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## Managing Successful Programmes



### Syllabus

2011

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## 1. Introduction

The Managing Successful Programmes (MSP) guidance explains the programme management principles, governance themes and transformational flow that should be applied to the management of programmes or transformational change in any environment.

This syllabus is based on the 2011 edition of the MSP guidance. It addresses the requirements of assessments at all three levels of qualification, i.e. foundation, practitioner and advanced practitioner.

The primary purpose of the syllabus is to provide a basis for accreditation of those involved in the management of successful programmes. It therefore documents the learning outcomes related to the use of the MSP guidance and describes the requirements a candidate is expected to meet in order to demonstrate that these learning outcomes have been achieved at each qualification level. As a result, it may, support the development of any learning materials and should be read in conjunction with the *MSP foundation exam candidate guidance*, the *MSP practitioner exam candidate guidance* and the *MSP advanced practitioner exam candidate guidance*.

The target audience for this document is:

- Exam Board
- Exam Panel
- Accredited Training Organizations.

## 2. Foundation qualification

### 2.1 Purpose of the foundation qualification

The purpose of the foundation qualification is to determine whether a candidate has sufficient knowledge and understanding of the MSP guidance to interact effectively with those involved in the management of a programme or act as an informed member of a programme office, business change team or project delivery team working within an environment supporting MSP.

The foundation qualification is also a pre-requisite for the practitioner qualification.

### 2.2 Target audience

Members of a programme office, business change team members, project delivery team members, anyone who needs to understand the terminology and concepts underpinning MSP and those wishing to pursue higher level qualifications (e.g. programme managers, business change managers (BCMs) and senior responsible owners (SROs)).

### 2.3 Performance definition of a successful foundation candidate

Candidates need to show that they understand the key principles and terminology within the MSP guidance. Specifically, successful candidates should be able to:

- Distinguish between projects and programmes
- Identify the MSP defined types of programme and their characteristics
- Explain the benefits of applying the MSP guidance to the management of a programme of transformational change
- Explain the purpose and areas of focus of the defined roles
- Explain the purpose of the seven MSP principles, the nine governance themes and the six transformational flow processes
- Explain the purpose of MSP programme information (documents).

### **3. Practitioner qualification**

#### **3.1 Purpose of the practitioner qualification**

The purpose of the practitioner qualification is to determine whether a candidate has sufficient knowledge and understanding of the MSP guidance to apply the guidance to their own work and, hence, act as an informed member of a programme management team. That is, someone responsible for managing, leading, supporting or advising on work within an MSP environment. Candidates should be capable of applying the MSP guidance in a relatively uncomplicated programme within an environment that uses MSP.

This level is also a prerequisite for programme management professionals progressing toward the advanced practitioner qualification, and those aspiring to become programme management professionals in the future.

#### **3.2 Target audience**

Project managers, BCMS, experts and advisers working within a programme office and other specialist/governance roles involved in supporting programmes following the MSP guidance together with those wishing to pursue higher level qualifications (e.g. programme managers). This level is also suitable for SROs.

#### **3.3 Performance definition of a successful practitioner candidate**

Candidates need to exhibit the competences required for the foundation qualification and show that they can apply the MSP guidance in a relatively uncomplicated programme within a programme environment.

Specifically, successful candidates should be able to:

- Identify additional value as a result of managing the described change as an MSP programme
- Explain and apply each of the MSP principles, the governance themes and the transformational flow processes and their activities
- Explain the relationship between the MSP principles, governance themes, the transformational flow, programme information (documents) and the MSP defined programme management roles
- Produce and evaluate examples of MSP programme information (documents).

### **4. Advanced practitioner qualification**

#### **4.1 Purpose of the advanced practitioner qualification**

The purpose of the advanced practitioner qualification is to determine whether a candidate is likely to be able to lead and manage a programme of transformational change. That is, whether someone is capable of applying the MSP guidance in a complex programme within an environment that uses MSP.

#### **4.2 Target audience**

The advanced practitioner qualification would be appropriate for a variety of roles, including (but not limited to), SROs, programme managers, those appointed to lead a portfolio or programme support function, BCMS and other programme support and management professionals.

### 4.3 Performance definition of a successful advanced practitioner candidate

Candidates need to exhibit the competences required for both the foundation and practitioner qualifications and show that they could adapt the MSP guidance to the needs of a particular programme environment.

Specifically, successful candidates should be able to:

- Determine whether MSP is an appropriate framework for an identified change initiative
- Justify specific activities that should be undertaken by each of the defined MSP roles during each of the processes of the transformational flow
- Produce, evaluate and suggest improvements to examples of MSP programme information (documents)
- Evaluate the effectiveness of the application of each of the MSP principles, the governance themes and the transformational flow processes
- Adapt the programme's approach to the governance themes to the needs of both the wider programme environment and the sponsoring organization
- Learn from experience and, as a result, propose alternative approaches that would improve the effectiveness of the application of each of the MSP principles, the governance themes and the transformational flow processes.

## 5. Learning outcomes assessment model

A classification widely used when designing assessments for certification and education is Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills (Bloom et al, 1956, Taxonomy of Educational Objectives).

AXELOS have adapted this and developed a variation of the Bloom's model – The AXELOS learning outcomes assessment model, which is used to define the standard for each of the AXELOS's qualifications' learning outcomes assessment models. The resulting qualification model is used as a basis for classifying learning outcomes when developing the syllabus, examinations and qualification schemes.

This structured approach helps to ensure:

- There is a clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the published guidance
- Examination questions and papers are consistent.

### MSP learning outcomes assessment model

For the purpose of MSP examinations, five levels are used for classifying learning outcomes:

- **Levels 1 and 2** are used for the foundation examination
- **Levels 2 to 4** are used for the practitioner examination
- **Level 5** is used for the advanced practitioner examination.

MSP Examination Syllabus

Level 1	Knowledge (information)
Generic definition from AXELOS learning outcomes assessment model	Know key facts, terms and concepts from the guidance
MSP learning outcomes assessment model	Know facts, including terms, concepts, MSP principles, governance themes, transformational flow processes, and responsibilities from the guidance.
Section header	Know facts, terms and concepts relating to the <i>SYLLABUS AREA</i> . Specifically to recall the:

Level 2	Level 2 – Comprehension (understanding)
Generic definition from AXELOS learning outcomes assessment model	Understand concepts from the guidance
MSP learning outcomes assessment model	Understand the programme environment, MSP principles, governance themes, transformational flow processes, and responsibilities from the guidance.
Section header	Understand key concepts relating to the <i>SYLLABUS AREA</i> . Specifically to identify:

Level 3	Level 3 – Application (using)
Generic definition from AXELOS learning outcomes assessment model	Be able to apply key concepts relating to the syllabus area for a given scenario.
MSP learning outcomes assessment model	Be able to: <ol style="list-style-type: none"> <li>1) Apply the MSP principles appropriately</li> <li>2) Use the governance themes appropriately</li> <li>3) Create the information that is required to manage a programme successfully</li> <li>4) Tailor the transformational flow processes and the governance themes appropriately</li> </ol> for a given programme scenario.
Section header	Be able to apply key concepts relating to the <i>SYLLABUS AREA</i> within a given programme scenario. Specifically to:

## MSP Examination Syllabus

Level 4	Level 4 – Analysis (using)
<b>Generic definition from AXELOS learning outcomes assessment model</b>	Be able to identify, analyze and distinguish between appropriate and inappropriate use of the guidance for a given scenario.
<b>MSP learning outcomes assessment model</b>	Be able to identify, analyze and distinguish between appropriate and inappropriate use of the guidance through appraisal of completed products and planned or completed programme (and associated project) events for a given programme scenario.
<b>Section header</b>	Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the <i>SYLLABUS AREA</i> within a given programme scenario. Specifically to:

Level 5	Level 5 – professional practice (creating and justifying)
<b>Generic definition from AXELOS learning outcomes assessment model</b>	Not included in the 4 level AXELOS learning outcomes assessment model.
<b>MSP learning outcomes assessment model</b>	Be able to develop, evaluate and propose options for tailored approaches, designs or structures and justifying the value of those approaches.
<b>Section header</b>	[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the <i>SYLLABUS AREA</i> within a given programme scenario. Specifically to propose, evaluate and justify:

## 6. Syllabus presentation

Each of the syllabus areas is presented in a similar format as follows:

- |                               |   |
|-------------------------------|---|
| 1. Syllabus area (with code): | Based on the relevant ‘chapter’ (or chapters) of the guidance   |
| 2. Learning level:            | Classification of the learning level of each topic against the learning outcomes assessment model                         |
| 3. Topic/learning outcome:    | Numbered aspects of the specified syllabus area (for easy reference purposes)   |
| 4. The learning outcomes:     | What candidates needs to be able to do in order to demonstrate competency in that topic area for each level of assessment |
| 5. Level of assessment:       | Foundation, practitioner or advanced practitioner (as appropriate).   |

The use of syllabus area codes, learning levels and topic numbers gives rise to syllabus references in the form, for example of: BC0101, i.e. business case (BC); Level 1 (recall); Topic 01 (specific information about the programme that is aggregated into its business case).

## 7. Important points

The following important points about the use of the syllabus for the development of different assessments types should be noted by accredited training organizations, their trainers and candidates:

### 7.1 MSP guide references

7.1.1 The MSP guide references provided should be considered to be indicative rather than comprehensive/absolute, i.e. there may be other valid references within the guidance.

