

# PROGRAM MANAGEMENT

## SYNOPSIS

Program management doesn't simply entail managing interrelated projects—rather, it's about managing programs to maximize benefits realization while ensuring that programs (and their components) align with organizational strategy and overall strategic objectives. Whether you're new to the field or a seasoned practitioner, this course offers a hands-on approach to program management.

The course contains an integrated case study and walks participants through the life cycle of a typical program, identifying critical success factors at each step in the process. In addition to the latest insights from PMI's *Standard for Program Management, 3rd Edition*, and *Managing Success Programmes (MSP)*, this course is packed with practical application tools, techniques and best practices for managing programs. You'll learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You'll also manage change and program challenges and close out the program effectively.

## LEARN

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

*This course uses digital materials.*

## TOPICS

### INTRODUCTION TO PROGRAM MANAGEMENT

- Relationships and Differences Between Projects, Programs and Portfolios
- Program Life Cycle
- Interdependence Between Projects and Programs
- Critical Success Factors for Program Management

### PROGRAM INITIATION AND APPROVAL

- Characteristics of Effective Program Managers
- Program Charter
- Stakeholder Management Plan
  - Schedules
  - Cost Estimates
- Program Approval

### DELIVERY OF CAPABILITIES AND BENEFITS

- Governance Structure for Monitoring and Controlling Program Components
- Factors for Project Sequencing in Order to Meet Program Objectives And Realize Benefits
- Program Coordination, Management and Monitoring
- Response to Program Changes and Execute Corrective Actions When Necessary
- Coordinate Activities Between Program Components/Projects
- Management of Changes and Benefits Impacting the Organization

### PROGRAM PROPOSAL

- Strategic Benefits of Programs
- Organizational Mission, Vision and Values, and How They Influence Strategy
- Alignment Of Program Objectives And Organizational Objectives
- High-Level Business Case
- The Program Manager's Role

### PROGRAM PLANNING

- Program Management Plan
  - Define Program Scope, Including Project and Non-Project Work
  - Program Architecture
  - Benefits Realization Plan
- Plan for the Remainder of the Program
- Program Infrastructure Setup; Including Governance Tools, PMO, Facilities and Other Processes
- Metrics for Measuring and Controlling the Program

### PROGRAM CLOSURE

- Stakeholder Communication
- Program Closure and Benefits Realization
- Program Closure Activities
- Transition to Operations and Maintenance
- Lessons Learned

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