

COURSEWARE

MSP®
5th Edition
Practitioner

Courseware - English

Mark Kouwenhoven

MSP® 5th edition Practitioner
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.

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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
	Recap MSP
	Exam overview
	MSP Themes review
	Organization theme
	Design Theme
<i>Lunch</i>	
Part 2	Processes
	Process activity + Responsibilities exercises
	Identify the Programme
	Design the Outcomes
	Homework self study prepare for Practitioner EXAM
Day 2 (9.00 – 17.00)	
Exam day	Set up details for agenda Day 2
	Last minute Exam Prep
	Prepare room for Exam
	** MSP 5th edition Practitioner exam **

MSP® 5th Edition Practitioner

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


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Welcome



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

Course objectives

The Practitioner course builds on the knowledge gained in the Foundation course

Level 3 - Application Questions - using acquired knowledge of the MSP framework and applying techniques and rules. Identifying connections and relationships between learnt concepts and the information provided in order to solve problems in a given context. 60%

Level 4 - Analysis Questions - analysing information in order to reach a conclusion. Examine and breaking information into component parts, determine how the parts relate to one another and the MSP framework, and find evidence to support or oppose a given course of action or reasoning. 40%

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

Open book!

ONLY the Managing Successful Programmes publication is permitted - no materials other than this publication and the examination materials may be used in the examination.



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 MSP[®]
5th Edition

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Recap MSP

Navigating the essential building blocks of MSP

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Sample MSP Foundation Paper

30 min to take the sample foundation exam
check the answers and
review where you stand

The MSP integrated framework

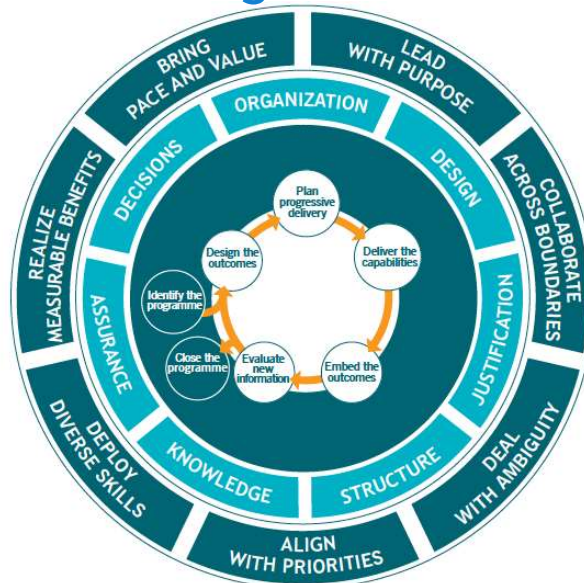
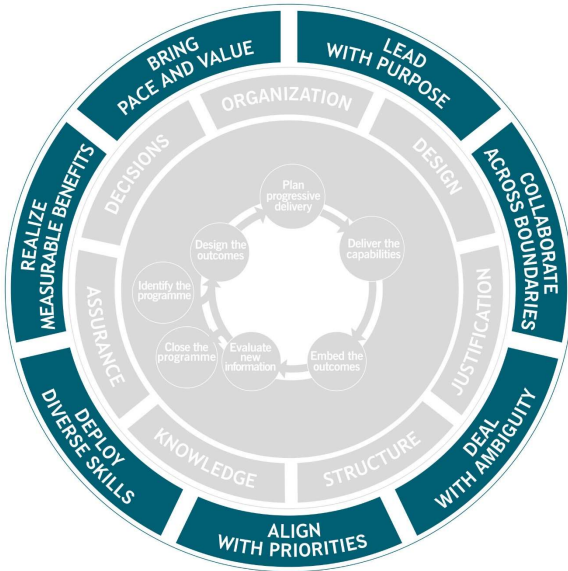