### 7.2 Syllabus areas

7.2.1 All syllabus areas

Questions referring to a particular syllabus area are not restricted to a particular named chapter of the guidance, e.g. chapter 10, The business case. For example, relevant business case references may be found in chapters 1, 2, 8, 10, 14, 15, 16, and 19 together with the appendices and glossary. As a result, the scope of the business case syllabus area includes all of the guidance related to the business case.

7.2.2 Boundary documents

Successful foundation candidates should be able to identify the type of contents (i.e. the information) that should be found in the MSP defined boundary documents. They are not expected to be able to recall their typical contents exactly, i.e. as described in Appendix A.4.

The boundary documents are: Benefit profiles, benefits map, blueprint, business case, programme brief, programme definition document, programme mandate, projects dossier and vision statement.

7.2.3 Transformational flow (TF)

Where it is necessary to refer to individual processes of the transformational flow the codes FA to FF will be used as follows: Identify a Programme – FA; Defining a Programme – FB; Managing the Tranches – FC; Delivering the Capability – FD; Realising the Benefits – FE; Closing a Programme – FF.

It should be noted that the MSP guide states that the diagram at the start of each transformational flow chapter summarises activities, outputs, control and roles. Tasks will, therefore, need to be undertaken in order to complete those activities.

## Syllabus areas

Syllabus area code	Syllabus area
PT	Overview, principles and governance themes overview
OP	Organization and programme office
VS	Vision
LS	Leadership and stakeholder engagement
BM	Benefits management
BL	Blueprint design and delivery
PL	Planning and control
BC	The business case
RM	Risk and issue management
QA	Quality and assurance management
TF	Transformational flow (FA – FF)

**Overview, principles and governance themes overview (PT)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
PT		<i>Overview, principles and governance themes overview</i>				
<b>Know facts, terms and concepts relating to the overview, principles and governance themes overview.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	Definitions of: 1. Programme 2. Project 3. Programme management	✓			1.2 Glossary
01	02	Three core concepts of MSP (principles, governance themes and transformational flow)	✓			1.1 Fig 1.1 & 3.1
01	03	Three critical organizational elements aligned by programme management	✓			1.3
01	04	Three types of programme (vision-led, emergent and compliance)	✓			1.6
01	05	Seven principles that improve the probability of a programme achieving its objectives	✓			2.1 & 2.2 Fig 1.1
01	06	Nine governance themes	✓			Fig 1.1 & 3.1 Ch3 Governance Themes Overview
<b>Understand key concepts relating to the overview, principles and governance themes overview.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	Characteristics of programmes	✓			1.2, 1.3, & 1.5 B.2 & Table B.2
02	02	From a description provided: 1. A programme 2. Programme management	✓			1.1 to 1.4, 7.2 & B.2 & Table B.2
02	03	Elements of a programme management environment and how they relate to each other	✓			1.5 Figs 1.2 & 1.3
02	04	The triggers for: 1. Vision-led programmes 2. Emergent programmes 3. Compliance programmes	✓			1.6 & 13.1

MSP Examination Syllabus

02	05	Governance areas of focus of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 3.3,
02	06	The characteristics of strategies and plans	✓			1.10, 3.2, A.2
02	07	Characteristics of the seven principles that improve the probability of a programme achieving its objectives	✓			2.1
02	08	How the principles, governance themes and transformational flow processes relate to each other		✓		1.1, 3.2 & 13.1 Fig 1.1 & 3.1 Tables 3.2 & A.3
02	09	Sorts of drivers that cause organizations to initiate a change programme and the areas that may be affected by change		✓		Fig 1.3 B.1 & Table B.1
02	10	Different impacts that may be the result of a programme: 1. Specification-led 2. Business transformation 3. Political and societal change		✓		1.7 Fig 1.4
02	11	Programme information baselines		✓		A.1 & A.2
02	12	Reasons business alignment is important and the factors that need to be addressed when establishing a programme		✓		B.3
<b>Be able to apply key concepts relating to the overview, principles and governance themes overview within a given scenario.</b>						
<b>Specifically to:</b>						
Level	Topic					
03	01	Determine (with specific reasons) whether the given change initiative should be managed as a programme or project		✓		1.1 to 1.7 & B.2
03	02	Determine (with specific reasons) the characteristics of a programme. That is, whether it is predominantly triggered as a vision-led programme, emergent programme or a compliance programme, together with its impact.		✓		1.6, 1.7 & 13.1 Fig 1.4
03	03	Determine how to align the programme with the seven principles		✓		2.2.1 to 2.2.7
03	04	Identify how each role should contribute to programme governance throughout the life of the programme: 1. SRO 2. Programme manager 3. BCM 4. Programme office		✓		14.4, 14.8 & 15.13 Tables 3.3, 15.1, 16.1, 17.1, 18.1 & 19.1
<b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the overview, principles and governance themes overview within a given programme scenario.</b>						
<b>Specifically to analyze:</b>						
Level	Topic					

MSP Examination Syllabus

04	01	The reasons for managing a given change initiative as a programme or project		✓		1.1 to 1.7 & B.2
04	02	Whether the programme has predominant characteristics of: <ul style="list-style-type: none"> <li>• A vision-led programme, emergent programme or a compliance programme</li> <li>• High, medium or low predictability</li> <li>• Specification-led, business transformation or community and society</li> </ul>		✓		1.6, 1.7 & 13.1 Fig 1.4
04	03	How well the programme is aligned with the seven principles		✓		2.2.1 to 2.2.7
04	04	Whether each role is contributing appropriately to programme governance throughout the programme: <ol style="list-style-type: none"> <li>1. Sponsoring group</li> <li>2. SRO</li> <li>3. Programme board</li> <li>4. Programme manager</li> <li>5. BCM</li> <li>6. Programme office</li> </ol>		✓		Table 3.3 4.5.1, 4.5.2, 4.6.1, 4.7.1, 4.8.1, 4.9.1, 4.11, 14.8 & 15.13 Fig 15.3
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the overview, principles and governance themes overview within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of concepts relating to the overview, principles and governance themes overview within the specific context of the programme, including: <ol style="list-style-type: none"> <li>1. The strength and weakness of the proposals</li> <li>2. Tailoring of the guidance</li> <li>3. Benefits and dis-benefits resulting from the proposals</li> </ol>			✓	MSP guidance. General business experience.
05	02	Aspects the overview, principles and governance themes overview that should be applied and managed differently			✓	
05	03	Inter-relationships between the overview, principles and governance themes overview and other aspects of the management of the programme, other programmes and the wider organization.			✓	

**Organization and programme office (OP)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
OP		<i>Organization and programme office</i>				
<b>Know facts, terms and concepts relating to the governance theme organization together with programme office.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	Defined roles (Sponsoring Group, SRO, Programme Board, Programme Manager, BCM, Business Change Team and Programme Office).	✓			4.5 to 4.9 & 14.2 Table 4.1
01	02	Three features of an effective programme organization	✓			4.1
01	03	Typical membership of: 1. Sponsoring group 2. Programme board	✓			4.4, 4.5 & 4.7.2 Fig 4.1 & 4.2
01	04	Programme office 1. Core functions (nerve centre and information hub of a programme) 2. Two distinct roles (support and guidance to the projects and initiatives and home for governance and control)	✓			4.11
<b>Understand key concepts relating to the governance theme organization together with programme office.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose of the organization structure	✓			4.2, 4.3 & A.4
02	02	Sponsoring group and programme board: 1. Purpose 2. Responsibilities	✓			4.5, 4.7 Figs 4.2 & 4.3 Glossary
02	03	SRO: 1. Purpose 2. Responsibilities	✓			4.5.2, 4.6, 4.6.1, 4.12, Fig 4.3 Glossary
02	04	Programme manager: 1. Purpose 2. Responsibilities	✓			4.8, 4.8.1 & 4.12 , Glossary
02	05	BCM(s): 1. Purpose 2. Responsibilities	✓			4.9, 4.9.1, 4.10, 4.12, Glossary
02	06	Business change team: 1. Purpose 2. Responsibilities	✓			4.10 & 4.12 Glossary

MSP Examination Syllabus

02	07	The purpose of the programme office	✓			4.11, C.1, C.2 & C.5
02	08	Areas of focus of each of the following roles for the governance theme organization: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 4.1
02	09	Project board roles that could be fulfilled by those with programme management responsibilities	✓			4.14.1 Fig 4.7
02	10	Key attributes of the: 1. SRO 2. Programme manager 3. BCM(s)		✓		4.6.2, 4.8.2 & 4.9.2
02	11	Transformational flow activities associated with the governance theme organization		✓		4.15
02	12	Characteristics of effective programme leadership and the principles that underpin it		✓		4.2, 4.3, 4.14
02	13	Additional governance roles 1. Defined roles 2. Purpose of each of the defined roles		✓		4.13 Glossary
02	14	Ways a programme office can provide services		✓		C.2 to C.5
<b>Be able to apply key concepts relating to the governance theme organization together with programme office, within a given scenario.</b>						
<b>Specifically to:</b>						
Level	Topic					
03	01	Select information that should be found in a role description or terms of reference for each of the following roles (including programme assurance responsibilities): 1. The sponsoring group and its members 2. SRO 3. The programme board 4. Programme manager 5. BCM(s) 6. Programme office		✓		4.4, to 4.12, 4.5.3, 4.14.1, 7.2, 7.4.1.3, 9.4.5, 12.2.2.7, 13.1, 14.9, 16.13, 16.14, 17.4, 18.2.5 & C.1 to C.5 Figs 4.2 & 4.3 Tables 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1 Glossary
03	02	Identify suitable candidates for each of the following roles: 1. Sponsoring group 2. SRO 3. Programme board 4. Programme manager 5. BCM(s) and any BCM forum or steering group 6. Any required business change team(s) 7. Any additional governance roles		✓		4.1 to 4.13, 13.1 & C.3 Fig 4.3 Tables 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1 Glossary
03	03	Identify: 1. How and when, during the life of the programme, each of the defined roles should be appointed		✓		4.1, 4.2, 4.10, 4.13, 4.14, 13.1, 14.2, 14.4, 15.3, 15.12, 16.2.1 to

