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The Practitioner Examination

LX21

Scenario Booklet

This is a 2½-hour objective test. This booklet contains the Scenario upon which this examination is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided a question must be applied only to that question.

Each of the eight questions is worth 10 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated.

The examination is to be taken with the support of the MSP Guide only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the MSP Guide is to be used.

Candidate Number:

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Programme Scenario

The Training Programme

(Note: The companies and people within the scenario are fictional).

Background

Buyitall is a national retailer with 385 shops throughout the country and a headquarters office (HQ) in Northtown. The company is losing customers to new entrants into this highly competitive market sector. Revenue from retail sales has fallen for each of the past four successive quarterly reporting periods.

The Training Programme has been set up to tackle the lack of knowledge that staff in Buyitall shops have about the company's products. This lack of knowledge is causing low levels of customer service. These problems are strong influencing factors in the customers' buying decisions, and are recognized as limiting sales. A separate programme has been set up with the objective of making Buyitall more competitive (the Competitiveness Programme).

Buyitall has decided to change radically the way it carries out the training of its 18,000 staff and to dramatically increase the amount of training provided. It has two training centres: one in Southtown and the other at the HQ in Northtown. In Northtown there are five training rooms and residential accommodation for up to 50 people. In Southtown there are three training rooms and residential accommodation for 35 people.

All the staff training is currently carried out in these two centres. A significant proportion of staff find it difficult to attend these residential courses and consequently take-up is poor. The training covers a wide range of subjects, including general management and development training. There are also department-specific training courses and very specialized courses. Both centres offer the standard courses. In addition, Southtown provides all of the specialized training. Staff members, who are located all over the country, have to travel to one of these locations and stay for the duration of the courses. Most courses are two to three days long. All training is managed and co-ordinated by the Northtown HQ.

Objectives and Benefits

The Training Programme will completely re-design training provision over the next three years. An objective is for Buyitall to be recognized as one of the top five internal training providers in its industry sector. This will ensure that all staff can benefit from greatly enhanced training and development. It is anticipated that this approach will deliver market-leading customer service. As a result, it is hoped that this will lead to increased customer satisfaction and more sales. The idea is to introduce new training delivery methods, including distance learning, and to reduce residential training as much as possible. This will be done by establishing smaller, more local training facilities in nine new centres around the country, resulting in a total of ten centres including Northtown.

Scenario continues on the next page

Scenario continued

The minimum level of staffing at each of these centres will be a manager, a trainer and administrative support. The staff at each centre will provide most of the training. They will be assisted by a group of a further five trainers of specific subjects. These five trainers will be based in Northtown but will also travel throughout the country. The specialized training currently being carried out in Southtown, representing 5% of the total training budget, will be outsourced (the business function will be contracted out to a third-party supplier). Staff currently providing the specialized training in Southtown will be transferred to, and employed by, the third-party supplier.

The centre in Southtown will be sold to realize its capital, which is anticipated to be around €75 million. This capital has been identified as an early benefit and will be used to help fund the purchase or lease of the additional nine centres.

The training facilities at Northtown will be reduced to two training rooms and residential accommodation for 15 people. The only training carried out there will be for low-demand courses where a single national course is the most cost-effective option.

Benefits are anticipated in the following areas: an increase in the proportion of staff receiving training, improved personal development, and increased customer satisfaction - all leading to lower staff turnover costs and more sales.

These improvements will be achieved by making the training more accessible to staff. The reduction in the need for residential accommodation is expected to reduce the cost of training. However, there will be additional travelling and subsistence payments to be made for daily travel to the regional training centres.

It is expected that the changes to the provision of training facilities will not alter the overall costs of training. The savings made in the costs for Southtown and Northtown will offset the increased charges for running more training centres. There will be no change in the number of staff required for training. All current staff members have agreed to relocate where necessary.

