COURSEWARE

MSP® Programme Management Foundation

Courseware - English

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Van Haren
PUBLISHING

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MSP® Programme Management Foundation Courseware – English

Colophon

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

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Topics are (per domain):

IT and IT Management	Enterprise Architecture	Project Management
ABC of ICT	ArchiMate®	A4-Projectmanagement
ASL®	GEA®	DSDM/Atern
CATS CM®	Novius Architectuur	ICB / NCB
CMMI®	Methode	ISO 21500
COBIT®	TOGAF®	MINCE®
e-CF		M_o_R®
ISO/IEC 20000		MSP®
ISO/IEC 27001/27002	**Business Management**	P3O®
ISPL	BABOK® Guide	PMBOK® Guide
IT4IT®	BiSL® and BiSL® Next	Praxis®
IT-CMF™	BRMBOK™	PRINCE2®
IT Service CMM	BTF	
ITIL®	EFQM	
MOF	eSCM	
MSF	IACCM	
SABSA	ISA-95	
SAF	ISO 9000/9001	
SIAM™	OPBOK	
TRIM	SixSigma	
VeriSM™	SOX	
	SqEME®	

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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 case and exercises offer the possibility to practice applying the theory to practice enabling a deeper understanding.

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

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.

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

(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	*Introduction + Course Introduction*
	"Introduction Programme Management and MSP
	Introduction Principles
	Transformational Flow(TF), including Introduction Governance Themes
	Lunch
Part 2	*Programme Organization* *Assignment Organisation*
	Vision *Assignment Vision statement*
	Leadership & Stakeholder Engagement *Assignment Leadership & Stakeholder Engagement*
	Day 2
Part 1	*Recap day 1*
	Benefits Management
	Blueprint Design & Delivery
	Assignment Benefits *Assignment Blueprint*
	Planning & Control *Assignment Planning & Control*
	Lunch
Part 2	*The Business Case*
	Risk & Issue Management *Assignment Risk & Issue Management*
	Quality & Assurance Management=
	Exam preparation (tips & tricks)
	Evaluation

Day 3 is exam day Exam will take 60 min, can be done classroom or web-based

Managing Successful Programmes MSP®

Foundation level, 2011 edition - English

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

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Version 1

COURSEWARE

Introductory movie

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 Foundation exam
- Gain insight into the current level of knowledge and expertise and what is needed for the Foundation exam.

