

COURSEWARE

MSP®
5th Edition
Foundation

Courseware - English

Mark Kouwenhoven

MSP® 5th edition Foundation
Courseware – English

Colophon

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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

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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®

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Author about this Courseware

This courseware is designed 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.

Mark Kouwenhoven

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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>					<i>Ready for the exam!</i>
<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.

Agenda

	Day 1 (9.00 – 17.00)
Part 1	Introduction
	Overview The essential building blocks of MSP
	MSP Principles
	MSP Themes
	Organization + exercise Organization
	Lunch
Part 2	Stakeholder Engagement + exercise
	Design + exercises Vision and Benefits
	Justification + exercises
	Homework: Study MSP manual and take 10 Sample Exam questions
	Day 2 (9.00 – 17.00)
Part 1	Recap day 1
	Sample Foundation exam
	Structure
	Knowledge + exercise
	Lunch
Part 2	Assurance + exercise
	Decisions + exercise risk responses
	Homework: Study MSP manual and take Sample Exam

	Day 3 (9.00 – 17.00)
Part 1	Recap day 2
	Know Your MSP terms
	MSP Processes
	Sample Exam and analysis
	<i>Lunch</i>
Part 2	Exam Preparation
	Prepare room for Exam
	** Foundation Exam MoV **

MSP® 5th Edition Foundation

This material contains diagrams and text information based upon:
Managing Successful Programmes Guide 5th Edition

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nThen! BV is an Accredited Training Organisation for MSP®



COURSEWARE



Welcome

- Times
- Breaks
- Fire Procedures
- Exams
- Etiquette & Course Style
- Using your MSP guide
-  Small interactive exercises

COURSE OBJECTIVES

Our objectives:

- Bring MSP® ‘to life’
- Improve your programme management skills
- Get you on top of the MSP best practice
- Get you prepared for qualification



INTRODUCTIONS

In groups, briefly introduce yourself to the rest of the group. For example:

- You and your company
- You are a PRO at ..
- Your programme management experience is ...
- You really dislike ...
- You like delivering change because ..
- Your expectations for this training course are ...

- You have 5 minutes in total

MSP FOUNDATION DAY ONE QUIZ



Question 1

In MSP, the purpose of a programme is
to progressively deliver ... ?

A
A set of quality deliverables

B
Projects to time and cost

C
Outcomes of benefit

D
Corporate strategy

Question 2

Which of these MSP terms is defined as ‘the result of change, normally affecting real world behaviour and/or circumstances’?

A
Benefit

B
Outcome

C
End goal

D
Output

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Question 3

Which role in MSP has “overall and ongoing accountability for the successful delivery of the outcomes of the programme”?

A
Programme manager

B
Sponsoring group

C
Senior responsible owner

D
Business change manager

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Question 4

Which of these is an MSP process in the programme lifecycle?

A
Manage the programme

B
Design the outcomes

C
End the programme

D
Align the projects

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Question 5

MSP provides an integrated framework using three lenses: principles, processes and...

A
Governance themes

B
Quality control

C
Programme techniques

D
Cost/benefit analysis

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Overview

The essential building blocks of MSP

Why invest in programmes?



DISCUSS

Why isn't project management sufficient/enough?

What are the benefits for the investing organization(s)?

Thoughts on multiple reasons (not types).

MSP definition of a programme

- A **temporary structure** (designed to lead)

Although closely linked to Business As Usual operations and may span many years

- **Multiple, interrelated projects and other work** (in order to)

Not necessarily just projects, nor just one mode of delivery

- **Progressively achieve outcomes of benefit** (for)

Incremental cycles with landing points where it would be 'safe' for the organization to stop. **Enterprise agility**; Not an agile method.

- **One or more organizations.**

MSP recognises the investing organization(s) noting that investments are often made by **multiple stakeholders** but the key point is that programmes are typically not bounded by one organization/part of an organization and **require collaboration** across boundaries

