

Program Management

Introduction

Programme management is all about managing programmes to maximise benefits realisation, while ensuring that programmes (and their components) align with organisational strategy and overall strategic objectives. Whether new to the field or a seasoned practitioner, this course offers a hands-on approach to programme management. The course contains an integrated case study and walks participants through the lifecycle of a typical programme, identifying critical success factors at each step of the process. In addition to the latest insights from PMI's Standard for Programme Management, 3rd Edition, and Managing Success Programmes (MSP), this course is packed with practical application tools, techniques and best practices for managing programmes. Attendees will learn to initiate a programme, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including programme and governance plans) and define key deliverables and outputs needed for realising programme benefits. They will also manage change and programme challenges as well as how to close out the programme effectively.

Course Objectives

By the end of this course, participants will be able to:

- Increase your effectiveness and efficiency as a programme manager in achieving the strategic value of a programme
- Follow a systematic approach to managing programmes
- Apply proven tools and techniques to programme management
- Recognise benefits management as the primary responsibility of the programme manager
- Use a standard vocabulary for programme management
- Distinguish between projects, programmes and portfolios; and project management, programme management and portfolio management
- Describe the programme life cycle and recognise the value of following this approach
- Explain the critical success factors of programme management; maintaining alignment with strategy, managing benefits and stakeholders and executing programme governance

Content

A sample of what is covered includes:

Introduction to programme management

- Relationships and differences between projects, programmes and portfolios
- Programme life cycle
- Interdependence between projects and programmes
- Critical success factors for programme management

Programme initiation and approval

- Characteristics of effective programme managers
- Programme charter

- Stakeholder management plan
 - Schedules
 - Cost estimates
- Programme approval

Delivery of capabilities and benefits

- Governance structure for monitoring and controlling programme components
- Factors for project sequencing in order to meet programme objectives and realise benefits
- Programme coordination, management and monitoring
- Response to programme changes and execute corrective actions when necessary
- Coordinate activities between programme components/projects
- Management of changes and benefits impacting the organisation

Programme proposal

- Strategic benefits of programmes
- Organisational mission, vision and values, and how they influence strategy
- Alignment of programme objectives and organisational objectives
- High-level business case
- The programme manager's role

Program planning

- Programme management plan
- Define programme scope, including project and non-project work
- Programme architecture
- Benefits realisation plan
- Plan for the remainder of the programme
- Programme infrastructure setup; including governance tools, PMO, facilities and other processes
- Metrics for measuring and controlling the programme

Programme closure

- Stakeholder communication
- Programme closure and benefits realisation
- Programme closure activities
- Transition to operations and maintenance
- Lessons learned

