Haren Publishing

22

Responsibilities for Identifying a Programme

Responsibilities	Sponsoring Group	SRO	Programme Manager	BCM's	Programme Office
Flow Steps					
Sponsoring the Programme	A				
Confirm the Programme Mandate	A				
Appoint the SRO and Programme Board	A				
Produce the Programme Brief		A	R	R	
Develop the Programme Preparation Plan		A	R	R	
Independent review	A	R	C	C	
Approval to proceed	A	R	C	C	

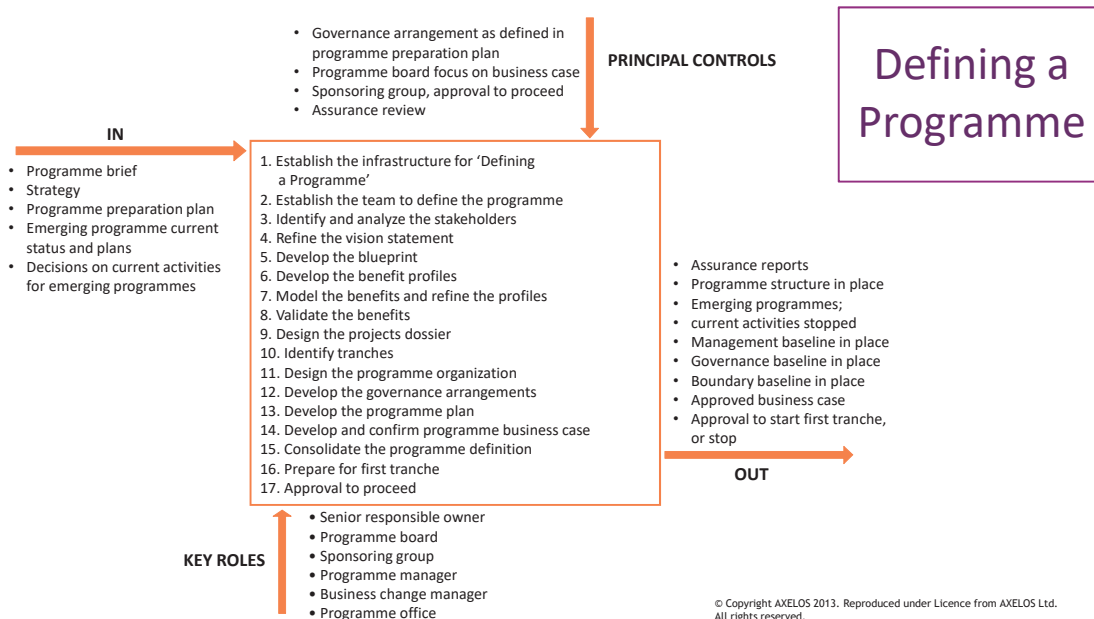
KEY
R – Responsible; gets the work done
A – Accountable; answerable for Programme's success;
C – Consulted; supports, has information or capability required
I – Informed; notified but not consulted

© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Table 14.1

© Van Haren Publishing

23



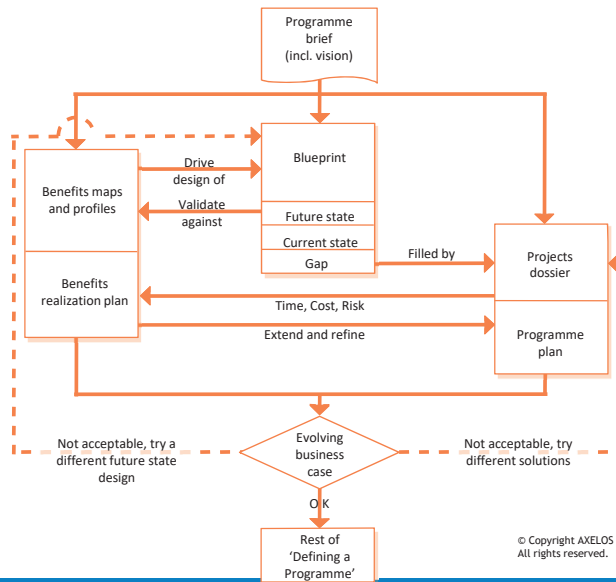
© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 15.1

© Van Haren Publishing

24

The evolving Business Case



© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Fig. 15.2

© Van Haren Publishing

25

Responsibilities for Defining a Programme

Responsibilities	SRO	Programme Manager	BCM's	Programme Office
Establishing the Infrastructure for Defining a Programme	A	R	I	C
Establishing the Team to Define the Programme	A	R	I	C
Identifying and analyse Stakeholders	A	R	C	C
Refine the Vision Statement	A	R	C	
Develop the Blueprint	A	R	C	C
Develop the Benefit Profiles	A	C	R	C
Model the Benefits and refine the Profiles	A	C	R	C
Validate the Benefits	A	C	R	
Design the Project Dossier	A	R	C	C
Identify Tranches	A	R	R	C
Design the Programme Organization	A	R	C	C
Develop the Governance arrangements	A	R	C	C
Develop the Programme plan	A	R	C	C
Develop and confirm the Programme Business Case	A	R	C	I
Consolidate the Programme definition	A	R	C	C
Prepare for first Tranche	A	R	C	C
Approval to proceed	A	R	R	I

© Copyright AXELOS 2013. Reproduced under Licence from AXELOS Ltd. All rights reserved.

Table 15.1

© Van Haren Publishing

26