MSP Examination Syllabus

		2. Factors that may influence the design of a programme organization 3. How the programme organization is likely to evolve during the life of the programme				16.2.3, 16.13, 17.2 & 19.8 Figs 4.7, 14.1, 15.1, 16.1, 17.1 & 19.1
03	04	Identify how the programme should go about achieving appropriate levels of engagement with its constituent projects		✓		4.14.1 Fig 4.6
03	05	Determine how each of the following roles should apply the guidance provided by the governance theme 'organization' throughout the life of the programme: 1. Sponsoring group 2. Programme board 3. SRO 4. Programme manager 5. BCM(s) 6. Programme office		✓		4.10, 4.14.1, 4.15, 4.15.1 to 4.15.6, 6.7, 7.4.1.3, 14.2, 14.4, 15.3, 15.12, 16.2.1 to 16.2.3, 17.2 & 19.8 Tables 3.2, 4.1, 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1
03	06	Identify the most appropriate option for providing programme office support		✓		4.11 & C.3
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme organization together with programme office, within a given programme scenario.</b></p> <p><b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether role descriptions or terms of reference produced to support the appointment of members of the programme management team are 'fit for purpose', including: 1. Sponsoring group 2. Programme board 3. SRO 4. Programme manager 5. BCM(s) 6. Programme office		✓		4.4, 4.5 to 4.12, 4.14.1, 6.7, 7.4.1.3, 9.4.5, 12.2.2.7, 13.1, 14.9, 16.2.3, 16.14, 17.4, 18.2.5 & C.3 Figs 4.2 & 4.3 Tables 4.1, 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1 Glossary
04	02	Whether a programme organization (including any forum/steering group, business change team(s) and additional governance roles), is appropriate		✓		4.1 to 4.13, 13.1 & C3 Figs 4.2 & 4.3 Tables 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1 Glossary
04	03	Whether those nominated to fulfill identified roles are appropriate		✓		4.14.1 Fig 4.6
04	04	Whether the required levels of engagement between the programme and its constituent projects are achievable		✓		4.14.1 Fig 4.6
04	05	Whether specified activities associated with the governance theme 'organization' should be undertaken by (any) identified programme management team members		✓		4.14.1, 4.15, 4.15.1 to 4.15.6, 14.2, 14.4, 15.3, 15.12, 16.2.1 to 16.2.3, 17.2 & 19.8 Tables 3.2, 4.1, 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1

MSP Examination Syllabus

04	06	Whether: 1. The proposed approach to providing programme office support is appropriate (with reasons) 2. Programme office activities are appropriate		✓		4.11, 4.12, 16.2.3 & C.1 to C.5 Fig C.1
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme organization together with programme office, within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of the governance theme organization and the provision of programme office support within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	Managing Successful Programmes. General business experience.
05	02	Aspects of the governance theme organization and programme office support that should be applied and managed differently			✓	
05	03	Inter-relationships between the governance theme organization and other aspects of the management of the programme, other programmes and the wider organization			✓	
05	04	Inter-relationships between the programme office and other aspects of the management of the programme, other programmes and the wider organization			✓	

**Vision (VS)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
VS		<i>Vision</i>				
<b>Know facts, terms and concepts relating to the governance theme vision. Specifically to recall the:</b>						
Level	Topic					
01	01	Definition of a vision statement	✓			5.1 Glossary
<b>Understand key concepts relating to the governance theme vision. Specifically to identify:</b>						
Level	Topic					
02	01	1. The purpose of a vision and a vision statement 2. Characteristics of a good vision statement	✓			5.1, 5.2 & A.4
02	02	The areas of focus for the governance theme vision of: 1. SRO 2. Programme manager 3. BCM(s)	✓			Tables 5.1
02	03	Type of content of a vision statement	✓			A.4
02	04	Reasons why major changes to the vision statement should be avoided		✓		5.3
02	05	Transformational flow activities associated with the governance theme vision		✓		5.4
<b>Be able to apply key concepts relating to the governance theme vision within a given scenario. Specifically to:</b>						
Level	Topic					
03	01	Identify appropriate information for inclusion in the: 1. Outline vision statement 2. Vision statement		✓		5.1 to 5.3, 10.2.2, 15.5 & A.4 Table A.2
03	02	Determine activities and roles involved in the development and (where appropriate) maintenance of the outline vision statement and vision statement throughout the life of the programme		✓		5.3, 6.2 & A.4 Tables 5.1 & 15.1
03	03	Identify activities associated with the development of the vision statement		✓		5.3 incl. Tip, 5.4, 5.4.1 to 5.4.6, 10.2.2, 13.1, 14.1, 14.5, 15.5, 15.7 & 15.16 Table A.2
<b>Be able to identify, analyze and distinguish between the appropriate and</b>						

MSP Examination Syllabus

<b>inappropriate use of key concepts relating to the governance theme vision within a given scenario.</b>					
<b>Specifically to analyze:</b>					
Level	Topic				
04	01	Whether the vision statement is fit for its purpose		✓	5.1 to 5.3, 7.1, 10.2.2, 15.5 & A.4 Figs 7.1 Table A.2
04	02	Identify situations that could cause changes to the vision statement to be considered and whether changes to programme information brought about by a significant change in the direction of the programme are appropriate		✓	5.3
04	03	Whether specified activities associated with the governance theme 'vision' should be undertaken by (any) identified members of the programme management team		✓	5.3 incl. Tip, 5.4, 5.4.1 to 5.4.6, 13.1, 14.1, 14.5, 15.5, 15.7 & 15.16 Tables 14.1, 15.1 & A.2
<b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme vision within a given programme scenario.</b>					
<b>Specifically to propose, evaluate and justify:</b>					
Level	Topic				
05	01	Proposals for the application of the governance theme vision within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals		✓	Managing Successful Programmes.
05	02	Aspects of the governance theme vision that should be applied and managed differently		✓	General business experience.
05	03	Inter-relationships between the governance theme vision and other aspects of the management of the programme, other programmes and the wider organization		✓	

## Leadership and stakeholder engagement (LS)

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
LS		<i>Leadership and stakeholder engagement</i>				
<b>Know facts, terms and concepts relating to the governance theme leadership and stakeholder engagement.</b> <b>Specifically to recall the:</b>						
Level	Topic					
01	01	Definition of stakeholder	✓			6.1 & 6.4
<b>Understand key concepts relating to the governance theme leadership and stakeholder engagement.</b> <b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose of: 1. Influence/interest matrix 2. Programme communications plan 3. Stakeholder map 4. Stakeholder engagement strategy 5. Stakeholder profiles (incl. stakeholder maps)	✓			6.6.2 incl. Tip – 6.6.4, 6.7 16.2.6 & A.4 Figs 6.4 Table 6.3
02	02	Management and leadership	✓			4.3, 6.2, 6.3 & 6.7 Table 6.1
02	03	The purpose of ‘visioning workshops’ and the ‘do-nothing vision	✓			5.3 & 6.2
02	04	The relationship between a stakeholder’s importance to a programme and its impact on them with the level and type of stakeholder engagement the programme should undertake with them	✓			6.6.2 & 6.6.2.2 Fig 6.4
02	05	1. Objectives of the communication process 2. Four core elements of successful communications	✓			6.6.4 & 6.6.4 Tip
02	06	1. How to make messages more effective 2. Participative approaches and non-participative media	✓			6.6.5 Table 6.3
02	07	Areas of focus for the governance theme leadership and stakeholder engagement of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 6.5
02	08	Steps in the stakeholder engagement cycle (not the sequence) and the purpose of each		✓		6.6 Fig 6.3
02	09	Typical contents of: 1. Stakeholder engagement strategy 2. Programme communications plan and the characteristics of a		✓		6.6.2 to 6.6.4, 6.7, 16.2.6 & A.4

