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TRAINING PROFESSIONALS

Managing Successful Programmes Pre-Course Reading Guide



ACCREDITED TRAINING ORGANIZATION

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GETTING READY FOR YOUR MSP[®] COURSE

Introduction

Welcome to your MSP Training. Your course begins now!

This pre-reading guide is designed to help you to become familiar with the material used in the course. Although your trainer will act as a mentor to you during the course, the onus is on you to prepare as thoroughly as you can.

Preparation will give you the best chance of experiencing a rewarding and enjoyable course and, ultimately, success in the examinations!

It is important that we emphasize at this stage that this course will be intense. In addition to the pre-course preparation there will be evening work each day to help you reach the standards required to pass the examinations.

Your Pre-Course Resources

You can find all of the pre-course resources using the following link:

http://www.bestpracticeims.com/NoBin/Event-Prep/MSP_EP.html

Here you will find the following:

- Pre-Course Reading Guide (this document)
- MSP Foundation Syllabus
- MSP Practitioner Syllabus
- MSP Foundation Sample Exam
- MSP Practitioner Sample Exam

Next Steps

Pick up your MSP Manual, break it open, and follow the reading guide that starts on the next page of this guide! You might like to make use some sticky index tabs and a highlighter to help navigate your way through your manual. Any questions, just get in touch.

About the MSP Examinations

Good examination pass rates are achieved through hard work and good preparation.

There are two qualifications, as follows:

Foundation

Closed book

1-hour examination

60 multiple choice questions. 1 mark per question

The pass mark is 36/60 (60%)

A pass at Foundation level must have been achieved in order to take the Practitioner level examination.

Practitioner

Open book (the MSP Guide)

You can use page tabs and highlight or make notes in the book itself but no other inserts, attachments or other materials are permitted in the examination

2.5 hour examination

Two styles of 'objective test questions' (OTQs)

70 question items, 1 mark per question

The pass mark is 42/70 (60%)

Pre-Course Reading Guide

This reading guide provides you with a good grounding in the areas of programme management covered in the course.

This will be valuable preparation for the more detailed learning you will encounter in during the course. All of the MSP guide is examinable, with the exception of Appendix A and the four fictional scenarios that are used throughout to illustrate realistic application of the framework.

As you read the MSP guide, please use the questions and guidelines that are set out over next few pages to help you to structure your thoughts and ideas. You may like to tick off each section as you go through.



ESSENTIAL READING FOR YOUR MSP® COURSE

What You Should Read

- Chapters 1, 2, 3 and 11 should be read before attending the course. See guidance on pages 3, 4 and 5.
- The Woodglan Leisure Group Programme Scenario on pages 6 and 7
- (Optional) Appendix A – Programme Information in the MSP Manual
- Complete the knowledge quiz and exam questions on page 8 in this pre-reading guide.

Sample exam papers can be found on the internet. However, it is important that you avoid these exam papers as they may be out of date. Sample exam papers will be available during the course, to be completed during the course.

CHAPTER 1 - INTRODUCTION



We suggest that you begin by reading chapter 1, as it introduces the ideas behind programme management and MSP. The following questions pick up on some of the topics within the chapter.