Best Practice Guides
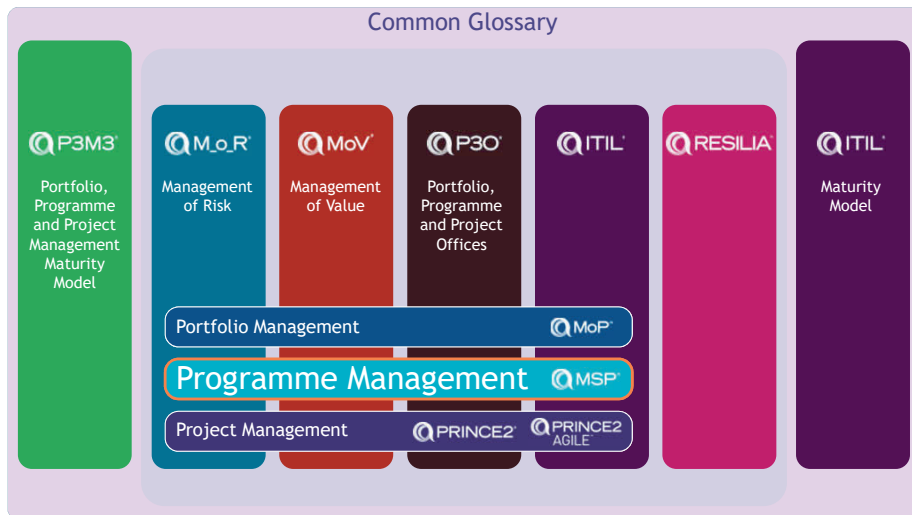
Common Glossary

P3M3 — Portfolio, Programme and Project Management Maturity Model

M_o_R — Management of Risk

MoV — Management of Value

P3O — Portfolio, Programme and Project Offices

ITIL

RESILIA

ITIL — Maturity Model

Portfolio Management — MoP

Programme Management — MSP

Project Management — PRINCE2 PRINCE2 AGILE

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

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	• Major engineering e.g. Olympic park • Complex product based on known design • Large scale technology replacement	• Globalization of techno services • Adoption of techno new to the org (ERP) • Multi-organization delivery	• Pioneering engineering techniques • Unproven techno implementation • Specification led organizational change
Business Transformation	• Implementation of approaches used in similar organizations (e.g. ISO) • Process change affecting technology and structures	• New product or services to existing market place • Changing historical working practices, values and structures • Supply chain changes e.g. outsourcing of services	• Diversification of new products into new markets • Internal external and customer behaviour • Radical restructuring of supply chains
Political and Societal change	• Change to current legislation or policies • In or decreases to investment programmes • Predictable or clear stakeholder base	New/changed legislation: • due to social trends • to affect socio-economic behavior • Changes to public service delivery models	• Changes to societal values and behaviors • Incentive driven change to lifestyles and economic behavior • Long-term societal effects

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

Inner circle   Transformational flow
Second ring   Governance themes
Outer ring   Principles

Fig. 1.1   © Van Haren Publishing   13
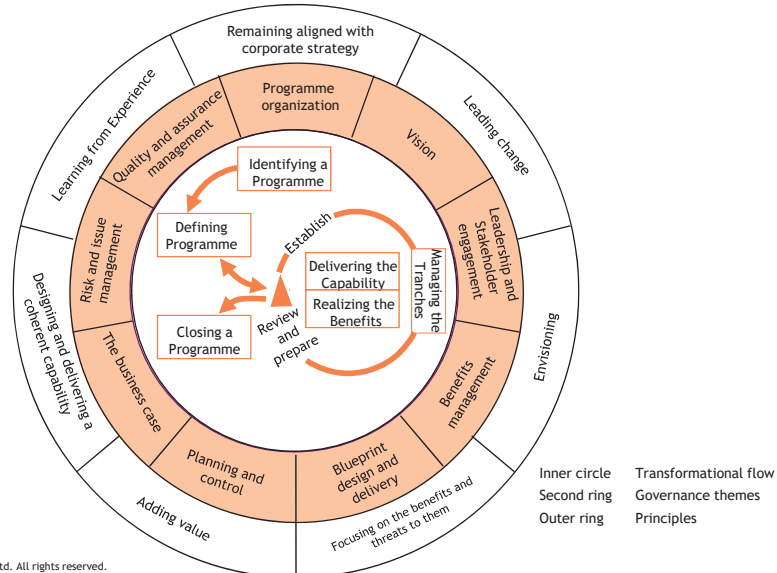
MSP 4 key terms

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

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Programme management environments

Internal or external environment
Political, **E**conomic, **S**ociological, **T**echnological, **L**egal, **E**nvironmental

Influence and shape

Strategies, policies, Initiatives and targets

Define, scope and prioritize

Programmes

Initiate, monitor and align

Project and related activities create new capabilities

Deliver and implement

Transition delivered and outcomes achieved

Transformed operations and services enable benefits realization

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Drivers for Change

Adaption needed to cope with changing markets

Changing or new strategic initiatives and policies

Random events, e.g. flood, disease, terrorism

Opportunities arising from mergers and acquisitions

Developments in technology

Areas affected by change:
- relationships with stakeholders
- work patterns
- culture
- business processes
- roles and responsibilities of individuals
- organization structures
- IT systems
- supply chain
- vendor relationships