MSP Examination Syllabus

		good programme communications plan 3. Stakeholder profiles			
02	10	1. Stakeholder management and stakeholder engagement 2. Communication and engagement 3. Business change management		✓	6.1, 6.2, 6.4, 6.6, 6.6.4 & 12.2.2.1 Fig 6.2
02	11	1. Factors to be considered when implementing a programme's stakeholder engagement strategy 2. Activities undertaken during each of the steps in the stakeholder engagement cycle		✓	6.6.3, 6.6, 6.6.1 to 6.6.6 Fig 6.3
02	12	Reasons programmes should exercise control over their projects' communications		✓	6.5
02	13	Transformational flow activities associated with the governance theme leadership and stakeholder engagement		✓	6.7
<b>Be able to apply key concepts relating to the governance theme leadership and stakeholder engagement within a given scenario.</b>					
<b>Specifically to:</b>					
Level	Topic				
03	01	Identify appropriate information for inclusion in the: 1. Stakeholder engagement strategy 2. Stakeholder map 3. Influence/interest matrix 4. Stakeholder profiles 5. Programme communications plan		✓	6.2, 6.6.2 – 6.6.4, 15.4, 16.2.6, 19.2 & A4 Figs 6.4 & 7.5 Table 6.3
03	02	Determine activities and roles involved in the development and maintenance of the following, throughout the life of the programme: 1. Stakeholder engagement strategy 2. Stakeholder map 3. Influence/interest matrix 4. Stakeholder profiles 5. Programme communications plan		✓	6.2, 6.4, 6.6.2 – 6.6.4, 6.6.6, 15.4, 16.2.6 Table A.3
03	03	Determine how a programme should go about exercising an appropriate level of control over its projects' communications		✓	6.5
03	04	Determine how each element of the programme stakeholder engagement process should be applied		✓	6.6, 6.6.1 – 6.6.6, 15.4 & 16.2.6 Figs 6.2 & 6.4 Table 6.4
03	05	Determine how each role should apply the guidance provided by the governance theme 'leadership and stakeholder engagement' throughout the life of the programme, together with any contribution that could be made by independent PR and communications specialists		✓	5.3, 6.2, 6.6, 6.6.1 – 6.6.6, 6.7, 6.7.1 to 6.7.6, 14.3, 15.4, 16.2.6, 16.5, 17.3, 18.2.4 & 19.2 Fig 6.3 Tables 6.5, 14.1, 15.1, 16.1, 17.1, 18.1 19.1 & A.3

MSP Examination Syllabus

<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme leadership and stakeholder engagement within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>					
Level	Topic				
04	01	<p>Whether the following programme information is fit for its purpose:</p> <ol style="list-style-type: none"> <li>1. Stakeholder engagement strategy</li> <li>2. Stakeholder map</li> <li>3. Influence/Interest matrix</li> <li>4. Stakeholder profiles</li> <li>5. Programme communications plan</li> </ol>	✓		6.2, 6.6.2 – 6.6.4, 12.2.2.1, 15.4, 16.2.6, 19.2 & A.4 Fig 6.4 Table 6.3
04	02	<p>Whether specified activities associated with the governance theme 'leadership and stakeholder engagement' should be undertaken by (any) identified members of the programme management team</p>	✓		6.6, 6.6.1 – 6.6.6, 6.7, 6.7.1 to 6.7.6, 14.3, 15.4, 16.2.6, 16.5, 17.3, 18.2.4 & 19.2 Fig 6.3 Tables 6.5, 14.1, 15.1, 16.1, 17.1, 18.1, 19.1 & A.3
04	03	<p>Whether execution of the stakeholder engagement process is effective, including whether the level of control exercised by a programme over its projects' communications is appropriate.</p>	✓		6.5, 6.6, 6.6.1 – 6.6.6, 12.2.2.1, 15.4 & 16.2.6 Figs 6.2 & 6.4 Table 6.4
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme leadership and stakeholder engagement within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>					
Level	Topic				
05	01	<p>Proposals for the application of the governance theme leadership and stakeholder engagement within the specific context of the programme, including:</p> <ol style="list-style-type: none"> <li>1. The strength and weakness of the proposals</li> <li>2. Tailoring of the guidance</li> <li>3. Benefits and dis-benefits resulting from the proposals</li> </ol>	✓		MSP guidance. General business experience.
05	02	<p>Aspects of the governance theme leadership and stakeholder engagement that should be applied and managed differently</p>	✓		
05	03	<p>Inter-relationships between the governance theme leadership and stakeholder engagement and other aspects of the management of the programme, other programmes and the wider organization</p>	✓		

**Benefits management (BM)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
BM		<i>Benefits management</i>				
<b>Know facts, terms and concepts relating to the governance theme benefits management.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	1. Four critical validation tests of a benefit (DOAM) 2. How benefits are best described using change terms	✓			7.4.2.2 & 7.4.2.2 Tip
<b>Understand key concepts relating to the governance theme benefits management.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	Descriptions of: 1. Outputs 2. Capabilities 3. Outcomes 4. Benefits 5. Dis-benefits	✓			7.1, 8.1 & 8.2.1 Table 7.1 Glossary
02	02	1. The purpose and scope of benefits management 2. Elements and sequencing of the path to benefit realization and corporate objectives	✓			7.1 & 7.4 Figs 7.2,& 7.4
02	03	1. The purpose and activities of each step of the generic four-step cycle for managing benefits on any programme 2. Reasons that benefits management may well continue beyond the end of the programme.	✓			7.2 & 7.4 Fig 7.4 & 7.6
02	04	Type of content of: 1. Benefits map 2. Benefit profiles	✓			A.4
02	05	The purpose of: 3. Benefits management strategy 4. Benefits map 5. Benefit profiles 6. Benefits realization plan	✓			7.4.1.2 to 7.4.1.3, incl. tip & 7.4.2.3 & A.4
02	06	Areas of focus for the governance theme benefits management of: 1. SRO 2. Programme manager 3. BCM (s) 4. Programme office	✓			Table 7.3
02	07	The purpose of categorizing benefits and the ways that benefits may be categorized, including:		✓		7.3 Figs 7.4 & 7.5 Table 7.2

MSP Examination Syllabus

		<ul style="list-style-type: none"> <li>The “3 Es” of categorisation by value</li> <li>Financial Impact and the differences between cashable and non-cashable benefits</li> <li>Types of corporate objectives benefits may support</li> <li>Stakeholder impact, timeline and level of risk</li> </ul>			
02	08	Typical contents and/or format of: <ol style="list-style-type: none"> <li>Benefits management strategy</li> <li>Benefits map</li> <li>Benefit profiles</li> <li>Benefits realization plan</li> </ol>		✓	7.4.1.2 to 7.4.1.3, incl. tip & 7.4.2.3 & A.4
02	09	Ways that benefits management drives other aspects of programme management		✓	7.1 Fig 7.3
02	10	Characteristics of KPIs and benefits measures		✓	7.4.3, 15.7 & 18.2.2
02	11	The scope and objectives of benefits reviews, where in the life of a programme (and afterwards) these should be undertaken and activities and roles involved		✓	7.4.4 & 7.6.3
02	12	Transformational flow activities associated with the governance theme benefits management		✓	7.4
		<b>Be able to apply key concepts relating to the governance theme benefits management within a given scenario.</b>			
		<b>Specifically to:</b>			
Level	Topic				
03	01	Identify appropriate information for inclusion in the: <ol style="list-style-type: none"> <li>Benefits management strategy</li> <li>Benefits map</li> <li>Benefit profiles</li> <li>Benefits realization plan</li> </ol>		✓	Appendix A.4
03	02	Identify specific activities and roles associated with the development and maintenance of the following throughout the life of the programme: <ol style="list-style-type: none"> <li>Benefits management strategy</li> <li>Benefits map</li> <li>Benefit profiles</li> <li>Benefits realization plan</li> </ol>		✓	7.4.1 to 7.4.3, 7.7, 8.1, 9.2, 10.3, Fig 7.7 Tables 7.3, 14.1, 15.1, 16.1, 17.1, 18.1 19.1 & A.3
03	03	Identify: <ol style="list-style-type: none"> <li>Benefits</li> <li>Capabilities</li> <li>Dis-benefits</li> <li>Outcomes</li> <li>Outputs</li> <li>Corporate objectives</li> <li>KPIs</li> </ol>		✓	7.1, 7.2 8.1, 8.2.1 & 18.2.2 Figs 7.4 & 7.7 Tables 7.1 & 7.2 Glossary
03	04	Determine the results of the four critical validation tests of a benefit		✓	7.4.2.2
03	05	Categorise benefits		✓	7.3 Fig 7.3 Table 7.2

MSP Examination Syllabus

03	06	Determine how each role should apply the guidance provided by the governance theme 'benefits management' throughout the life of the programme		✓		7.4.1.3, 7.4.2.1, 7.6, 7.6.1 to 7.6.6 & 7.7 Figs 7.6 Table 7.3, 14.1, 15.1, 16.1, 17.1, 18.1 19.1 & A.3
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme benefits management within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether the following programme information is fit for its purpose: 1. Benefits management strategy 2. Benefits map 3. Benefit profiles 4. Benefits realization plan		✓		7.4.1.2 incl. Tip to 7.4.1 4 incl. Tip, 7.4.2.3, 18.2.2 & A.4 Fig 7.7
04	02	Whether entities are correctly identified as: 1. Benefits 2. Capabilities 3. Dis-benefits 4. Outcomes 5. Outputs 6. Corporate objectives 7. KPIs		✓		7.1, 8.1, 8.2.1 & 18.2.2 Fig 7.7 Table 7.1 Glossary
04	03	1. Whether the benefits were correctly categorised 2. Whether the specified measurement techniques are appropriate		✓		7.1.3 7.3.1 to 7.3.6 Figs 7.4 & 7.5 Table 7.2
04	04	Whether specified activities associated with the governance theme benefits management should be undertaken by (any) identified members of the programme management team		✓		7.4.2.1, 7.5, 7.6, 7.6.1 to 7.6.6 Tables 14.1, 15.1, 16.1, 17.1, 18.1 19.1, 7.3 & A.3
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme benefits management within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of the governance theme benefits management within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	MSP guidance. General business experience.
05	02	Aspects of the governance theme benefits management that should be applied and managed differently			✓	
05	03	Inter-relationships between the governance theme benefits management and other aspects of the management of the programme, other programmes and the wider organization			✓	