1.1 Purpose of the guide	<p>What are your thoughts about the MSP definition of a programme? What different words might you have expected to see in the definition?</p> <p>What are the three lenses that make up the integrated framework of MSP?</p> <p>1 2 3</p>	
1.2 What is a programme?	<p>What are your thoughts about the MSP definition of a programme? What different words might you have expected to see in the definition?</p> <p>Which of the four aspects of the definition do you recognize in how your organization deals with programmes. Which are less obvious?</p> <p>How, for you, are programmes different to projects? Are there any aspects that you think are the same?</p>	
1.3 Why use programme management?	<p>What are the four reasons for using programme management given in this section?</p> <p>1 2 3 4</p> <p>You will see that the four fictional scenarios used throughout the guide are aligned to these four reasons. You might like to look at the introduction to these scenarios which are just before chapter 1.</p> <p>We are careful in MSP to call these reasons and not types of programme because they are not distinct or mutually exclusive. Real programmes may combined multiple reasons.</p>	
1.4 Overcoming common challenges	<p>This section presents a list of challenges which you might like to compare with your own experience. They are particularly important to consider when comparing programme management with project management.</p>	
1.7 How to use the guide	<p>This section gives a suggested reading approach for the rest of the MSP guide, which you can follow if you have the time available before the course.</p> <p>In this study guide we will suggest a 'light' schedule of reading (but of course feel free to read more if you can).</p> <p>Figure 1.3 is an important diagram as it shows all three of the lenses that make up the framework. It is all of MSP in one diagram. Take some time to review the figure, then move on to understand a little more about principles, themes and processes.</p>	



ESSENTIAL READING FOR YOUR MSP® COURSE

CHAPTER 2 - PRINCIPLES



Note that MSP "...provides a principles-based framework...". The definition shows the underlying importance of principles in the MSP approach to programme management

Explaining principles

What are the three characteristics of a principle? 1 2 3

The seven MSP principles

For each of the seven principles, suggest an example of each one in practice.

Lead with purpose

Collaborate across boundaries

Deal with ambiguity

Align with priorities

Deploy diverse skills

Realize measurable benefits

Bring pace and value

CHAPTER 3 - INTRODUCTION TO MSP THEMES



Each one of the seven MSP themes is an essential part of programme governance and is used throughout the programme lifecycle.

Read through chapter 3, then answer these questions.

Programme governance

From memory, explain programme governance, and how it fits with corporate governance.

The Plan-Do-Check-Act cycle

What are the four parts of this cycle?

What does MSP recommend regarding the Plan-DoCheck-Act cycle?

Programme strategy

From memory, how many of the different approaches can you recall?

Programme plans

From memory, how many of the different plans can you recall?

MSP Themes

From memory, how many of the different themes can you recall?



ESSENTIAL READING FOR YOUR MSP[®] COURSE

CHAPTER 11 - INTRODUCTION TO MSP PROCESSES



The seven MSP processes form the programme lifecycle, as explained in section 11.1.

Note the points made about the incremental nature of much of that lifecycle. The lifecycle diagram (figure 1.3 and used throughout the process chapters) is particularly useful in understanding this.

Things to note

- The first and seventh process are linear
- The other five are repeated as required for each tranche throughout the programme
- Each process chapter that follows this has the same layout:
 - Purpose of process
 - Inputs, activities and outputs
 - Mapping of roles to activities
 - Summary of how each theme applies in that process

OTHER CHAPTERS



Having now had an overview of each of the three lenses of the MSP framework, you may like to take a look at some of the specific themes and process chapters. Notice throughout that the integrated nature of MSP is demonstrated by various tables, such as:

- The relationship between each theme and the principles
- Documents that support each theme
- The focus of the key roles in each theme
- Responsibilities for each activity within each process
- Application of the themes within each process

We suggest that you just look at the main headings of any individual theme or process chapter to get an initial feel for the content involved. However, at this stage, do not get lost in the detail!

Note any thoughts or queries that you have as you look through them.



PROGRAMME SCENARIO

Woodglen Leisure Group (WLG) Programme Scenario

WLG operates a small chain of 3 hotels (Woodglen, Oakmoor and Cherryvale) along the south coast. Over the last few years, revenues have been falling and this has been perceived, in part, to be due to a lack of investment in the business, especially in the hotels themselves.

The owners have therefore decided to invest in a 'Modernisation' Programme' over a period of 24 months, which will include the following:

Three hotel refurbishments (Woodglen Hotel, Oakmoor Hotel and Cherryvale Hotel)

- Re-branding
- New website
- Network upgrade project – To provide high speed broadband and wifi
- Security project – including CCTV in public areas and car parks.