New sales channels e.g. e-commerce

Changes in economic environment

Improving the quality & delivery of products & services

Developments to achieve globalization

Requirements to comply with industry standards or legislation

The need to improve competitiveness

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
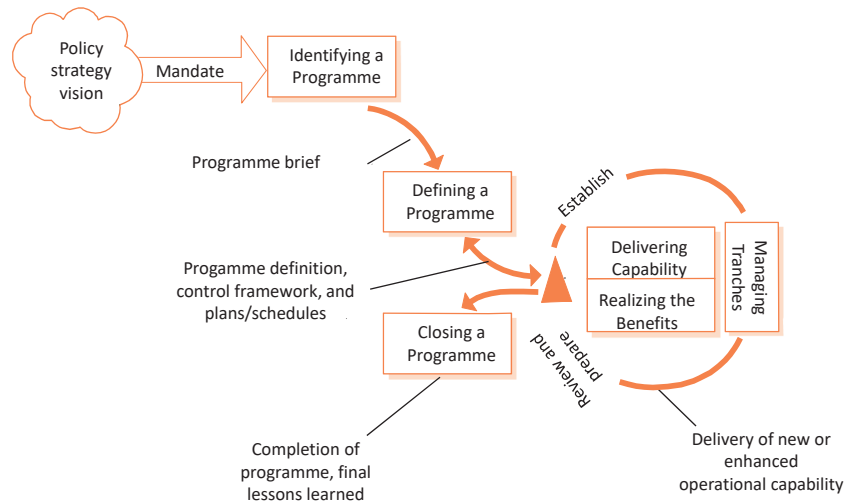
Fig. 13.1 © Van Haren Publishing 21

Identifying a Programme

PRINCIPAL CONTROLS

- Sponsoring group to monitor and authorize
- Verify programme brief maps to strategy
- Formal assurance review

IN

- Programme mandate
- Business strategy
- Emerging programme current status and plans

1. Sponsoring the programme
2. Confirm the programme mandate
3. Appoint the SRO and programme board
4. Produce the programme brief
5. Develop the programme preparation plan
6. Independent review
7. Approval to proceed

- Independent assurance report
- Confirmed mandate
- Approved programme brief
- Decisions on current activities for emerging programmes
- Programme preparation plan for 'Defining a Programme'
- Approval to start 'Defining a Programme'
- Appointment of senior responsible owner and programme board

KEY ROLES

- Sponsoring group
- Senior responsible owner
- Programme board
- Small team (optional)

OUT

Fig. 14.1 © Van Haren Publishing 22

Responsibilities for Identifying a Programme

Flow Steps (Responsibilities)	Sponsoring Group	SRO	Programme Manager	BCM's	Programme Office	
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

Table 14.1 — © Van Haren Publishing — 23

Defining a Programme

PRINCIPAL CONTROLS
- Governance arrangement as defined in programme preparation plan
- Programme board focus on business case
- Sponsoring group, approval to proceed
- Assurance review

IN
- Programme brief
- Strategy
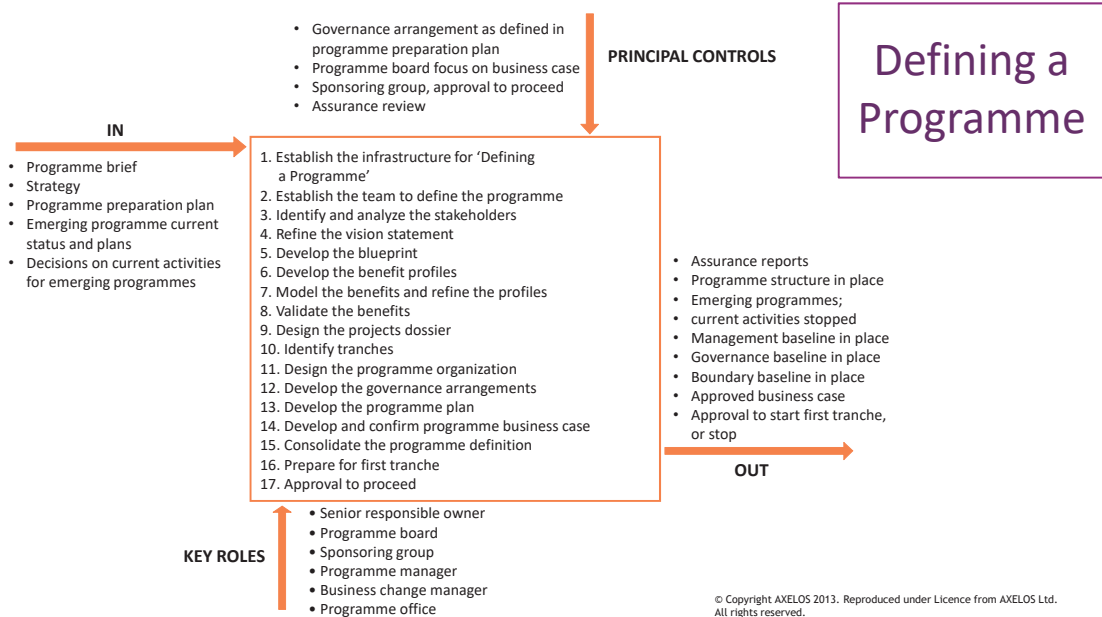- Programme preparation plan
- Emerging programme current status and plans
- Decisions on current activities for emerging programmes