# MSP Examination Syllabus

**Blueprint design and delivery (BL)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
BL		<i>Blueprint design and delivery</i>				
<b>Know facts, terms and concepts relating to the governance theme blueprint design and delivery.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	Definition of each of element of the 'POTI' model	✓			8.2 & A.4
<b>Understand key concepts relating to the governance theme blueprint design and delivery.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose and type of contents of a blueprint	✓			2.2.6, 8.1, 8.2, 9.2.4 & A.4 Glossary
02	02	The purpose of: 1. Tranches 2. Workstreams	✓			8.1, 8.2.1, 8.3.3 & 13.1 Glossary
02	03	Main areas of focus for the governance theme blueprint design and delivery of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 8.1
02	04	Nature of collaboration between 'blueprint design and delivery' and the other governance themes		✓		8.3 & 8.3.1 to 8.3.3 Fig 8.4
02	05	The purpose of options analysis and the factors to be considered when arranging solutions into projects		✓		8.3.1, 8.3.3 & 9.2.4
02	06	Options available if an emerging business case is not viable		✓		8.3.2
02	07	Transformational flow activities associated with the governance theme blueprint design and delivery		✓		8.4
02	08	Relationships that exist between a programme's blueprint and its: 1. Vision statement 2. Projects dossier 3. Programme plan 4. Benefits map 5. Benefits realization plan 6. Business case		✓		8.1, 8.3, 9.2.4, 10.3 Figs 8.4 & 9.1

MSP Examination Syllabus

<p><b>Be able to apply key concepts relating to the governance theme blueprint design and delivery within a given scenario.</b></p> <p><b>Specifically to:</b></p>						
Level	Topic					
03	01	Identify appropriate information for inclusion in the blueprint		✓		2.2.6, 8.1 to 8.3 & A.4 Fig 7.1
03	02	Identify specific activities and roles associated with the development and maintenance of the blueprint throughout the life of the programme		✓		8.1 to 8.4, 8.4.1 to 8.4.6, 13.1, 15.6, 16.7, 16.13 & 19.2 Tables 3.2, 8.1, 15.1, 16.1 A.2 & A.3 Figs 15.1, 16.1, 17.1, 18.1 & 19.1
03	03	1. Group projects into tranches 2. Group projects into workstreams 3. Suggest appropriate tranche boundaries		✓		8.2.1, 8.3 to 8.5, 9.1.2, 9.2, 9.2.4, 9.3.7, 10.3 & 16.13 Figs 8.5, 8.6 & 16.2
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme blueprint design and delivery within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether a programme blueprint is fit for its purpose		✓		2.2.6, 8.1 to 8.3, 9.2.4 & A.4 Fig 7.1
04	02	Whether specified activities associated with the governance theme 'blueprint design and delivery' should be undertaken by (any) identified members of the programme management team		✓		8.1 to 8.4, 8.4.1 to 8.4.6, 13.1, 15.6, 16.7, 16.13 & 19.2 Tables 3.2, 8.1, 15.1, 16.1, A.2 & A.3 Figs 15.1, 16.1, 17.1, 18.1 & 19.1
04	03	Whether all the necessary factors have been considered when arranging solutions into tranches and workstreams and how appropriate the proposed tranche boundaries are		✓		8.2.1, 8.3 to 8.5, 9.1.2, 9.2, 9.2.4, 10.3 & 16.13 Figs 8.5, 8.6 & 16.2
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme blueprint design and delivery within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of the governance theme blueprint design and delivery within the specific context of the programme, including: 1. The strength and weakness of the proposals		✓		MSP guidance. General business experience.

## MSP Examination Syllabus

		2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals				
05	02	Aspects of the governance theme blueprint design and delivery that should be applied and managed differently				✓
05	03	Inter-relationships between the governance theme blueprint design and delivery and other aspects of the management of the programme, other programmes and the wider organization				✓

**Planning and control (PL)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
PL		<i>Planning and control</i>				
<b>Know facts, terms and concepts relating to the governance theme planning and control.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	Definition of a resource	✓			9.2.1
<b>Understand key concepts relating to the governance theme planning and control.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose of: 1. Monitoring and control strategy 2. Programme plan 3. Projects dossier 4. Resource management plan 5. Resource management strategy	✓			9.2, 9.2.2 9.3.1 & 17.2 A.4
02	02	Type of content of a projects dossier	✓			A.4
02	03	Main areas of focus for the governance theme planning and control of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			9.2 Table 9.1
02	04	1. Programme planning and programme control 2. Ways that live projects are monitored	✓			9.1, 9.1.1, 9.1.2 & 17.6.1
02	05	Three types of dependencies that must be managed during a programme.	✓			9.3.2
02	06	Typical contents of: 1. Monitoring and control strategy 2. Programme plan 3. Projects dossier 4. Resource management plan 5. Resource management strategy		✓		9.2, 9.2.2, 9.2.4, 9.3.1, 9.3.3 & 9.3.5 A.4
02	07	Relationships that exist between a programme plan and: 1. Benefit profiles 2. Benefits realization plan 3. Monitoring and control strategy 4. Project briefs 5. Projects dossier 6. Project plans		✓		9.2, 9.2.4, 9.3 Fig 9.1 Table 3.1

MSP Examination Syllabus

02	08	<p>Factors that influence the development of a programme plan including:</p> <ul style="list-style-type: none"> <li>• Level of detail in the programme plan</li> <li>• Tools to be used to monitor and maintain the programme plan</li> <li>• Resource sharing</li> <li>• Risk management</li> <li>• Delineating projects</li> <li>• Forming good project teams</li> <li>• Deadlines and constraints</li> <li>• Constructing a schedule of project delivery</li> <li>• Priorities</li> <li>• Dependencies</li> <li>• Tranches and workstreams</li> </ul>		✓		8.3.3, 9.2, 9.2.1 to 9.2.7 incl. 9.2.4 Tip, 9.3.2 Tip, 9.3.5 & 13.1 Figs 8.5, 8.6, 9.2 & 9.3
02	09	Characteristics of resources		✓		9.2.1 & 9.2.2
02	10	Transformational flow activities associated with the governance theme planning and control		✓		9.4
<p><b>Be able to apply key concepts relating to the governance theme planning and control within a given scenario.</b>  <b>Specifically to:</b></p>						
Level	Topic					
03	01	<p>Identify appropriate information for inclusion in the:</p> <ol style="list-style-type: none"> <li>1. Programme plan</li> <li>2. Projects dossier</li> <li>3. Monitoring and control strategy</li> <li>4. Resource management plan</li> <li>5. Resource management strategy</li> </ol>		✓		9.2, 9.2.2, 9.2.4, 9.3, 9.3.1, 9.3.3, 9.3.5, 13.1, 15.10, 15.14, 17.2 & A.4
03	02	<p>Determine activities and roles involved in the development and (where appropriate) maintenance of the following, throughout the life of the programme:</p> <ol style="list-style-type: none"> <li>1. Programme plan</li> <li>2. Projects dossier</li> <li>3. Monitoring and control strategy</li> <li>4. Resource management plan</li> <li>5. Resource management strategy</li> </ol>		✓		9.2, 9.3, 9.4, 9.4.1 to 9.4.6, 9.5, 13.1, 15.10, 15.11, 15.14, 15.19, 16.14, 17.2 & 17.5 Tables 3.2, 9.1, 15.1, 16.1, 17.1, 19.1 & A.2 Figs, 15.1, 16.1, 17.1, 17.2, & 19.1
03	03	<p>Determine:</p> <ol style="list-style-type: none"> <li>1. Types of resources required by the programme</li> <li>2. Resources that need to be shared</li> <li>3. Specific factors to be considered when planning the use of shared resources</li> </ol>		✓		9.2.1 & 9.2.2
03	04	<p>Delineate the programme's projects and specific factors that should be considered when constructing the programme's schedule of project delivery</p>		✓		9.2.4
03	05	<p>Describe how each role should apply the guidance provided by the governance theme 'planning and control' throughout the life of the programme</p>		✓		9.2, 9.2.6, 9.3, 9.3.6 & 9.5, 16.11, 16.12, 17.2, 17.5 & 17.6.1 Tables 9.1, 14.1, 15.1, 16.1, 17.1, 18.1 & 19.1 & A.3