Figure 1.3

Navigating the Principles



Guiding obligations

Continually required

Ch2 - how each theme relates to each principle

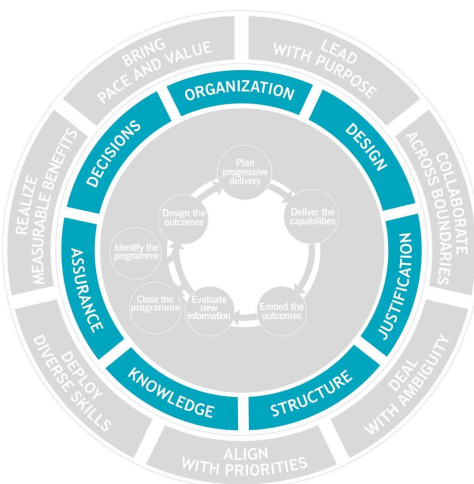
Each theme chapter (4-10)
- key relationships between each principle and the theme

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Navigating the Themes



Essential aspect of governance

Needed to apply principles and embedded in processes

Documented in approaches in programme strategy (why and what). Programme plans (who, when, how)

Define compulsory documents

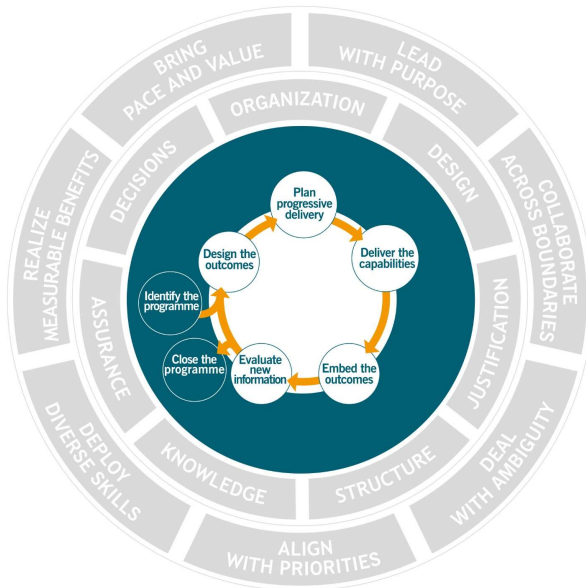
Define focus of roles within theme

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Navigating the Processes



Structured set of activities

Define inputs and outputs to achieve the objective of the process

Defines RACI for each activity

Maps 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.

MSP Practitioner exam

What the paper looks like

MSP Practitioner

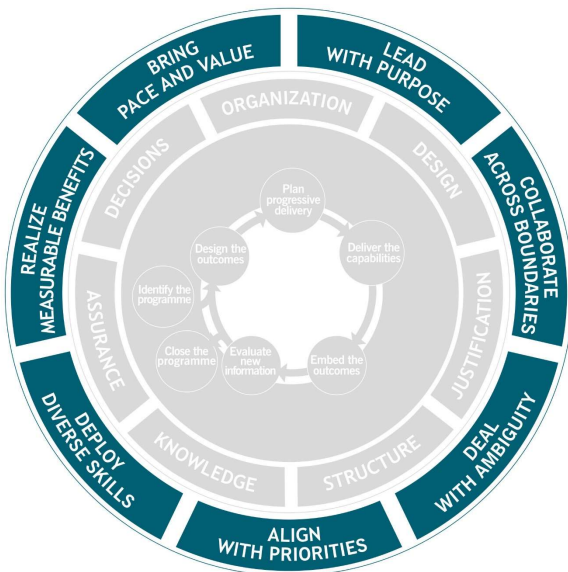
- Based on a programme scenario, and additional information
- Time: 2 hours 30 minutes
- Extra time: 40 min for non-native English
- 70 question items (= 70 points)
- Pass mark 38 (points)
- Question are on Application and analysis