1. Establish the infrastructure for 'Defining a Programme'
2. Establish the team to define the programme
3. Identify and analyze the stakeholders
4. Refine the vision statement
5. Develop the blueprint
6. Develop the benefit profiles
7. Model the benefits and refine the profiles
8. Validate the benefits
9. Design the projects dossier
10. Identify tranches
11. Design the programme organization
12. Develop the governance arrangements
13. Develop the programme plan
14. Develop and confirm programme business case
15. Consolidate the programme definition
16. Prepare for first tranche
17. Approval to proceed

OUT
- Assurance reports
- Programme structure in place
- Emerging programmes; current activities stopped
- Management baseline in place
- Governance baseline in place
- Boundary baseline in place
- Approved business case
- Approval to start first tranche, or stop

KEY ROLES
- Senior responsible owner
- Programme board
- Sponsoring group
- Programme manager
- Business change manager
- Programme office

Fig. 15.1 — © Van Haren Publishing — 24

The evolving Business Case
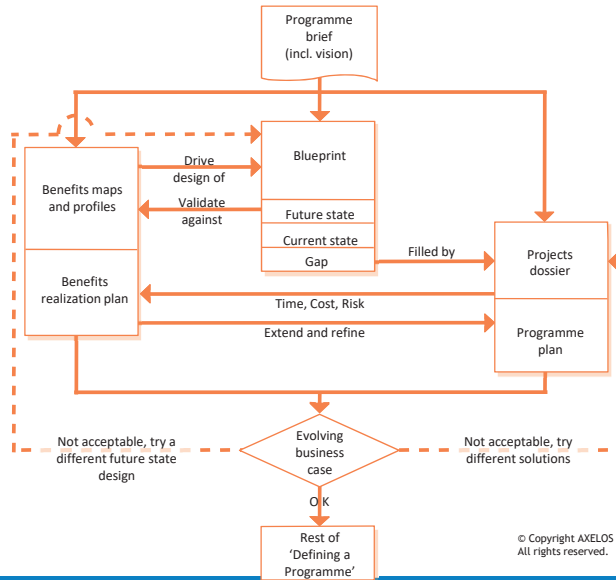
Fig. 15.2 · © Van Haren Publishing · 25