MSP Examination Syllabus

<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme planning and control within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>					
Level	Topic				
04	01	<p>Whether the following programme information is fit for its purpose:</p> <ol style="list-style-type: none"> <li>1. Programme plan</li> <li>2. Projects dossier</li> <li>3. Resource management strategy</li> <li>4. Resource management plan</li> <li>5. Monitoring and control strategy</li> </ol>	✓		9.2, 9.2.2, 9.2.4, 9.3.1, 9.3.3, 9.3.5, 17.2 & A.4 Fig 17.2
04	02	<p>Whether specified activities associated with the governance theme 'planning and control' should be undertaken by (any) identified members of the programme management team</p>	✓		9.2, 9.3.6, 9.4, 9.4.1 to 9.4.6, 9.5, 13.1, 16.11, 16.12, 17.5 & 18.2.1 Tables 3.2, 14.1, 15.1, 16.1, 17.1, 18.1, 19.1 & A.2 Figs 9.4, 14.1, 15.1, 16.1, 17.1, 18.1, & 19.1
04	03	<p>Whether the programme's schedule of project delivery is appropriate</p>	✓		9.3 & 9.4 Fig 9.3
04	04	<p>Whether the proposed transition activities are appropriate</p>	✓		9.3.7, 9.3.7.1 to 9.3.7.3 Fig 9.4
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme planning and control within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>					
Level	Topic				
05	01	<p>Proposals for the application of the governance theme planning and control within the specific context of the programme, including:</p> <ol style="list-style-type: none"> <li>1. The strength and weakness of the proposals</li> <li>2. Tailoring of the guidance</li> <li>3. Benefits and dis-benefits resulting from the proposals</li> </ol>	✓		MSP guidance. General business experience.
05	02	<p>Aspects of the governance theme planning and control that should be applied and managed differently</p>	✓		
05	03	<p>Inter-relationships between the governance theme planning and control and other aspects of the management of the programme, other programmes and the wider organization</p>	✓		

**Business case (BC)**

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
BC		<i>Business case</i>				
<b>Know facts, terms and concepts relating to the governance theme business case.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	00	Note: There are no Level 1 syllabus lines for the governance theme business case.	✓			
<b>Understand key concepts relating to the governance theme business case.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose and type of contents of a business case	✓			10.1, 10.2.1, 10.2.2, 15.1 & A.4 Glossary
02	02	Key questions answered by a business case during the life of the programme	✓			10.4 & 10.5
02	03	Different types of programme cost identified in the guidance	✓			10.3.2 Table 10.1
02	04	Main areas of focus for the governance theme business case of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 10.2
02	05	The relationships that exist between a business case and the principles, and what managing a business case is primarily concerned with		✓		10.1 A.4 Glossary
02	06	Programme information (documents) that would need to be reviewed as a result of a significant change to a business case		✓		10.3 & 15.2
02	07	Link between a programme's Business Case and its projects' business cases, how they differ		✓		10.2.4
02	08	Concept and use of the net benefit line		✓		10.3.1 (incl. Tip) Fig 10.2
02	09	Transformational Flow activities associated with the governance theme 'business case'		✓		10.6
<b>Be able to apply key concepts relating to the governance theme business case within a given scenario.</b>						
<b>Specifically to:</b>						
Level	Topic					

MSP Examination Syllabus

03	01	Identify appropriate information for inclusion in the: 1. Outline business case 2. Business case		✓		10.1, 10.2.1 to 10.2.4, 10.3 15.1 & A4 Table 10.2 Glossary	
03	02	Determine activities and roles involved in the development and (where appropriate) maintenance of the following, throughout the life of the programme: 1. Outline business case 2. Business case		✓			
03	03	Identify sources of information and costs that should be included in the business case		✓			10.3.2 Table 10.1
03	04	Identify which specific programme information would need to be reviewed due to a significant change to the business case		✓			10.3 & 15.2
03	05	Determine how each role should apply the guidance provided by the governance theme 'business case' throughout the life of the programme		✓			10.2.2, 10.2.4, 10.3.1, 10.6, 10.6.1 to 10.6.6, Tables 10.2, 14.1, 15.1, 16.1, 17.1, 19.1 & A3
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme business case within a given scenario.</b>  <b>Specifically to analyze:</b></p>							
Level	Topic						
04	01	Whether the following programme information is fit for its purpose: 1. Outline business case 2. Business case		✓		10.1, 10.2.1, 10.2.2, 10.3, 15.1, 12.3.2.5, & A4 Glossary	
04	02	Whether changes to programme information caused by a significant change to the business case were appropriate		✓		10.3 & 15.2	
04	03	Whether specified activities associated with the governance theme business case should be undertaken by (any) identified members of the programme management team		✓		10.2.2, 10.2.4, 10.3.1 10.6, 10.6.1 to 10.6.6, Tables 10.2, 14.1, 15.1, 16.1, 17.1 19.1 & A3	
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme business case within a given programme scenario.</b>  <b>Specifically to propose, evaluate and justify:</b></p>							
Level	Topic						
05	01	Proposals for the application of the governance theme business case within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	MSP guidance. General business experience.	
05	02	Aspects of the governance theme business case that should be applied and managed differently			✓		

## MSP Examination Syllabus

05	03	Inter-relationships between the governance theme business case and other aspects of the management of the programme, other programmes and the wider organization			✓	
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### Risk and issue management (RM)

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
RM		<i>Risk and issue management</i>				
<b>Know facts, terms and concepts relating to the governance theme risk and issue management.</b> <b>Specifically to recall the:</b>						
Level	Topic					
01	01	Definition of: 1. Risk (opportunity and threat) 2. Issue (risk that has now materialized, request for change or problem/question affecting part or all of the programme) 3. Configuration item	✓			11.1, 11.2.2, 11.2.7, 11.2.10, 11.3.3.4, 11.4.1 & 11.7 Glossary
01	02	Defined risk responses (threats and opportunities)	✓			Table 11.1
01	03	1. Four risk management perspectives 2. Three perspectives associated with managing programme issues and risks	✓			11.1.1 & 16.4 Fig 11.2
<b>Understand key concepts relating to the governance theme risk and issue management.</b> <b>Specifically to identify:</b>						
Level	Topic					
02	01	Descriptions of 1. Impact 2. Probability 3. Proximity	✓			11.2.8, 11.2.10, & 11.3.3.2 Glossary
02	02	1. Typical sources of risks and issues 2. The purpose of programme and issue management	✓			11.1.1
02	03	Description of risks, including causes, events and effects of threats and opportunities	✓			11.2.7, A4 & Glossary
02	04	The purpose of: 1. Issue register 2. Issue management strategy 3. Probability impact grids & summary risk profile 4. Progress reporting 5. Risk management strategy 6. Risk register	✓			11.2.1, 11.2.6, 11.2.8, 11.2.9, 11.2.11 & A4
02	05	The purpose of: 1. Risk owners 2. Risk actionees	✓			Glossary
02	06	Descriptions of defined risk responses (threats and opportunities)	✓			Table 11.1
02	07	Main areas of focus for the governance theme risk and issue management of:	✓			Table 11.2

MSP Examination Syllabus

		<ol style="list-style-type: none"> <li>1. SRO</li> <li>2. Programme manager</li> <li>3. BCM(s)</li> <li>4. Programme office</li> </ol>			
02	08	Principal areas of risk and issues of each of the four organizational perspectives		✓	11.1.1, 11.4 & 17.6.2
02	09	Links between a programme's approach to managing risks and issues (including links with configuration management) and: <ol style="list-style-type: none"> <li>1. Organizational standards</li> <li>2. Project standards</li> </ol>		✓	9.3, 9.3.3, 11.1.2, 11.2.1 11.2.4, 11.3 Tip, 11.7 & 17.6.2
02	10	The purpose of the principles of programme risk management		✓	11.1.2
02	11	Typical contents of: <ol style="list-style-type: none"> <li>1. Issue register</li> <li>2. Issue management strategy</li> <li>3. (Risk and Issue) Progress report</li> <li>4. Risk management strategy</li> <li>5. Risk register</li> </ol>		✓	11.2.1,, 11.2.6,11.2.11, 11.4.2, 11.4.3 & A.4
02	12	<ol style="list-style-type: none"> <li>1. Risk evaluation techniques</li> <li>2. How to calculate expected value</li> </ol>		✓	11.2.8 to 11.2.10 & 11.3.3.2 Fig 11.3
02	13	Purpose and activities of: <ol style="list-style-type: none"> <li>1. Risk management framework and cycle</li> <li>2. Issue management framework and cycle</li> <li>3. Configuration management steps</li> </ol>		✓	11.3 & , 11.5 11.7.1 Figs 11.4 & 11.5
02	14	<ol style="list-style-type: none"> <li>1. Basic steps of change control</li> <li>2. Links between change control and configuration management</li> </ol>		✓	11.4.2 & 11.6
02	15	<ol style="list-style-type: none"> <li>1. Descriptions of:Risk appetite</li> <li>2. Risk tolerance thresholds</li> </ol>		✓	11.2.2, 11.2.3, Glossary
02	16	Characteristics of early warning indicators		✓	11.2.5
02	17	Transformational flow activities associated with the governance theme risk and issue management		✓	11.8
<p><b>Be able to apply key concepts relating to the governance theme risk and issue management within a given scenario.</b></p> <p><b>Specifically to:</b></p>					
Level	Topic				
03	01	Determine how to adhere to the principles of programme risk management		✓	11.1.2
03	02	Identify appropriate information for inclusion in: <ol style="list-style-type: none"> <li>1. Probability impact grids &amp; summary risk profile</li> <li>2. (Risk and Issue) Progress report</li> <li>3. Risk management strategy</li> <li>4. Risk register</li> </ol>		✓	11.2.1, 11.2.6, 11.2.8, 11.2.9, 11.2.11 & A.4 Fig 11.3
03	03	Identify appropriate information for inclusion in: <ol style="list-style-type: none"> <li>1. Issue register</li> <li>2. Issue management strategy</li> </ol>		✓	11.4.2, 11.4.3 & A.4
03	04	Identify activities and roles associated with the development and maintenance of the following, throughout the life of the		✓	4.5.2, 4.6.1, 4.7.1, 4.8.1, 4.13,