Programme Organization

The programme is being run using MSP. The Sponsoring Group, Senior Responsible Owner (SRO) and Programme Board have been appointed. A Business Change Team, including appropriate Business Change Managers (BCMs) drawn from the business areas affected by the programme, is still to be finalized.

Programme staff will be based in Northtown, where a Programme Office will be established. Each project will be run under a formal project management method.

Scenario continues on the next page

Scenario continued

Stakeholders

All of the members of the Corporate Board (Directors) of the company support the changes. See Figure 1 for Buyitall's organization structure. The Chief Financial Officer is, however, concerned that the sale of the Southtown centre may not generate the expected return. If this is the case, the purchase/leasing of the regional centres could require additional funding of up to €22.5 million over the next 12 to 18 months.

The Chief Executive Officer (CEO) and the Directors of both Facilities (property and accommodation) and Purchasing are very supportive of the programme and have offered to help. However, they are only able to commit a limited amount of time.

In the past, the staff unions have raised concerns that current training methods are discriminatory. They have stated that where part-time workers are unable to attend full-time residential training this could breach equal opportunities legislation. They are, therefore, generally in favour of the changes. They see them as being beneficial to their members because they provide personal development opportunities.

The Shop Managers' Association also supports the proposals. However, it has concerns about the increased workload for its members. Shop managers will have to do much more of the administration, such as arranging travel for those attending the courses. Therefore, the Association feels there should be a salary increase for its members. This increase could cost up to €3 million on top of the other cost estimates.

Shareholders have not raised any objections to the programme and are expected to support the proposals at the Annual Shareholders' Meeting to be held next month.

Project 1 (Sell Southtown)

Objectives:

- To close and sell the current Southtown centre
- To transfer non-specialist trainers to the regional centres
- To transfer specialist trainers as part of the outsourcing of specialized training.

Dependencies:

- This project is dependent on Project 2 (Outsource Specialized Training). Project 2 needs to be completed no later than the final closure of the Southtown centre. If Project 2 is not completed on time, alternative arrangements will need to be made for the specialized training and affected staff.

Scenario continues on the next page

Scenario continued

Project 2 (Outsource Specialized Training)

Objectives:

- To decide which courses will be outsourced
- To select and contract with a suitable supplier.

Dependencies:

- Communications with Project 3 (Training Design) need to be managed well. This will ensure that any outsourced courses are still part of the overall training requirement.

Project 3 (Training Design)

Objectives:

Stage 1: Review Prospectus

- To decide whether to retain, combine, delete or replace courses by new training delivery methods (for example, distance learning).

Stage 2: Update Material

- To update all classroom-based course material
- To publish a revised training prospectus with full details of each course.

Project 4 (New Training Methods)

Objectives:

- To investigate requirements
- To develop new training delivery methods, including distance learning.

Dependencies:

- This project is dependent on Stage 1 of Project 3 (Training design).

Scenario continues on the next page

Scenario continued

Project 5 (New Working Practices)

Objectives:

- To revise working practices. This will allow the new centralized booking system, including new expense claim systems, to be managed effectively in Northtown
- To determine the staff numbers required at each centre
- To provide the new IT systems required to support centralized bookings
- To determine job descriptions for managers and staff in Northtown and the regional centres. These job descriptions will emphasize the new focus on training
- To revise all other working practices affected, including new staff appraisal and personal development processes.

Dependencies:

- This project is dependent on Project 2 (Outsource Specialized Training). Project 2 will provide information about the new ways of working
- This project is also dependent on Stage 1 of Project 3 (Training Design), which will determine the mix of training to be offered.

Project 6 (Temporary Training centre)

Objectives:

- To establish a temporary residential training centre on a leased basis. This will replace the capacity that will be lost when the Southtown centre is closed.