The Three Hotel Refurbishments

Each of the three refurbishments will include redesign and refurbishment of bars, lounges, restaurants, leisure and conference facilities, bedrooms, and gardens. Although ownership and management of the projects will remain with Woodglen Leisure Group, much of the work will be outsourced to HRC (a specialist interior refit company) and GDC (a professional landscaping company). All work must comply with the new branding standards which are being developed by the Re-branding project.

The following is a brief description of the common stages and outputs from each of the three refurbishment projects. Each project includes the redesign and refurbishment of bars, lounges, restaurants, leisure and conference facilities, bedrooms, and gardens, resulting in a 'newly refurbished', low maintenance, 4-star hotel.

Each project is expected to consist of the following management stages:

- Stage 1: Initiation – set up the project and create the project initiation documentation
- Stage 2: Design - Interior designs & garden designs
- Stage 3: Preparation - preparation of all interior and garden areas
- Stage 4: Construction - installation of fittings and furnishings. Decorating and hard & soft landscaping.



PROJECT SCENARIOS

Woodglen Hotel Refurbishment Project

This project is expected to be completed in 10 months and the budget is £1.5 million. It is expected to increase holiday and wedding bookings by 30%pa, increase business and conference usage by 40%pa, and non-resident use of facilities by 20%pa, for each of the first 3 years.

Oakmoor Hotel Refurbishment Project

This project is expected to be completed in 8 months and the budget is £1.2 million. It is expected to increase holiday and wedding bookings by 25%pa, increase business and conference usage by 35%pa, and non-resident use of facilities by 20%pa, for each of the first 3 years.

Cherryvale Hotel refurbishment project

This project is expected to be completed in 6 months and the budget is £0.8 million. It is expected to increase holiday and wedding bookings by 20%pa, increase business and conference usage by 20%pa, and non-resident use of facilities by 25%pa, for each of the first 3 years.

Re-branding Project

Sarah Nelson (Sales and Marketing Manager) will be accountable for this project, with some informal input on ideas from a local brand design agency. Rebecca Jones (WLG's CEO) has set a limit of 1 month for this project and a budget of £100,000.

Project Scenario - New Website Project

Sarah will also be accountable for the new website, with much of the development work expected to be outsourced to a local web design company. The new website development must be synchronised with the opening of each hotel. The targets for time and cost for this work are 12 months and £150,000.

Network Upgrade Project

To cater for the expected increase in web traffic and bookings, the Network Upgrade project is required for each hotel. Although the project team will involve WLG staff from both head office and each hotel, the majority of the upgrade work will be carried out through a specialised firm of network installation engineers. Work on this project can begin immediately in any of the hotels and is expected to take 3 months to complete at a cost of £100,000.

Security Project

There is currently some CCTV in each hotel, but it is slow, of low quality video resolution, and requires daily maintenance and backup activities for each hotel, not all of which are carried out successfully. Using the new network facilities provided by the Network Upgrade project, the Security project will replace the existing CCTV with a fast, high resolution installation that will send and store the recordings to the Cloud and handle all the recording and backup maintenance automatically. With a cost of £150,000, this project is expected to take 6 months. Work can commence when sufficient progress has been made in the Network Upgrade project.

Project and Programme Management

WLG has appointed Sam Davis (an experienced project and programme manager) to manage the Modernisation Programme. He will be using MSP to manage the programme. WLG have also declared PRINCE2 as its standard for all refurbishment projects and the re-branding project. PRINCE2 Agile is preferred for the web site, network upgrade and security projects. Tailoring to be applied on each project, as appropriate.



KNOWLEDGE QUIZ

You might like to attempt these 10 questions to test your knowledge of MSP so far. Try the questions without using the MSP guide. At the end of the questions you will find the answers together with a reference to the section in MSP that explains the answer.