Responsibilities for Defining a Programme

Flow Steps \\ 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

Table 15.1 · © Van Haren Publishing · 26
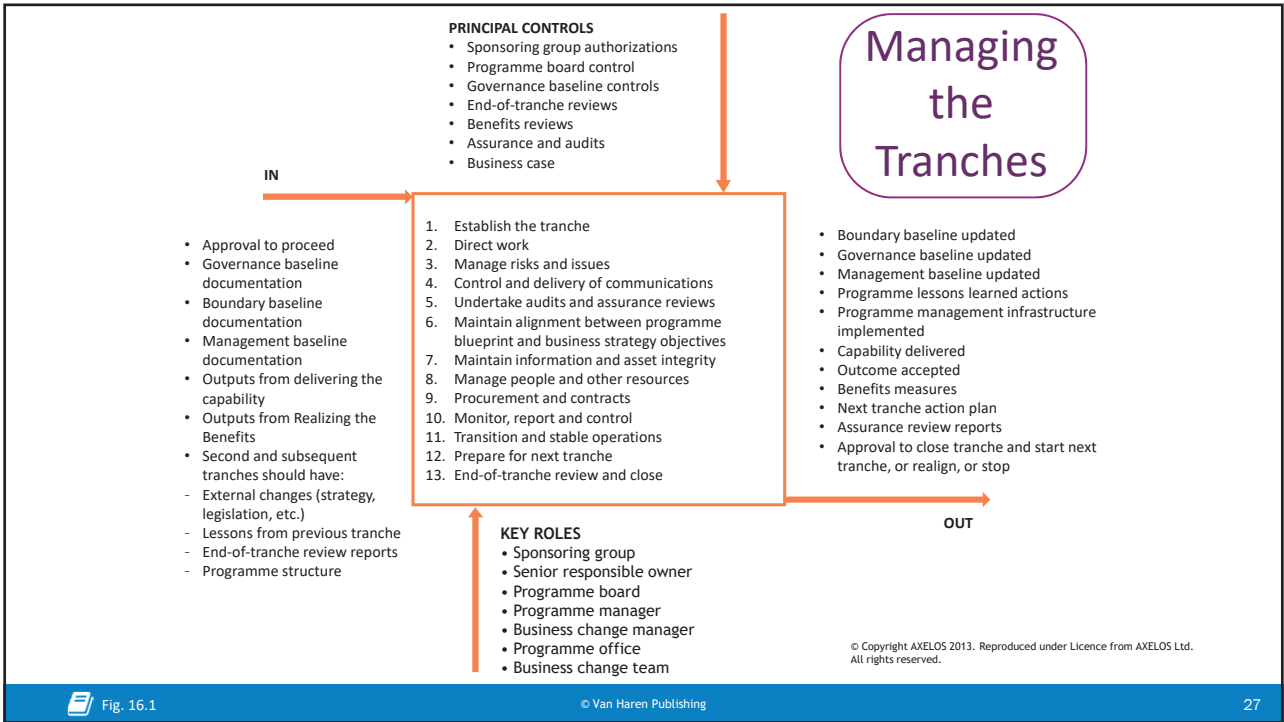
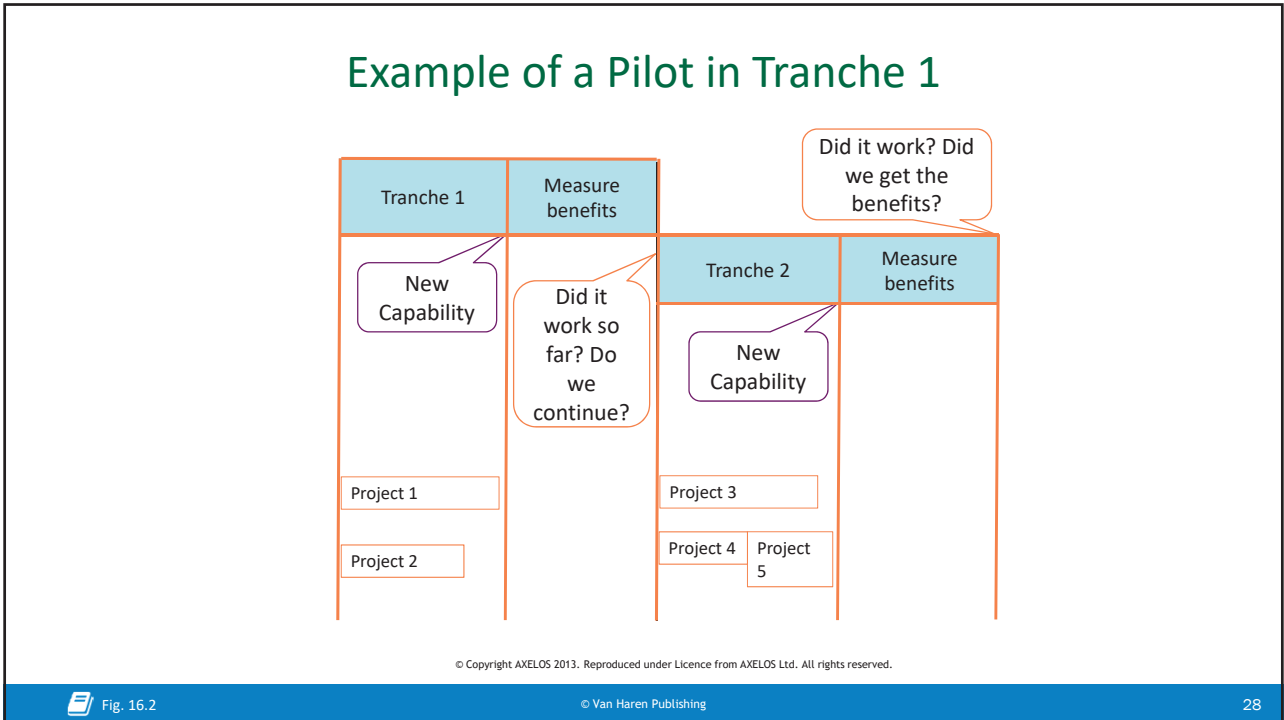Fig. 16.1