Scenario continues on the next page

Scenario continued

Project 7 (Lease or Buy Four Centres)

Objectives:

- To reduce the Northtown centre to two training rooms and residential accommodation for only 15 people
- To relocate some Northtown staff to regional centres
- To determine the size and training capacity of each new centre
- To lease or buy four new regional centres to give good geographical coverage of the country
- To furnish each centre
- To equip each centre with an IT training network and connection to the main IT network.

Dependencies:

- This project is dependent on Project 1 (Sell Southtown). Project 1 will provide the funding source for the lease or purchase of the new regional centres
- It is also dependent on Project 5 (New Working Practices). Project 5 will provide the necessary new working practices, IT systems and staff numbers required at each centre.

Project 8 (Lease or Buy Five Centres)

Objectives:

- To lease or buy the remaining five centres
- To fully furnish and equip each centre as above.

Timescale and Tranches (see also diagram of timescales overleaf)

The programme is now nearing the end of **Defining a Programme**.

The three projects delivering new training centres have been grouped into a Training Centre workstream. This is to assist with the management of the programme. The workstream consists of Project 6, 7 and 8.

The capability for Tranche 1 is expected to be delivered at the end of month nine with:

- The Southtown centre sold
- Southtown staff redeployed to other centres or transferred to the outsourcing company
- Specialized training outsourced
- Temporary training centre established.

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Scenario continued

The capability for Tranche 2 is expected to be delivered at the end of month 18. This will include:

- Revised training prospectus
- Updated training material.

The capability for Tranche 3 is expected to be delivered at the end of month 24. This will include:

- Four new regional centres leased or purchased
- New training methods developed
- New working practices established
- Some Northtown staff relocated to regional training centres.

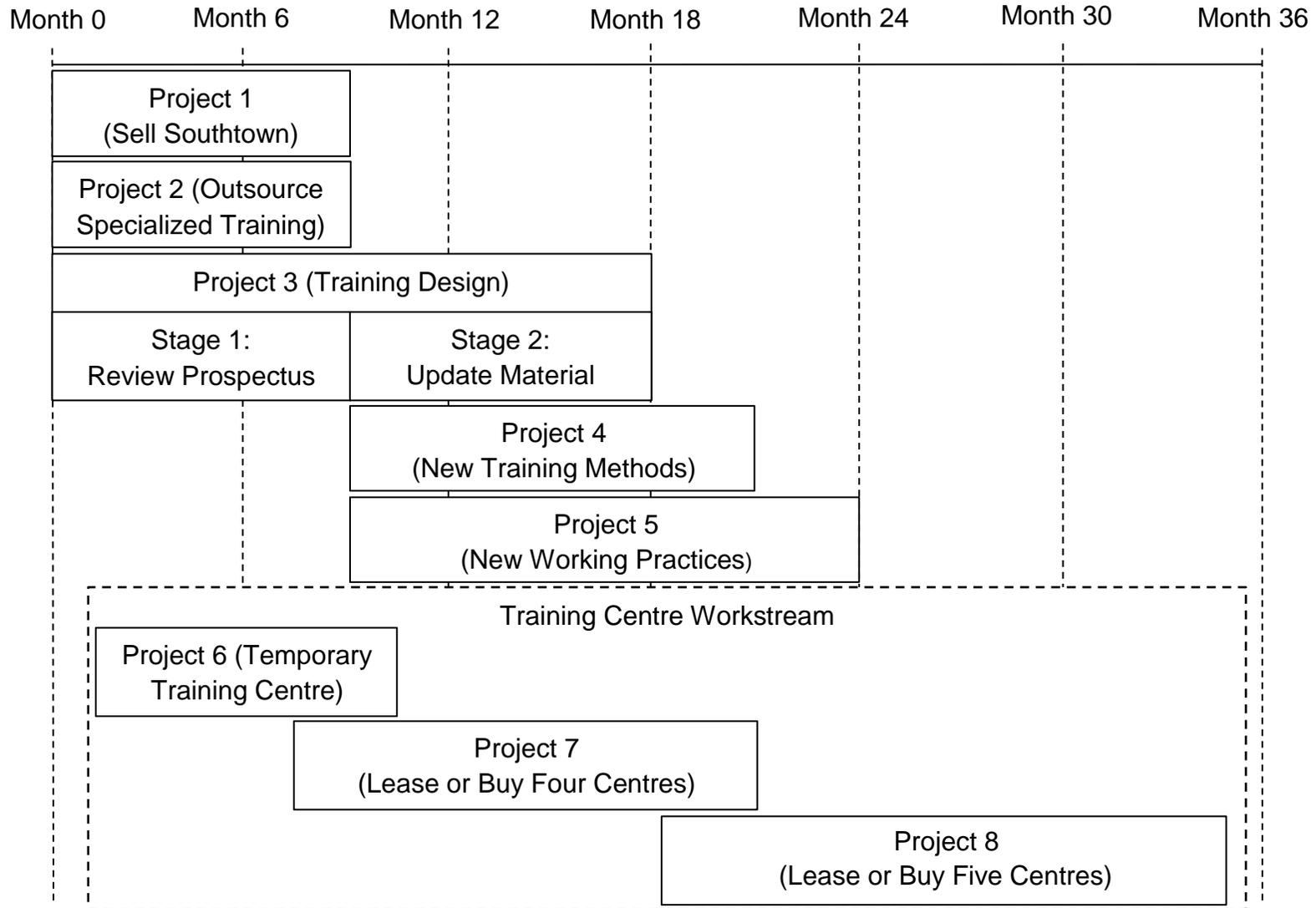
The capability for Tranche 4 is expected to be delivered at the end of month 36. This will include:

- The remaining five regional centres leased or purchased
- Temporary training centre decommissioned.

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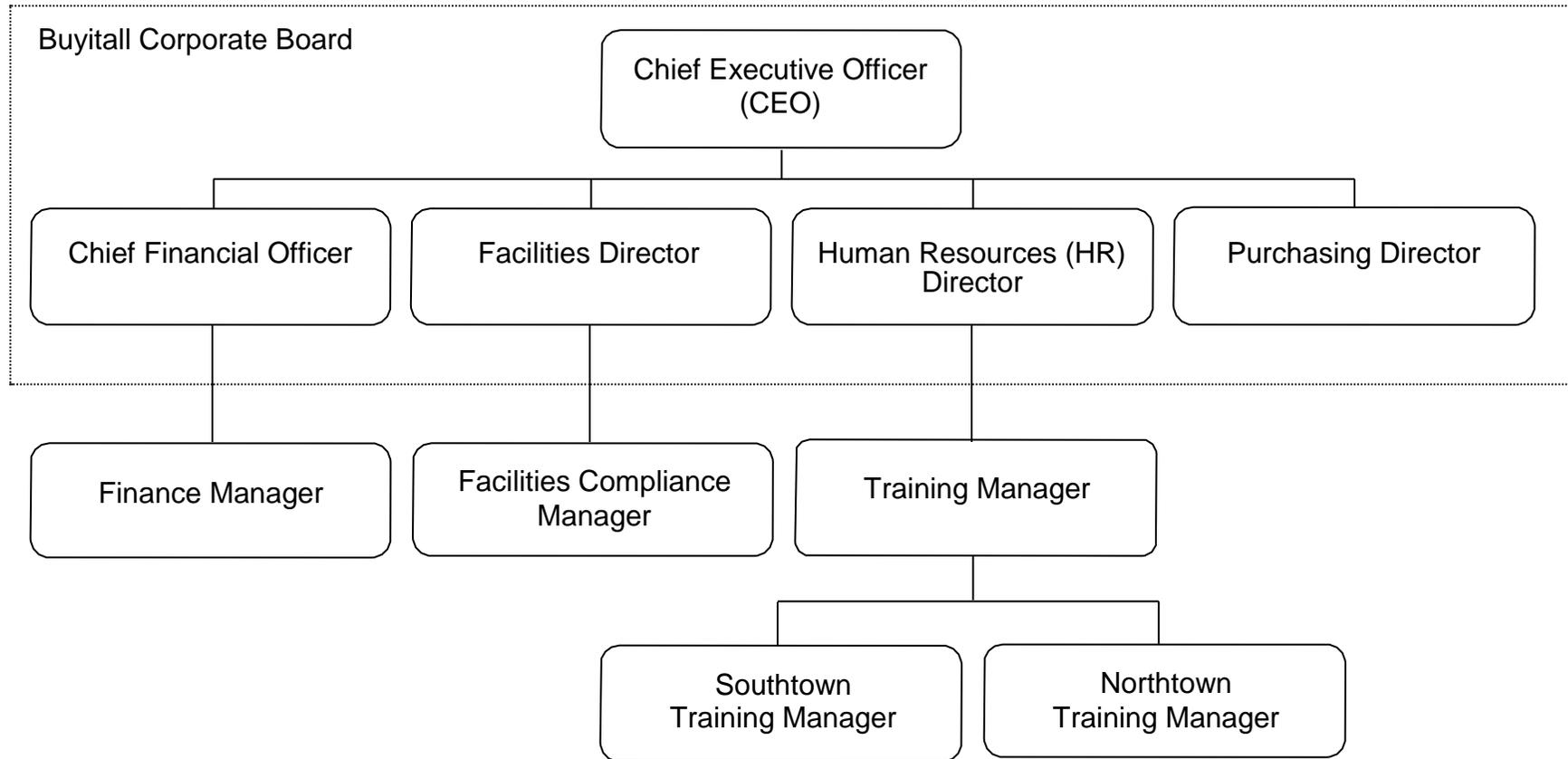
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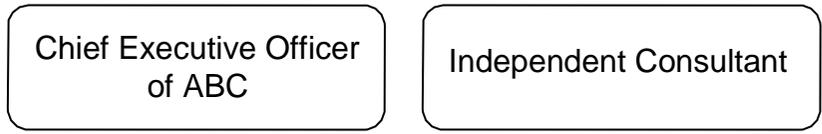
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continued