1. Which one of these is NOT an MSP principle?
 - a) Align with priorities
 - b) Bring pace and value
 - c) Focus on products
 - d) Lead with purpose
2. The programme strategy is made up of a number of different sections. These are referred to as which one of the following?
 - a) Approaches
 - b) Techniques
 - c) Components
 - d) Activities
3. Which one of these is an MSP theme?
 - a) Plans
 - b) Controls
 - c) Quality
 - d) Design
4. Which one of these is NOT part of the definition of a programme?
 - a) Lead multiple interrelated projects and other work
 - b) Permanent structure
 - c) One or more organizations
 - d) Progressively achieve outcomes of benefit
5. Which two processes are used just once in a programme?
 - a) Identify the programme, Embed the outcomes
 - b) Identify the programme, Close the programme
 - c) Design the outcomes, Deliver the capabilities
 - d) Deliver the capabilities, Close the programme
6. Which is NOT a reason given in MSP for investment in a programme?
 - a) Transformation
 - b) Organizational realignment
 - c) Innovation and growth
 - d) Effective delivery
7. Which principle is concerned with the need to continually adapt to new information and emergent change?
 - a) Deploy diverse skills
 - b) Deal with ambiguity
 - c) Align with priorities
 - d) Collaborate across boundaries
8. Which is one of the MSP processes?
 - a) Manage the programme
 - b) Manage the risks
 - c) Embed the outcomes
 - d) Evaluate the delivery
9. Which of these is NOT a characteristic of a principle?
 - a) Empowering
 - b) Universal
 - c) Self-validating
 - d) Optional
10. MSP specifies the need for some plans. Which one of these is required in MSP?
 - a) Quality plan
 - b) Benefits realization plan
 - c) Stage plan
 - d) Projects plan

Knowledge Quiz Answers

- | | |
|-------------------|-------------------|
| 1c - Chapter 2; | 6a - Section 1.3 |
| 2a - Section 3.4 | 7c - Section 2.4 |
| 3d - Section 3.6 | 8c - Section 11.2 |
| 4b - Section 1.2 | 9d - Chapter 2 |
| 5b - Section 11.2 | 10b - Section 3.5 |



MSP® FOUNDATION AND PRACTITIONER TIMETABLE

ONLIVE VIRTUAL CLASSROOM	Mon	Tue	Wed	Thu
09:00 - 10:30	MSP Introduction & Overview	Organization Theme	Assurance Theme	Practitioner exam structure Question styles Examination question
11:00 - 12:30	Principles Introduction to the Themes	Structure Theme	Decisions Theme Identifying the Programme Design the Outcomes	Practitioner Study Sample Practitioner exam paper (continued)
13:30 - 15:00	Introduction to the Processes	Justification Theme	Plan progressive delivery Deliver the capabilities Embed the outcomes Evaluate new information Close the programme	Practitioner Study sample Practitioner exam paper (continued)
15:30 - 17:00	Design Theme	Knowledge Theme	Sample Foundation Exam	Practitioner Study Sample Practitioner exam paper (continued)

ADOBE CONNECT – TEST YOUR SYSTEM

You will be sent your login details for the virtual classroom course the week before the start date. In the meantime, you are advised to test your system using the following links. If not already installed, you should download and install the Adobe Connect application from below:

For Windows users: <https://www.adobe.com/go/Connectsetup>

For Mac users: <https://www.adobe.com/go/ConnectSetupMac>

If you have never attended an Adobe Connect meeting before:

Test your connection: https://meet22438241.adobeconnect.com/common/help/en/support/meeting_test.htm

Get a quick overview: <http://www.adobe.com/products/adobeconnect.html>

PEOPLECERT EXAM SHIELD—TEST YOUR SYSTEM

You can test your system for the online PeopleCert Exam Shield by using the link below:

<https://download.peoplecert.org/ExamShield/Install.aspx>



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SPOCE Project Management Limited
West Wing – Briggs House
26 Commercial Road
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Telephone: +44 (0) 1202 736373
E-mail: enquiries@spoce.com
Information: www.spoce.com

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