Timing is an important success factor

Principles

The MSP Principles

MSP Principles



Explain what is meant by a principle?
- definition

Sample Paper 1
Question 1-7

Let's review the 7 questions you looked at

Themes

The MSP themes

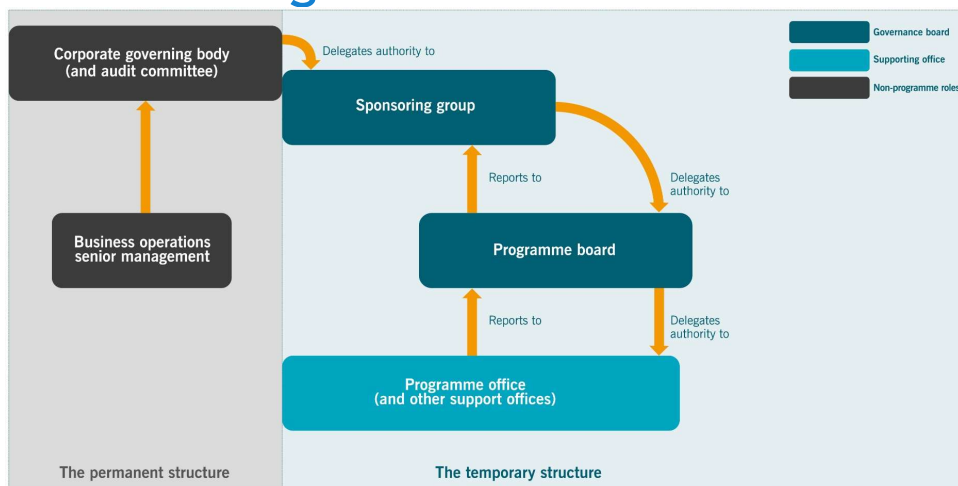
Practitioner theme syllabus

- Apply and demonstrate an understanding of
 - the key documents
 - areas of focus of key roles
 - recommended approach to...
- Analyze whether an application of the theme is effective and fit for purpose

Organization theme

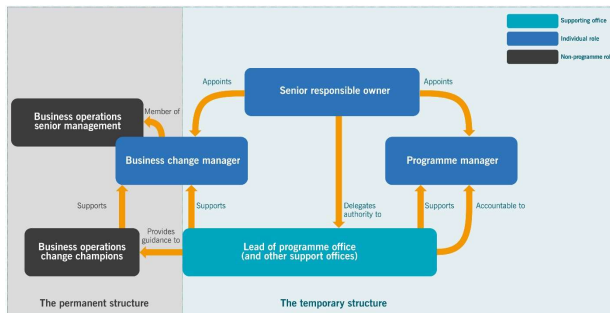
How programmes are organized
How stakeholders are engaged

Organization theme



Sample Paper 1
Questions 10 - 15
You have 20 minutes

Organization chapter review



Purpose
 Relationship with principles
 Governance approach

- Risk appetite
- Boards and supporting offices
- Individual roles
- Tailoring and integrating with projects
- Additional roles and offices

Organization chapter review Stakeholder engagement



- Definitions
- Engagement approach & communications plan
- Stakeholder prioritization
- Preparing for change

- Documents to support the theme
- Focus of the key roles for the theme

Design theme

- How programmes are designed to ensure:
 - **end state** is clear,
 - Benefits and Risks understood
- How Target Operating Model is created and
- GAP between current and future understood

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Design theme



Sample Paper 1
Questions 16 - 21
You have 15 minutes

Processes

The MSP programme lifecycle

PROCESS ACTIVITIES EXERCISE

In which process
should the following
activities take place?