Example of a Pilot in Tranche 1

Fig. 16.2

Responsibilities for Managing the Tranches

Flow Steps / Responsibilities	SRO	Programme Manager	Business Change Managers	Programme Office
Establish the tranche	A	R	C	C
Direct work	A	R	I	C
Manage risks and issues	A	R	R	C
Control and delivery of communications	A	R	R	C
Undertake audits and assurance reviews	A	R	R	I
Maintain alignment between Blueprint and business Strategic objectives	A	R	R	I
Maintain information and asset integrity	A	R	C	C
Manage people and other resources	A	R	C	C
Procurement and contracts	A	R		
Monitor, report and control	A	R	C	C
Transition and stable operations	A	C	R	C
Prepare for next tranche	A	R	C	C
End-of-tranche review and Close	A	R	C	C

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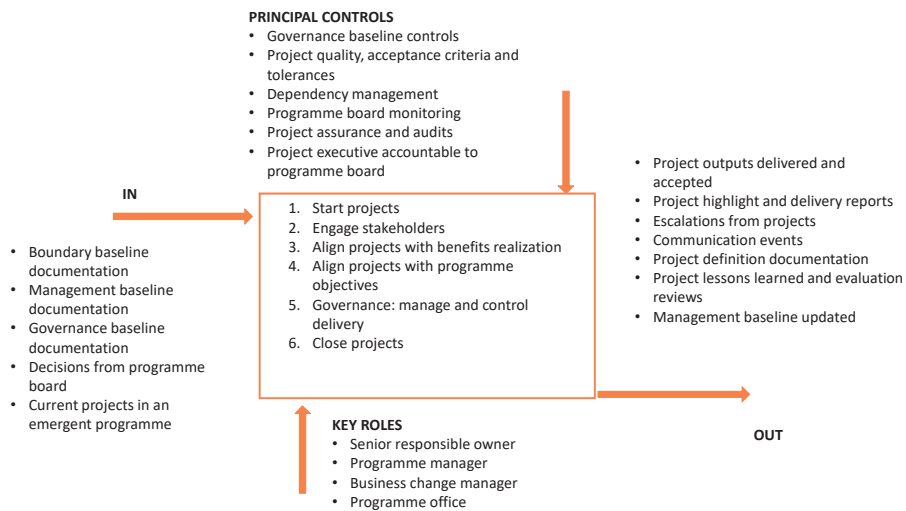**I** – Informed; notified but not consulted

Table 16.1   © Van Haren Publishing   29

Delivering the Capability

PRINCIPAL CONTROLS
- Governance baseline controls
- Project quality, acceptance criteria and tolerances
- Dependency management
- Programme board monitoring
- Project assurance and audits
- Project executive accountable to programme board

IN

- Boundary baseline documentation
- Management baseline documentation
- Governance baseline documentation
- Decisions from programme board
- Current projects in an emergent programme

1. Start projects
2. Engage stakeholders
3. Align projects with benefits realization
4. Align projects with programme objectives
5. Governance: manage and control delivery
6. Close projects

- Project outputs delivered and accepted
- Project highlight and delivery reports
- Escalations from projects
- Communication events
- Project definition documentation
- Project lessons learned and evaluation reviews
- Management baseline updated

OUT

KEY ROLES
- Senior responsible owner
- Programme manager
- Business change manager
- Programme office

Fig. 17.1   © Van Haren Publishing   30