MSP Examination Syllabus

		programme: 1. (Risk and issue) progress report 2. Risk management strategy 3. Risk register				11.2.1, 11.2.6, 11.2.11, 11.3.3.2, 15.13,16.3, 16.4, 17.6.2 & C.5 Tables 11.2, 14.1,15.1, 16.1 17.1, 19.1 & A.3 Figs 15.1, 16.1, 17.1
03	05	Identify activities and roles associated with the development and maintenance of the following, throughout the life of the programme: 1. Issue management strategy 2. Issue register		✓		9.3.6, 11.4.2, 11.4.3 Figs 15.1, 16.1, 17.1
03	06	Distinguish between: 1. Risks from each perspective – threats and opportunities 2. Issues from each perspective		✓		11.1.1, & 11.3.3.1, 11.4.1
03	07	Select suitable early warning indicators		✓		11.2.5
03	08	Determine how each role should apply the guidance provided by the governance theme 'risk and issue management' throughout the life of the programme		✓		4.5.2, 4.6.1, 4.7.1, 4.8.1, 4.13, 9.3.6, 11.2.3, 11.2.7 to 11.2.11, 11.3, 11.3, 11.4, 11.8, 11.8.1 to 11.8.6 11.9, , 14.5, 15.13, 17.6.2, 18.2.3, 18.3.3, 19.1, C4 & C5 Figs 11.4 & 11.5 Tables 11.2, 14.1,15.1, 16.1, 17.1, 18.1, 19.1 & A.3
03	09	Identify activities undertaken during each element of: 1. Risk management framework and cycle 2. Issue management framework and cycle 3. Configuration management steps		✓		11.3, 11.5, & 11.7 & 11.6.3 Figs 11.4 & 11.5
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme risk and issue management within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether the programme is adhering to the principles of programme risk management		✓		11.1.2
04	02	Whether the following programme information is fit for its purpose: 1. Probability impact grids & summary risk profile 2. (Risk and issue) progress report 3. Risk management strategy 4. Risk register		✓		11.2.1, 11.2.6, 11.2.8, 11.2.9, 11.2.11 & A.4 Fig 11.3
04	03	Whether the following programme information is fit for its purpose: 1. Issue register 2. Issue management strategy		✓		11.4.2, 11.4.3 & A.4

MSP Examination Syllabus

04	04	Whether entities are correctly identified according to their type: 1. Risks from each perspective – threats and opportunities 2. Issues from each perspective		✓		11.1.1, 11.4 11.2.3 & 11.3.1
04	05	Whether identified early warning indicators are fit for their purpose		✓		11.2.5
04	06	Whether specified activities associated with the governance theme risk and issue management should be undertaken by (any) identified members of the programme management team		✓		4.5.2, 4.6.1, 4.7.1, 4.8.1, 4.13, 9.3.6, 11.2.3, 11.2.7 to 11.2.11, 11.3., 11.4, 11.8, 11.8.1 to 11.8.6 11.9, 14.5, 15.13., 17.6.2, 18.2.3, 18.3.3, 19.1, C4 & C5 Figs 11.4 & 11.5, Tables 11.2, 14.1, 15.1, 16.1, 17.1, 18.1, 19.1 & A.3
04	07	Whether specified activities are appropriate for defined elements of: 1. The risk management cycle 2. The issue management cycle 3. The configuration management steps		✓		11.3., 11.5 & 11.7 & 11.6.3 Figs 11.4 & 11.5
04	08	1. Whether results of applying the programme management risk management cycle are appropriate and fit for their purpose (incl. description, probability, impact, proximity, owner, actionee, risk responses, residual risk and types of response) 2. Whether results of applying the issue management cycle are appropriate and fit for their purpose (incl. description, impact, severity, categorization, owner, actionee, response action)		✓		11.3.3.1 to 11.3.3.4 & 11.5.3.1 to 11.5.3.5 Figs 11.4 & 11.5 Table 11.1 A.4.10.2 & A.4.25.2
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme risk and issue management within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of the governance theme risk and issue management within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	MSP guidance. General business experience.
05	02	Aspects of the governance theme risk and issue management that should be applied and managed differently			✓	
05	03	Inter-relationships between the governance theme risk and issue management and other aspects of the management of the programme, other programmes and the wider organization			✓	

## Quality and assurance management (QA)

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
QA		<i>Quality and assurance management</i>				
<b>Know facts, terms and concepts relating to the governance theme quality and assurance management.</b> <b>Specifically to recall the:</b>						
Level	Topic					
01	01	Techniques that may be used to help assure that the programme is being delivered optimally (audit, effectiveness of measurements, assurance reviews, P3M3 maturity assessments and gated reviews)	✓			12.3.2, 12.3.2.1 to 12.3.2.5
01	02	Assurance management principles	✓			12.3.1.1 to 12.3.1.5
<b>Understand key concepts relating to the governance theme quality and assurance management.</b> <b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose, and scope of: 1. Programme quality 2. Assurance	✓			12.1, 12.2, 12.2.2, 12.2.2.1 to 12.2.2.8 & 12.3.1 Fig 12.2
02	02	1. Programme quality management and project quality management 2. Asset management 3. Configuration management	✓			9.3.3, 11.6, 11.7, 12.1, 12.2, , 12.2.2, 12.2.2.6, 12.3.2.1, 12.3.3 & 15.1
02	03	The purpose of: 1. Information management plan 2. Information management strategy 3. Quality and assurance plan 4. Quality and assurance strategy	✓			9.3.4.1, 9.3.4.2, 11.5.1, 12.2, 12.3.3.1, 12.3.3.2 & A.4
02	04	Main areas of focus for the governance theme quality and assurance management of: 1. SRO 2. Programme manager 3. BCM(s) 4. Programme office	✓			Table 12.1
02	05	Typical contents of: 1. Information management plan 2. Information management strategy 3. Quality and assurance plan 4. Quality and assurance strategy		✓		9.3.4.1, 9.3.4.2, 12.3.3.1, 12.3.3.2, 15.13 & A.4

MSP Examination Syllabus

02	06	Characteristics of the techniques that may be used to help assure that the programme is being delivered optimally	✓	12.3.2, 12.3.2.1 to 12.3.2.5 & 16.6 Fig 12.3
02	07	Ways that each of the programme management principles can be tested to ensure that the programme is being delivered optimally	✓	12.2.1
02	08	The different purposes of Health Checks and maturity assessments	✓	12.3.2.3, 12.3.2.4, B.6 & Appendix D
02	09	The evolution of information baselines	✓	A.3 Tables A.1 & A.2
02	10	Critical success factors that underpin successful information management systems	✓	12.2.2.5
02	11	Transformational flow activities associated with the governance quality and assurance management	✓	12.4
<b>Be able to apply key concepts relating to the governance theme quality and assurance management within a given scenario.</b>				
<b>Specifically to:</b>				
Level	Topic			
03	01	Identify quality and assurance activities that should be undertaken throughout the life of the programme	✓	9.3.3, 11.6, 11.7 12.1, 12.2, 12.2.2, 12.2.2.1 to 12.2.2.8, , 12.3.2.1,12.3.3, & 15.11
03	02	Determine the relationships that exist between quality and the programme management principles , together with how those principles may be tested to ensure that the programme is being delivered optimally	✓	12.2.1
03	03	Identify appropriate information for inclusion in the: 1. Information management plan 2. Information management strategy 3. Quality and assurance plan 4. Quality and assurance strategy	✓	9.3.4.1, 9.3.4.2, 12.3.3.1, 12.3.3.2, 15.13 & A.4
03	04	Determine activities and roles involved in the development and maintenance of the following, throughout the life of the programme: 1. Information management plan 2. Information management strategy 3. Quality and assurance plan 4. Quality and assurance strategy	✓	4.7.1, 4.8.1, 4.9.1, 4.11, 4.12, 12.3.1, 12.5, 15.1, 15.2, 15.13, 15.17, 18.3.3, 19.5, C2 & C5 Fig C.2 Tables 12.1, 15.1, 16.1, 17.1 & A.3
03	05	Identify the most appropriate techniques to help assure that the programme is being delivered optimally	✓	12.3.2, 12.3.2.1 to 12.3.2.5 & 16.6 Fig 12.2
03	06	Determine how each role should apply the guidance provided by the governance theme 'quality and assurance management' throughout the life of the programme	✓	12.2, 12.4, 12.4.1 to 12.4.6, 14.3, 15.2, 15.13, , 15.17, 15.18, 16.2.5, 16.6, 17.6, 18.3.3 & 19.5 Figs 15.1, 16.1, 17.1

MSP Examination Syllabus

						Tables 12.1 & A.3
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the governance theme quality and assurance management within a given scenario.</b></p> <p><b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether the following programme information is fit for its purpose: 1. Information management plan 2. Information management strategy 3. Quality and assurance plan 4. Quality and assurance strategy		✓		9.3.4.1, 9.3.4.2, 12.3.3.1, 12.3.3.2, 15.13 & A.4
04	02	Whether activities are correctly identified: 1. Quality 2. Assurance 3. Audit 4. Programme quality management 5. Projects quality management 6. Asset management 7. Configuration management		✓		11.7, 12.1, 12.2 12.2.2.6, 12.3.2, 12.3.2.1 to 12.3.2.5
04	03	The findings of techniques applied to help assure that the programme is being delivered optimally		✓		12.3.2.1 to 12.3.2.5 & 16.6 Fig 12.2
04	04	Whether specified activities associated with the governance theme quality and assurance management should be undertaken by (any) identified members of the programme management team		✓		4.7.1, 4.8.1, 4.9.1, 4.11, 4.12, 12.3.1, 12.4, 12.4.1 to 12.4.6, 12.5, 15.1 15.2, 15.13, 15.17, 15.18, 16.2.5, 16.6, 17.6, 18.3.3 & 19.5, C2 & C5 Fig C.2 Tables 12.1, 15.1, 16.1, 17.1 & A.3
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the governance theme quality and assurance management within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the application of the governance theme quality and assurance management within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	MSP guidance. General business experience.
05	02	Aspects of the governance theme quality and assurance management that should be applied and managed differently			✓	

## MSP Examination Syllabus

05	03	Inter-relationships between the governance theme quality and assurance management and other aspects of the management of the programme, other programmes and the wider organization			✓	
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**Transformational Flow (TF)****Notes:**

1. This syllabus topic addresses the six transformational flow processes: Identifying a Programme (FA), Defining a Programme (FB), Managing the Tranches (FC), Delivering the Capability (FD), Realizing the Benefits (FE) and Closing a Programme (FF)
2. Each Practitioner examination will contain two Transformational Flow questions. Each question will address a different transformational flow process.