Common programme challenges



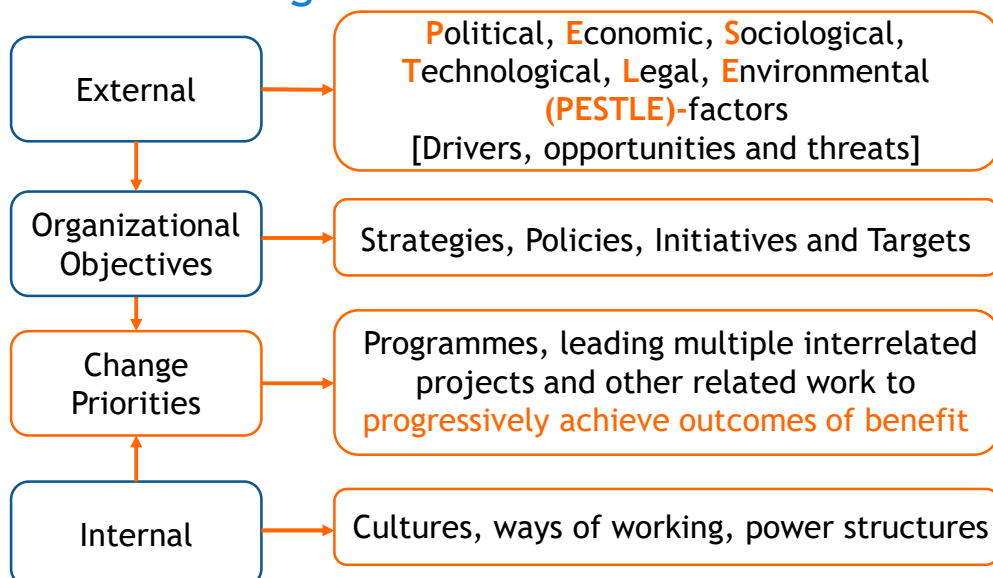
 Discuss in small groups

- What challenges does your programme(s) face?
- What does Enterprise Agility look like in your company?
- Share Lessons Learned

Common programme challenges

- insufficient **support from decision-makers** in the investing organization(s)
- unclear decision-making
- Unsustained **focus on outcomes and benefits**
- poorly defined, communicated, or maintained narrative (**story**) that **supports the vision**
- lack of clarity about **the gap** between current and future states
- unrealistic expectations about the **capacity and ability to change**
- failure to **engage** and influence **stakeholders**
- complex dependencies obscuring an **integrated approach**
- inability to **influence** the prevailing **culture**
- difficulties in keeping effort focused at the **right level of detail**.

Programme environment



Three lenses of the MSP framework



Principles

1. MSP **Principles** are:
Universal, empowering, self-validating



Themes

2. MSP **Themes** provide:
Essential **governance** and controls



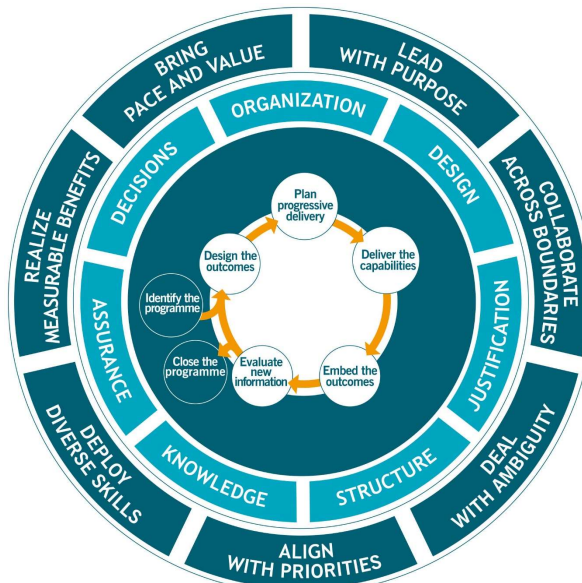
Processes

3. MSP **Processes** support:
Incremental lifecycle that is flexible and adaptable yet enables an **orderly progression** with **clear decision** criteria.

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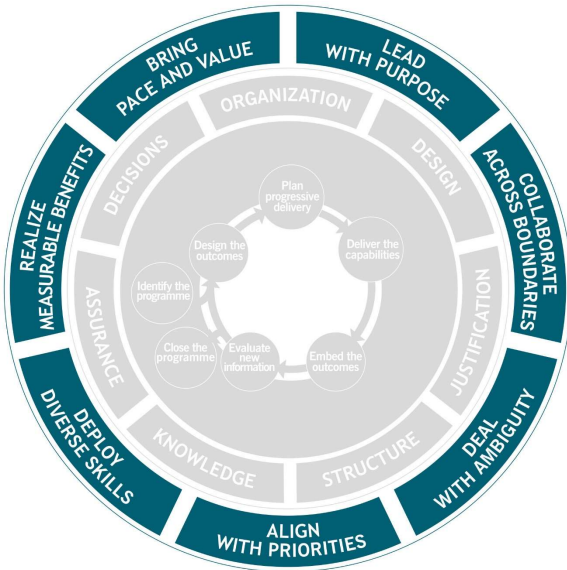
The MSP integrated framework



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Navigating the Principles



Principles are:

- Guiding obligations
- Continually required
- To achieve Value from MSP

Chapter 2 describes

- how each theme relates to each principle (overview)

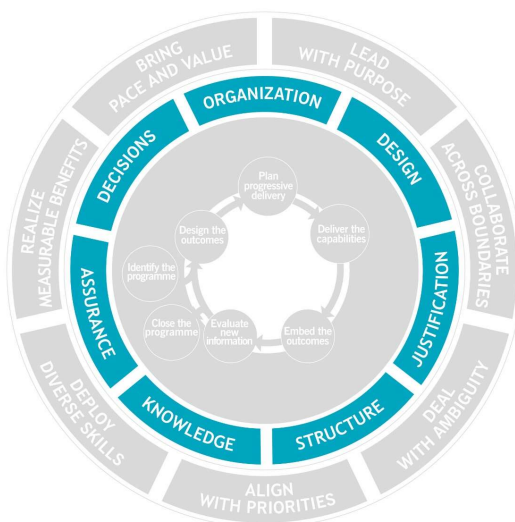
In Chapter 4 - 10 describe

- key relationships between a theme and each principle
- How a theme applies a principle and what the result is

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Navigating the Themes



Themes are:

- Essential aspect of governance
- Needed to apply principles and embedded in processes
- Documented in approaches in the programme strategy (why and what). Programme plans (who, when, how)
- Define compulsory documents
- Define focus of roles within theme

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Navigating the Processes



Processes are:

- Structured **set of activities**
- Define **inputs and outputs** to achieve the objective of the process
- Defines **RACI** for each activity
- **How themes fit in each process**

Appendix and glossary



Appendix A: Programme Documents

- Purpose
- Typical contents
- Notes

Glossary: Definitions of terms

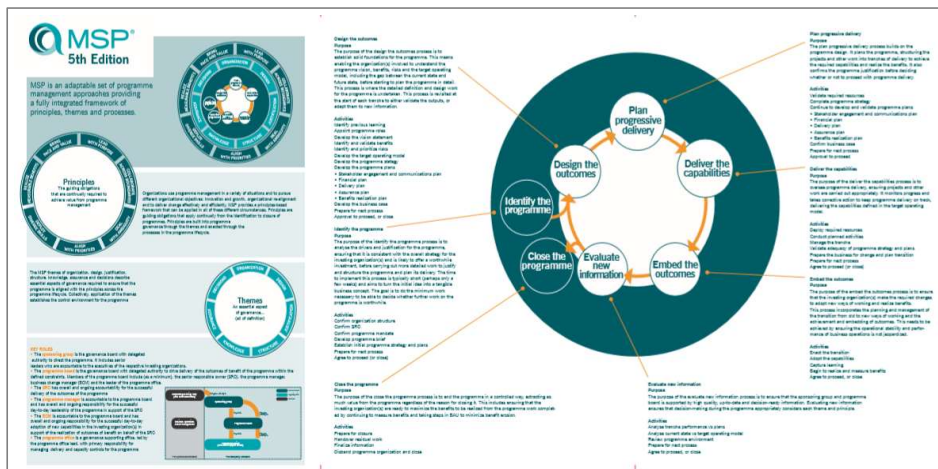
Terms that have a specific meaning in a programme using MSP

- It excludes the documents created when using the MSP framework, (in Appendix A)

An example: Aggregated risk

The combined effect of risk to the programme objectives when risks are viewed collectively rather than individually. This could include the outputs of particular scenarios or risk combinations.

Fold out summary

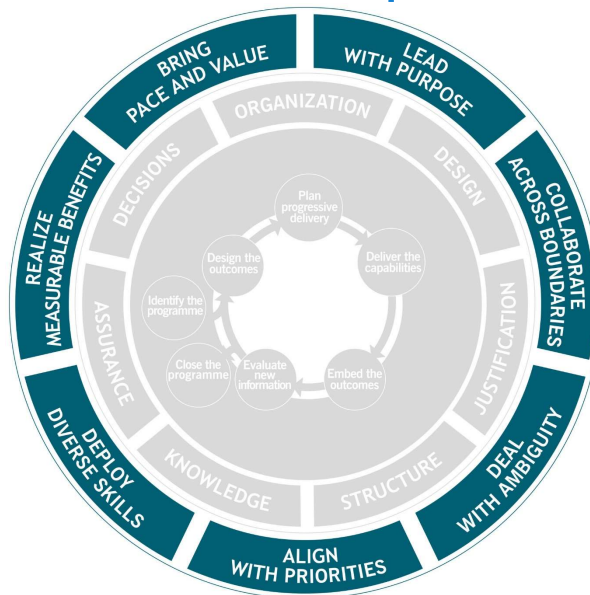


Principles

The guiding obligations
Universal, self-validating and empowering
Continuously required
Achieving Value from MSP