Figure 1: Extract from Buyitall Organization Structure



Non-Buyitall Roles



End of Scenario

Question 1: Benefits Management - Additional Information

Extract from the draft Benefits Management Strategy (may contain errors)

Section A: Scope and explanation of which areas of the business will be covered by benefits management and realization activity.

1. Retail shops.
2. Headquarters office.

Section B: Measurement methods and processes that will be used to monitor and assess the realization of benefits (including the level of granularity to be applied in the benefits realization plan).

3. Monthly management information reports will be produced to show reduced staff turnover.
4. Measurement of the number of members of staff attending training courses will be carried out after transition.

Section C: The review and assessment process for measuring benefit realization, covering who will be involved in the reviews, and how and when the reviews will be carried out.

5. Benefit review participants:

- Programme Manager
- SRO

6. Review timings:

- Reviews will only take place at the end of every tranche, measuring benefits from that tranche's projects.

Question 2: Organization and Programme Office - Additional Information

Buyitall Personnel List

Chief Executive Officer (CEO) of Buyitall	Worked in the retail sector since leaving school. Has risen to the current position through determination and hard work. Has no experience of Managing Successful Programmes (MSP) but is supportive of a structured approach and wishes to be involved with the programme as much as time permits.
Chief Financial Officer	An accountant with 15 years' experience in both the private and public sectors. Has little experience of managing projects or programmes and is concerned that Buyitall is trying to do too much, too soon.
Facilities Director	A qualified engineer. Has a great deal of project management experience, having worked as a Project Manager and sat on a number of Project Boards.
Purchasing Director	Highly regarded and credited with the success of the installation of a new electronic procurement system in a competitor organization. Has only recently joined Buyitall.
Facilities Compliance Manager	Reports to the Facilities Director. Reviews compliance with Buyitall's property management strategy, including compliance with health, safety, and environmental policies.
Finance Manager	Reports to the Chief Financial Officer. Works closely with the Headquarters' sales teams and provides support to enhance the integrity of financial information. Has a reputation for timely delivery of accurate financial reports.
HR Director (responsible for HR and Training)	A very experienced change manager who has been involved in a number of large, successful programmes in both the public and private sectors. A member of the Institute of Personnel and Development.
Independent Consultant	A highly experienced Programme Manager with an impressive track record. Has a number of professional qualifications in project and programme management, including MSP. Has worked with the Training Manager in the past and is available for contract to this programme, if required.
Southtown Training Centre Manager	Joined the company shortly after graduating with a degree in business analysis. Has been with Buyitall for nearly six months. Is very enthusiastic about the proposed programme and has already agreed to relocate if necessary.
Northtown Training Centre Manager	Has been successfully running the Northtown Training Centre for the past three years. Has worked for Buyitall for six years, having initially joined the company as a trainer, and has been appointed as the Project Executive for Projects 6, 7 and 8 delivering the regional training centres.
Training Manager	Reports to the HR Director. Has well-respected change management skills, having worked closely with Programme Managers in a range of complex programmes over the past 15 years.
CEO of ABC	ABC is the company that won the contract to equip the new training centres. The CEO of ABC is widely regarded as a visionary business leader and is regularly quoted in the national press. ABC won the contract because it has a track record in delivering transformational change on time and within budget.

Question 3: Blueprint Design and Delivery - Additional Information

Extract from the final future state section of the Blueprint

(All entries are **true statements** but may not be recorded under the correct heading or in the correct document).

Section A: Processes

1. Most courses are non-residential.

Section B: Organization

2. The organization structure comprises of:

- Sponsoring Group
- SRO
- One full-time Programme Manager
- Six Project Managers
- Two part-time support staff
- BCMs

Section C: Technology

3. Each centre is connected to the main IT Network that supports centralized bookings.

4. The Southtown centre is to be sold. It will be replaced by nine new regional training centres, and there will be reduced capacity in Northtown.

Section D: Information

5. The Southtown centre might not be sold for the expected price.

6. Staff training records as required for ongoing operations.

Question 5: The Business Case - Additional Information

Extract from the Draft Programme Business Case

Confirmed at the end of Defining a Programme

(All entries are **true statements** but may not be recorded under the correct heading or in the correct document).

Section A: Strategic objectives for the programme

1. Northtown: two training rooms, furnished in corporate colours; residential accommodation for 15 people.

Section B: Estimated costs

2. Temporary training centre: €10,000 per month.
3. Any redundancy costs for training staff: average of €45,000 per staff member made redundant.
4. Staff relocation costs: to be agreed.
5. Costs for IT equipment for the Programme Office.

Section C: Options and approaches that have been considered

6. Option 1: Do nothing.
7. Option 2: Sell off the Southtown training centre and establish a small training facility in each shop.
8. Option 3: Sell off the Southtown training centre and establish 10 small training facilities in different centres around the country.

Question 8: Transformational Flow - Delivering the Capability - Additional Information

Memo about Pilot Implementation

To: Programme Manager

From: Senior Responsible Owner

Subject: Training Programme: Proposed Pilot Implementation

I have decided that a pilot implementation is needed to test whether or not the new training approach will work.

Just one of the 385 Buyitall shops will have its staff trained on one course chosen from the training materials. The staff will be trained at a temporary, non-residential training centre, using a limited selection of revised working practices. A new project to be called Project 9 (Pilot Implementation) will be set up to focus on the pilot, whilst the other projects continue with preparations for the revision of the training approach. Note that this is in addition to the temporary residential training centre being established by Project 6 (Temporary Training Centre).

Please advise me of the process we should follow to initiate this pilot project.