



MSP[®] 5TH EDITION EXPLORE WHAT'S NEW

TAKE THE NEXT STEP

From projects to programmes, deliver corporate strategy with MSP® 5th edition.

MSP is the next step for project managers and the go-to certification for programme and business change managers.

MSP (Managing Successful Programmes) is an established best practice programme management framework, designed to align programmes and projects to corporate strategy.

After nine years, there is a new edition of MSP available. MSP 5th edition was launched in late 2020, responding to several changes that have taken place in the world of programme and project management. It also reflects on changing perceptions of programme management that have become evident in extensive research carried out by AXELOS® over the last few years.



The need for an update – the background to MSP 5th edition

The digital revolution, the speed of change, the rise of Agile methodologies, and the increased volatility and uncertainty of all aspects of life mean that programme management must evolve to meet these demands.

AXELOS's own research demonstrated that there are widespread misconceptions about what programme management is (and therefore what MSP is). Many saw it as simply a bigger version of project management, just with several projects rather than one. MSP 5th edition clarifies that programme management is not the same thing as project management, whilst at the same time offering guidance that many project managers (and, of course programme managers, organizational managers and a wide variety of other professionals,) will find of value.

When updating guidance there can be a tendency to simply add new material to the existing content, resulting in more – rather than better – guidance. Instead, AXELOS made the decision to go back to basics and challenge every aspect of MSP to ensure that its inclusion was required and contributed to the guidance being fit for purpose now and for years to come.

MSP 5th edition was developed with the clear idea of contributing to the way in which organizations invest in response to their changing circumstances and to enable them to realize tangible benefits from their investment in programmes.

What are the key changes?

The essence of what a programme is remains the same – it is temporary, it is focused on beneficial outcomes, and it is concerned with leading multiple projects and other work. It now enables programme teams to recognise the many ways that outputs and changes can be delivered, including iterative (Agile), linear and hybrid approaches.

Changes have been made to make the language clearer and more helpful to the reader. These include:

- Strong focus from the start of the guide, setting the scene for a **real understanding** of programme management.
- The **seven principles** have been re-written. Inspiration has been taken from the previous edition's set of principles, and some of the emphasis of that set can be seen in this 5th edition. Although principles are still described as universal, self-validating, and empowering, they have been overhauled to ensure that they are valid in today's environment. The principles all express what it means to be leading a programme using MSP and they also reinforce the most critical areas for programme success.
- There are now **seven themes** rather than the nine from the previous edition. Also, the themes are now renamed Themes rather than Governance Themes, as the whole set of themes (and in fact the entire framework of MSP) provide governance. The themes are introduced with a discussion on programme and corporate governance, and their relationship. Programme strategy and programme plans are then introduced. All themes are described with one word which, as has been shown with PRINCE2®, helps clarify the purpose and contribution of that theme.



Each theme chapter also expresses the key relationships with the MSP principles, the key roles and responsibilities, and the key information needed to support the theme. This means that each theme provides the reader with very practical guidance:

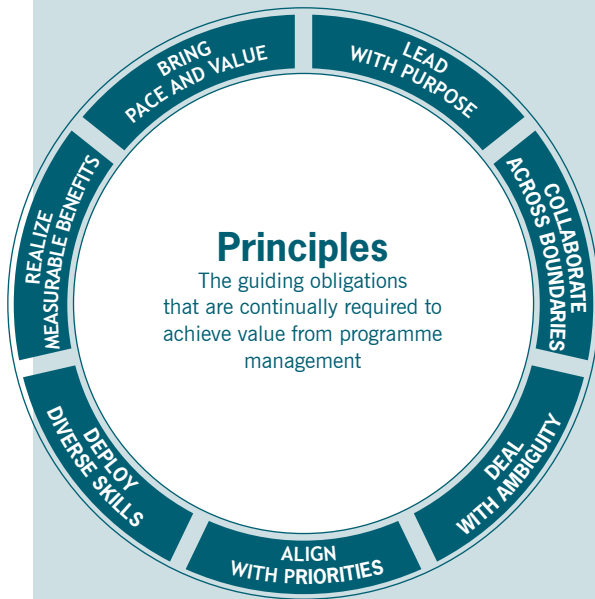
- There are now **seven processes** in the programme lifecycle, which have been renamed from the 'Transformational Flow' in the previous edition. The programme lifecycle in MSP 5th edition ensures that the seven principles are met through the design and application of a tailored governance environment informed by the seven themes.