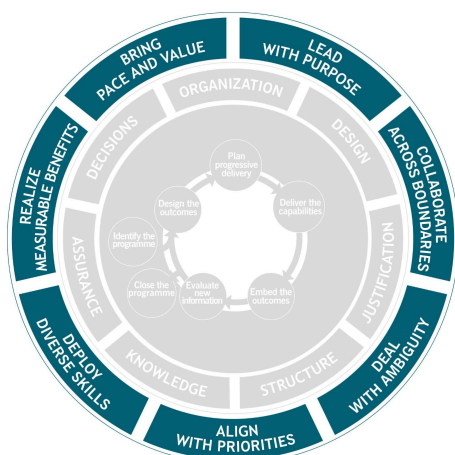
MSP Principles




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MSP Principles



Discuss in small groups: 
Which of the principles would need or give the most improvement in your programme or organization and why.

- a) Lead with purpose
- b) Collaborate across boundaries
- c) Deal with ambiguity
- d) Align with priorities
- e) Deploy diverse skills
- f) Realize measurable benefits
- g) Bring pace and value

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Programme Strategy, Governance and Plans

- **Programme Governance** purpose (3.1)

The **framework of authority and accountability** applied by the investing organization(s) to control the work and ensure the creation of value.

- **Programme Strategy** purpose (3.4)

Define the governance and control environment for a programme in line with the corporate governance requirements of the investing organization(s) and to ensure that MSP principles are applied throughout the programme lifecycle.

- **Programme plans** purpose (3.5)

Define the **specific arrangements** for **implementing** the programme **strategy** and for directing the team.

Match Approach and Themes

Approaches

- Governance
- Stakeholder engagement
- Design
- Funding
- Delivery
- Resourcing
- Knowledge and learning
- Information
- Assurance
- Decision-making
- Issue resolution
- Risk response

Themes

- Organization
- Design
- Justification
- Structure
- Knowledge
- Assurance
- Decisions

TIP: Connect items with a line

Programme Strategy, Governance and Plans

- **Programme Strategy** answer the questions of 'Why' and 'What' with respect to the governance and control framework
- **Programme plans** answer the more detailed questions of 'Who', 'When', and 'How' in order to deliver the outcomes of benefit over time.

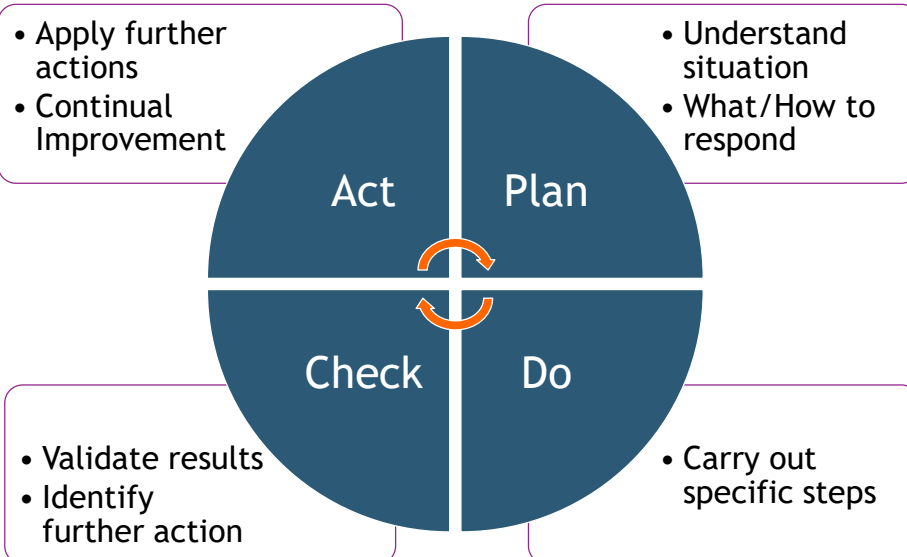
MSP does not require a plan for every approach, if an approach is enough to meet the programme's needs.

Where a **Plan is required**:

- **Stakeholder engagement** and communications plan (Organization)
- **Financial** plan (Justification)
- **Delivery** plan (Structure)
- **Benefits realization** plan (Structure)
- **Assurance** plan (Assurance)

Fig. 3.2

Plan-Do-Check-Act Cycle (Deming cycle)



Each theme chapter addresses the:

- **Purpose** of the theme
- **Key requirements** to implement the principles
- Key ideas and **information required** to support the theme
- **Focus areas** for each key role

Themes are brought to life using the **four scenarios**, showing **how to apply** the theme in different programmes.