Syllabus area code		Syllabus area:	Foundation	Practitioner	Advanced	MSP Guide Reference
TF		<b>Transformational flow</b>				
<b>Know facts, terms and concepts relating to the transformational flow and its six processes.</b>						
<b>Specifically to recall the:</b>						
Level	Topic					
01	01	Names and sequence of the six transformational flow processes	✓			Fig 13.1
01	02	Names and sequencing of the three distinct sets of activities undertaken during Realizing the Benefits (manage pre-transition, manage transition and manage post-transition)	✓			9.3.7.1 – 9.3.7.3 Figs 9.3 & 18.1
<b>Understand key concepts relating to the transformational flow and its six processes.</b>						
<b>Specifically to identify:</b>						
Level	Topic					
02	01	The purpose and type of contents of: 1. Programme mandate 2. Programme brief 3. Programme definition document	✓			10.2.1, 10.2.2 13.1, 14.1, 14.3, 14.5, 14.6, 14.8, 15.16, 15.18 & A4
02	02	The purpose of: 1. Programme preparation plan 2. Project briefs	✓			14.6, 15.1, 17.2 & A4
02	03	Reasons for Identifying a Programme	✓			14.1 & 14.8 Fig 14.1 Table A.2
02	04	Reasons for Defining a Programme	✓			15.1 & 15.18 Fig 15.1 Table A.2
02	05	Reasons for Managing the Tranches	✓			16.1 & 16.14 Fig 16.1 Table A.2
02	06	Reasons for Delivering the Capability	✓			17.1, 17.2 & 17.7 Fig 17.1 Table A.2
02	07	Reasons for Realizing the Benefits	✓			18.1 & 18.2.5 Fig 18.1 Table A.2

MSP Examination Syllabus

02	08	Tests for programme closure and reasons for Closing a Programme	✓		13.1, 19.1 to 19.3 & 19.6 Fig 19.1 Table A.2
02	09	1. Inputs 2. Activities 3. Outputs of Identifying a Programme		✓	14.1 to 14.8 Fig 14.1 Table A.2
02	10	1. Inputs 2. Activities 3. Outputs of Defining a Programme		✓	15.1 to 15.18 Fig 15.1 Table A.2
02	11	1. Inputs 2. Activities 3. Outputs of Managing the Tranches		✓	16.1 to 16.14 Fig 16.1 Table A.2
02	12	1. Inputs 2. Activities 3. Outputs of Delivering the Capability		✓	17.1 to 17.7 Fig 17.1 Table A.2
02	13	Factors that should be considered when assessing the capacity of the organization to make changes		✓	18.2.5
02	14	Conditions to be satisfied before transition can begin		✓	18.3.3
02	15	1. Inputs 2. Activities 3. Outputs of Realizing the Benefits		✓	18.1 to 18.4 Fig 18.1 Table A.2
02	16	1. Inputs 2. Activities 3. Outputs of Closing a Programme		✓	19.1 to 19.8 Table A.2
02	17	Accountabilities and responsibilities for: 1. Identifying a Programme 2. Defining a Programme 3. Managing the Tranches 4. Delivering the Capability 5. Realizing the Benefits 6. Closing a Programme		✓	13.1 Tables 14.1,15.1, 16.1, 17.1, 18.1 & 19.1
<b>Be able to apply key concepts relating to the transformational flow and its six processes within a given scenario.</b>					
<b>Specifically to:</b>					
Level	Topic				
03	01	Identify appropriate information for inclusion in the: 1. Programme mandate 2. Programme brief 3. Programme preparation plan 4. Programme definition document 5. Project briefs		✓	10.2.1, 10.2.2, 13.1, 14.1, 14.3, 14.5, 14.6, 14.8, 15.1, 15.16, 15.18, 17.2 & A4 Fig 17.2

MSP Examination Syllabus

03	02	Identify tasks that need to be undertaken (including the use of documents) in order to achieve the objectives and deliver the outputs of each of the transformational flow processes: 1. Identifying a Programme 2. Defining a Programme 3. Managing the Tranches 4. Delivering the Capability 5. Realising the Benefits 6. Closing a Programme		✓		4.5, 13.1, 13.3, 14.1 to 14.8, 15.1 to 15.19, 16.2 to 16.14, 17.1 to 17.7, 18.1 to 18.4, 18.4.1 to 18.4.4 & 19.1 to 19.8
03	03	Determine activities and roles involved in the execution of tasks undertaken in order to achieve the objectives and deliver the outputs of each of the transformational flow processes: 1. Identifying a Programme 2. Defining a Programme 3. Managing the Tranches 4. Delivering the Capability 5. Realising the Benefits 6. Closing a Programme		✓		Figs 14.1, 15.1, 16.1, 17.1, 17.2, 18.1 & 19.1 Table, 14.1, 15.1, 16.1, 17.1, 18.1, 19.1, A.2, A.3 & A.5
03	04	Identify the formal approvals required during the life of the programme		✓		4.5.2, 9.3, 13.1, 13.3, 14.2, 14.3, 14.7, 14.8, 15.1, 15.18, 15.19, 16.14, 17.1, 18.3.4 & 19.3, 19.5 Tables 14.1, 15.1, 16.1, 17.1, 18.1 19.1 & A.3
03	05	Determine: 1. Whether programme closure should take place (with reasons) 2. The results of the tests for determining whether the programme can close		✓		13.1, 19.1 & 19.3
<p><b>Be able to identify, analyze and distinguish between the appropriate and inappropriate use of key concepts relating to the transformational flow and its six processes within a given scenario.</b> <b>Specifically to analyze:</b></p>						
Level	Topic					
04	01	Whether the following programme information is fit for its purpose: 1. Programme mandate 2. Programme brief 3. Programme preparation plan 4. Programme definition document 5. Project briefs		✓		9.4.1, 10.2.1, 10.2.2, 13.1, 14.1, 14.3, 14.5, 14.6, 14.8, 15.1, 15.16, 15.18, 17.2, Fig 17.2 & A.4
04	02	Whether the tasks identified to achieve the objectives and deliver the outputs of each of the transformational flow processes are appropriate: 1. Identifying a Programme 2. Defining a Programme 3. Managing the Tranches 4. Delivering the Capability 5. Realising the Benefits 6. Closing a Programme		✓		4.5, 13.1, 13.3, 14.1 to 14.8, 15.1 to 15.19, 16.2 to 16.14, 17.1 to 17.7, 18.1 to 18.4, 18.4.1 to 18.4.4, 19.1 to 19.8 Figs 14.1, 15.1, 16.1, 17.1, 17.2, 18.1 & 19.1

MSP Examination Syllabus

04	03	Whether the most appropriate roles have been involved in the execution of the transformational flow processes: 1. Identifying a Programme 2. Defining a Programme 3. Managing the Tranches 4. Delivering the Capability 5. Realising the Benefits 6. Closing a Programme		✓		Tables 14.1, 15.1, 16.1, 17.1, 18.1, 19.1, A.2 A.5 incl. Table A3
04	04	Whether the proposed approvals throughout the life of the programme are appropriate and likely to support the achievement of the programme's objectives		✓		4.5.2, 9.3, 13.1, 13.3, 14.2, 14.3, 14.7, 14.8, 15.1, 15.18, 15.19, 16.14, 17.1, 18.3.4 & 19.3, 19.5 Tables 14.1, 15.1, 16.1, 17.1, 18.1 19.1 & A.3
04	05	Whether the programme should be closed		✓		13.1, 19.1 & 19.3
<p><b>[With reference to the MSP guidance, the case study and any additional information provided in the examination paper] Be able to propose, evaluate and justify tailored approaches to the application of key concepts relating to the transformational flow and its six processes within a given programme scenario.</b></p> <p><b>Specifically to propose, evaluate and justify:</b></p>						
Level	Topic					
05	01	Proposals for the execution of the transformational flow and its processes within the specific context of the programme, including: 1. The strength and weakness of the proposals 2. Tailoring of the guidance 3. Benefits and dis-benefits resulting from the proposals			✓	MSP guidance. General business experience.
05	02	Aspects of the transformational flow and its processes that should be applied and managed differently			✓	
05	03	Inter-relationships between the transformational flow and its processes and other aspects of the management of the programme, other programmes and the wider organization			✓	