Lifecycle activities

(1/2)

Activity	Process
1 Manage the tranche	
2 Identify and validate benefits	
3 Adopt the outcomes	
4 Complete programme strategy	
5 Develop the programme brief	
6 Develop the target operating model	
7 Analyse tranche performance vs plans	
8 Validate required resources	

Answer at the end of slides

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Lifecycle activities

(2/2)

Activity	Process
9 Handover residual work	
10 Confirm senior responsible owner	
11 Begin to realize and measure benefits	
12 Develop the programme plans	
13 Prepare the business for change and plan transition	
14 Review programme environment	
15 Disband programme organization	

Answer at the end of slides

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Lifecycle activities - summary

Inputs to the process	Activities	Outputs from the process
Approval to proceed	Validate required resources	Programme strategy (completed and approved)
Vision statement	Complete the programme strategy	Programme plans (completed and approved)
Target operating model	Continue to develop and validate the programme plans:	Business case (completed and approved)
Benefit profiles	● delivery plan	Risk register
Benefits map	● benefits realization plan	Issue register
Programme strategy (latest version)	● stakeholder engagement and communications plan	Decision register
Risk register	● assurance plan	
Issue register	● financial plan	
Decision register	Confirm the business case	
Business case (latest version)	Prepare for the next process	
Programme plans (latest versions)	Agree to proceed (or close)	

- Inputs
- Activities
- Outputs

Followed by each activity explained

Responsibilities and RACI charts

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Enact the transition		A	R	C	C
Adopt the capabilities		A	C	R	C
Capture learning		A	C	R	C
Begin to realize and measure benefits		A	C	R	C
Prepare for the next process		A	C	C	R
Agree to proceed (or close)	A	R	C	C	C

R – Responsible; A – Accountable; C – Consulted; I – Informed.

- Responsible
- Accountable
- Consulted
- Informed

Responsibilities Programme manager and BCM

- **Day to day leadership** of the programme
- Including
 - Delivery plan
 - Budget and expenditure
 - Overall performance
 - Issue resolution
- Successful **adoption** of **new capabilities** in support of **realization** of **outcomes** of **benefit**
- Member of business operations
- Remains close to BAU
- **Organizational change management**



Process: ... (Fill in the process name)
(Pick a role and)
put the responsibility for the activities in the table
 R - Responsible; A - Accountable; C - Consulted; I - Informed.

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office



Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Confirm the organization structure					
Confirm the SRO					
Confirm the programme mandate					
Develop the programme brief					
Establish the initial programme strategy and plans					
Prepare for the next process					
Agree to proceed (or close)					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 12.2

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Process: ...

(1/2)

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Identify previous learning					
Appoint the pgm-roles					
Develop the vision statement					
Identify and validate benefits					
Identify and prioritize risks					
Develop the target operating model					
Develop the programme strategy					
Develop the programme plans					
Develop the business case					
Prepare for the next process					
Agree to proceed, or close					

Table 13.2

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Process: ...

(2/2)

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Identify previous learning					
Appoint the pgm-roles					
Develop the vision statement					
Identify and validate benefits					
Identify and prioritize risks					
Develop the target operating model					
Develop the programme strategy					
Develop the programme plans					
Develop the business case					
Prepare for the next process					
Agree to proceed, or close					

Table 13.2

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Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Validate required resources					
Complete the programme strategy					
Continue to develop and validate programme plans					
Confirm the business case					
Prepare for the next process					
Agree to proceed (or close)					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 14.2

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Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Deploy the required resources					
Conduct the planned activities					
Manage the tranche					
Validate the adequacy of the programme strategy and plans					
Prepare the business for change and plan transition					
Prepare for the next process					
Agree to proceed (or close)					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 15.2

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Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Enact the transition					
Adopt the capabilities					
Capture learning					
Begin to realize and measure benefits					
Prepare for the next process					
Agree to proceed (or close)					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 16.2

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Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Analyse tranche performance vs plans					
Analyse current state vs target operating model					
Review the programme environment					
Prepare for the next process					
Agree to proceed (or close)					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 17.2

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Process: ...

Activity	Sponsoring group	SRO	Programme manager	BCM	Programme office
Prepare for closure					
Hand over residual work					
Finalize programme information					
Disband the programme organization and close					

R - Responsible; A - Accountable; C - Consulted; I - Informed.

Table 18.2

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