Organization

How programmes are **organized**
How **stakeholders** are identified and **engaged**
How **communication** is planned and **delivered**

Organization and the Principles

Establish **governance** that empowers decision-making close to the day-to-day work

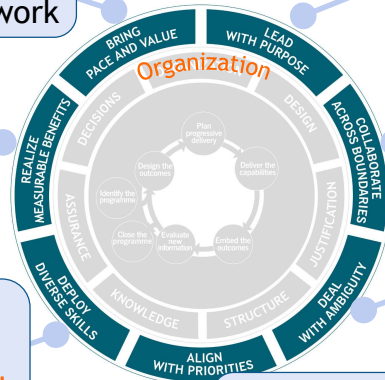
Provide clarity of **purpose** for stakeholders

Ensure **stakeholders** are engaged and communicate about **outcomes of benefit**

Maintain mechanisms for **organizational units** and stakeholders to interact

Provide **oversight** of the development of the required **capabilities** and **resource capacity**

Define **Risk Appetite** and facilitate transparency, information-sharing, and **evidence-based decision-making**



Adapt structures, Roles and Responsibilities to provide oversight and **alignment** with business operations

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Governance

- “The framework of authority and accountability”
- Governance approach
- Questions:
 - Boards, support offices
 - Accountabilities, responsibilities
 - Risk appetite
 - Limits of authority

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Risk Appetite

“The **amount of risk** the investing organization(s) is **willing to accept** in pursuing of Programme Benefits”

- Enables limits of authority
- Reflects corporate risk appetite
- **Expressed as tolerances** (thresholds)



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Boards, roles and supporting offices

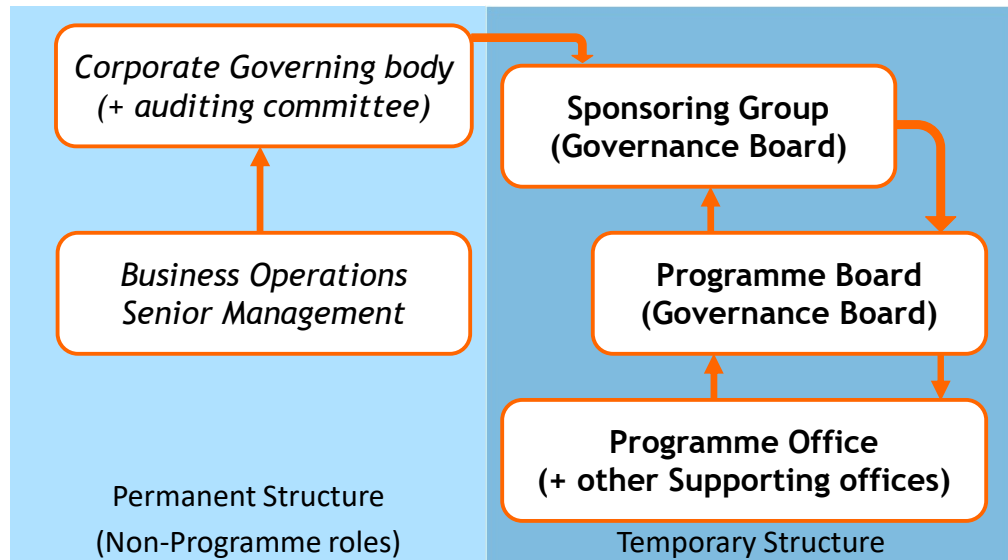
Sponsoring Group
Programme board
Programme office
Senior Responsible Owner
Programme manager
Business change manager

And additional
support offices and roles...

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Boards and supporting offices



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Sponsoring group



- Senior leaders ... accountable to executives of investing organizations
- Responsible for:
 - **Alignment**
 - **Achieving outcomes**
 - **Setting priorities**
 - Continued endorsement
 - **Appointing SRO**, and delegating authority

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Programme board



Driving delivery of the programme...

Includes:

- SRO
- Programme manager
- BCM
- Programme office lead
- And other representatives:
 - Other supporting offices
 - Project sponsors
 - Corporate functions (e.g. Finance, HR, Risk or Purchasing)
 - Lead supplier

Programme office

- Managing delivery and capacity controls
- Group of specialists
to assist
SRO and programme board
- **Support** programme manager and BCM
- Additional specialists may be required