- **The first** and **last process step** (Identify the programme and Close the programme) are the only linear steps. **Steps 2-6** are repeated through the programme, forming an incremental cycle of progression towards the defined vision and beneficial outcomes.
- At the end of each tranche/landing point, **step 6** specifically addresses progress and what has changed in the programme environment to inform **step 2** in the next cycle.
- **Step 3** focuses on the business case for the whole programme in principle and planning the next tranche in detail.
- **Steps 4** and **5** focus on programme delivery and embedding the outcomes to realize benefits.

A visual look inside MSP 5th edition

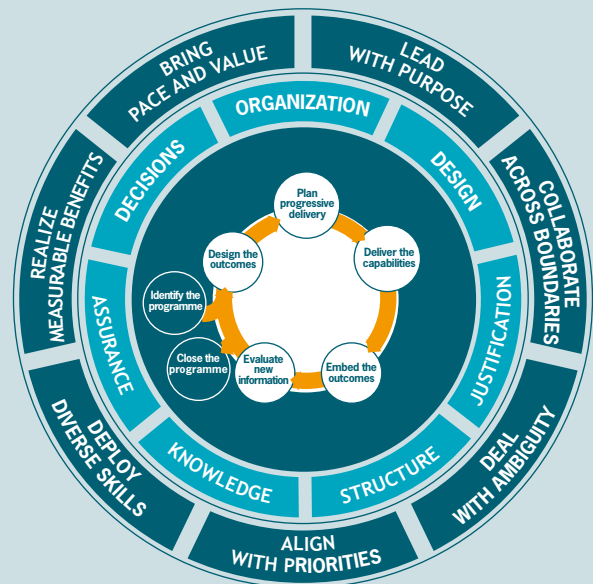
MSP is an adaptable set of programme management approaches providing a fully integrated framework of principles, themes and processes.



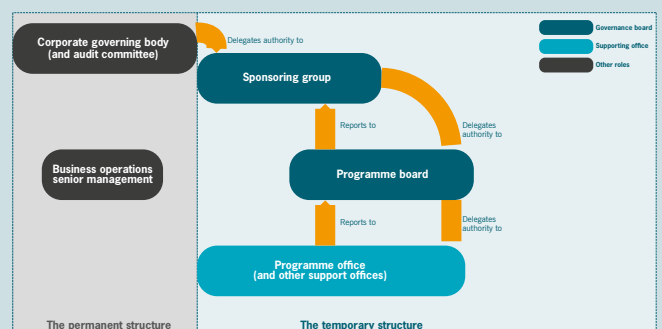
The MSP themes of organization, design, justification, structure, knowledge, assurance and decisions describe essential aspects of governance required to ensure that the programme is aligned with the principles across the programme lifecycle. Collectively, application of the themes establishes the control environment for the programme

KEY ROLES

- The **sponsoring group** is the governance board with delegated authority to direct the programme. It includes senior leaders who are accountable to the executives of the respective investing organizations.
- The **programme board** is the governance board with delegated authority to drive delivery of the outcomes of benefit of the programme within the defined constraints. Members of the programme board include (as a minimum), the senior responsible owner (SRO), the programme manager, business change manager (BCM) and the leader of the programme office.
- The **SRO** has overall and ongoing accountability for the successful delivery of the outcomes of the programme
- The **programme manager** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day leadership of the programme in support of the SRO
- The **BCM** is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organization(s) in support of the realization of outcomes of benefit on behalf of the SRO
- The **programme office** is a governance supporting office, led by the programme office lead, with primary responsibility for managing delivery and capacity controls for the programme



Organizations use programme management in a variety of situations and to pursue different organizational objectives: innovation and growth, organizational re-alignment and to deliver change effectively and efficiently. MSP provides a principles-based framework that can be applied in all of these different circumstances. Principles are guiding obligations that apply continually from the identification to closure of programmes. Principles are built into programme governance through the themes and enacted through the processes in the programme lifecycle.



Take the next step – visit axelos.com/MSP-nextstep



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ProPath

MSP 5th edition and AXELOS® ProPath™

MSP 5th edition is a key certification within the new AXELOS® ProPath™ Certification Scheme. There are three AXELOS ProPath routes to choose from, each made up of a specially selected combination of AXELOS best practice certifications: for outstanding results, and a standout professional profile.

MSP (5th edition) Foundation and Practitioner sit at the core of all three of the AXELOS ProPath paths. Learn more about where MSP sits within AXELOS ProPath and the benefits it provides to Programme Managers and the organizations in which they work. Visit axelos.com/ProPath.