

MSP® Foundation

Course Outline

1. Understand key concepts relating to programmes and MSP

1.1 Recall the definition of:

- A programme
- The 3 lenses of MSP: principles, themes, and the processes across the programme lifecycle
- Enterprise agility

1.2 Describe:

- The characteristics of a programme
- The common reasons why programme management is used
- The common challenges that MSP is designed to address
- The programme environment

2. Understand how the MSP principles underpin the MSP framework

2.1 Explain the MSP principles:

- Lead with purpose
- Collaborate across boundaries
- Deal with ambiguity
- Align with priorities
- Deploy diverse skills
- Realize measurable benefits
- Bring pace and value

3. Understand the MSP themes and how they are applied throughout the programme

3.1 Explain:

- The purpose of the programme strategy
- The purpose of programme governance
- The purpose of programme plans
- The Plan-Do-Check-Act (PDCA) cycle and its applicability to risks and issues

3.2 Organization theme

3.2.1 Explain the purpose of the ‘organization’ theme

3.2.2 Describe the key relationships between the ‘organization’ theme and the principles

3.2.3 Explain the purpose of the key documents required to support the ‘organization’ theme:

- Programme strategy: governance approach
- Programme strategy: stakeholder engagement approach
- Stakeholder engagement and communications plan

3.2.4 Define key concepts related to the ‘organization’ theme:

- Stakeholder
- Stakeholder engagement
- Programme risk appetite

3.2.5 Describe the purpose and responsibilities of the following roles:

- Sponsoring group

- Programme board
- Programme office
- Senior responsible owner (SRO)
- Programme manager
- Business change manager (BCM)

3.3 Design theme

3.3.1 Explain the purpose of the ‘design’ theme

3.3.2 Describe the key relationships between the ‘design’ theme and the principles

3.3.3 Explain the purpose of the key documents required to support the ‘design’ theme:

- Programme strategy: design approach
- Vision statement
- Benefits map
- Benefit profile
- Risk register
- Target operating model

3.3.4 Define key concepts related to the ‘design’ theme:

- Benefit
- Dis-benefit
- Vision
- Programme risk

3.3.5 Describe:

- The types of benefits
- The path to benefits
- The types of programme risk
- Risk prioritization
- The need to document current state, future state and gap analysis

3.4 Justification theme

3.4.1 Explain the purpose of the ‘justification’ theme

3.4.2 Describe the key relationships between the ‘justification’ theme and the principles

3.4.3 Explain the purpose of the key documents required to support the ‘justification’ theme:

- Programme mandate
- Programme strategy: funding approach
- Programme brief
- Business case
- Financial plan

3.4.4 Define key concepts related to the ‘justification’ theme:

- Budgets
- Cash flow
- Financial contingency

3.4.5 Describe:

- The justification for a programme including financial and non-financial appraisal methods
- The key considerations when validating a business case

3.5 Structure theme

3.5.1 Explain the purpose of the ‘structure’ theme

3.5.2 Describe the key relationships between the ‘structure’ theme and the principles

3.5.3 Explain the purpose and characteristics of the key documents required to support the ‘structure’ theme:

- Programme strategy: delivery approach
- Delivery plan, including the factors to be considered when planning programme delivery
- Benefits realization plan
- Programme strategy: resourcing approach

3.5.4 Define key concepts related to the ‘structure’ theme:

- Pace
- Organizational capacity
- Organizational ability
- Multimodal delivery
- Tranche
- Landing point
- Incremental progression
- Dependency
- Iterative project lifecycle
- Linear project lifecycle
- Hybrid project lifecycle
- Continual improvement

3.5.5 Describe:

- The need to identify and manage dependencies, including the types of dependencies
- The use of the appropriate modes of delivery

3.6 Knowledge theme

3.6.1 Explain the purpose of the ‘knowledge’ theme

3.6.2 Describe the key relationships between the ‘knowledge’ theme and the principles

3.6.3 Explain the purpose of the key documents required to support the ‘knowledge’ theme:

- Programme strategy: knowledge & learning approach
- Programme strategy: information approach

3.6.4 Define key concepts related to the ‘knowledge’ theme:

- Knowledge
- Community of practice
- Lessons learned
- Retrospective

3.6.5 Describe:

- The use of knowledge management and lessons learned in effective programme management
- The use of information management, including three pillars of information security, in effective programme management

3.7 Assurance theme

3.7.1 Explain the purpose of the ‘assurance’ theme

3.7.2 Describe the key relationships between the ‘assurance’ theme and the principles

3.7.3 Explain the purpose of the key documents required to support the ‘assurance’

theme:

- Programme strategy: assurance approach
- Assurance plan

3.7.4 Define key concepts related to the ‘assurance’ theme:

- Assurance
- Three lines of defence

3.7.5 Describe:

- The nature of assurance activities, including the drivers for assurance
- How to plan successful assurance activities, including the success factors for assurance
- The need for assurance at multiple levels, including the three lines of defence

3.8 Decisions theme

3.8.1 Explain the purpose of the ‘decisions’ theme

3.8.2 Describe the key relationships between the ‘decisions’ theme and the principles

3.8.3 Explain the purpose of the key documents required to support the ‘decisions’ theme:

- Programme strategy: decision-making approach
- Programme strategy: issue resolution approach
- Programme strategy: risk response approach
- Decision register
- Issue register

3.8.4 Define key concepts related to the ‘decisions’ theme:

- Decision point
- Risk owner
- Issue
- Issue owner

3.8.5 Describe:

- The importance of data gathering and reporting
- The role of options analysis to support decisions
- The generic responses to threats and opportunities

4. Understand the MSP processes and how they are carried out throughout the programme

4.1 Explain the purposes of the processes within the MSP lifecycle:

- Identify the programme
- Design the outcomes
- Plan progressive delivery
- Deliver the capabilities
- Embed the outcomes
- Evaluate new information
- Close the programme

4.2 Explain the objectives of the MSP processes

4.3 Explain the context of the MSP processes