

# PROGRAM MANAGEMENT

## *Practice Standards and Their Implementation*

*Program Management improves organizational results through better coordination of interdependent projects. Several practice standards for program management exist. However, which one suits your organization? The seminar on **Program Management: Practice Standards and Their Implementation** introduces and compares the Practice Standard for Program Management (Version 2) from the Project Management Institute (PMI®) with Managing Successful Programs (MSP®<sup>2</sup>) from the Office of Government Commerce (OGC®<sup>2</sup>). The seminar provides insight in concept, terminology and program life cycle of the two standards, as well as processes, tools and techniques used in their practical implementation.*

### **The Seminar**

The two-day seminar on **Program Management: Practice Standards and Their Implementation** starts by giving an overview of the differences in managing projects, programs, portfolios and products. This provides insight into the particularities of program management, and the circumstances within which programs are the appropriate form of managing multiple projects. Subsequently the concepts of program management (e.g. benefits management and governance) and the program life cycles of each standard are discussed.

Each phase of the program life cycle is addressed with its particular objectives and techniques to achieve these objectives. The concepts of benefits management and program governance are addressed in-depth and frame the life cycle discussions. Related practice questions like “How to choose an appropriate program manager?” or more theoretical questions like “What theories underlie program governance?” are addressed and allow for a comprehensive understanding of the seminar topic from both a practical and a theoretical perspective.

The seminar bridges the gap between abstract practice standards for program management and their operational implementation in an organization.

### **After the seminar participants will have...**

- an improved understanding of contemporary program management, such as relevant processes, concepts and practice standards
- developed an understanding of the concepts and approaches of the PMI and OGC standards and their differences.
- gained knowledge about successful organizations’ best-practices, roles and responsibilities for program managers

- improved understanding of the linkage between program management and the organization’s strategy
- detailed knowledge about design, implementation and control of programs
- detailed knowledge about different tools and techniques for program management

The seminar is based on many years of practical experience and latest research in implementing project management governance methods within larger corporations in various industries.

### **Possible participants**

- Directors and managers responsible for programs and their results
- Program and portfolio managers, or those newly appointed to this position
- Managers of program managers
- PMO managers and directors
- Senior project managers

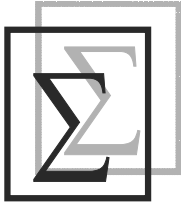
### **Seminar contents**

#### **Day 1:**

*Principles of Program Management:* here the fundamentals of programs and their management are discussed and differences to neighborhood disciplines, like project, portfolio and product management are addressed.

*PMI and OGC Standards for Program Management:* provides an in-depth discussion about the concepts and program life-cycle approaches of the two standards, backed-up by knowledge and skills requirements for successful execution of the two standards.

*Benefits Management:* addresses the key concept of program deliverables. Differences between benefits and objectives will be discussed.



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Benefits development, planning and management will be addressed and benefits maps developed for programs with complex networks of interdependent benefits.

*Program Initiation:* Addresses the establishment of formal prerequisites for programs to be setup and provides the associated process plus a number of useful tools for program managers.

### **Day 2:**

*Program planning:* provides insight in the variety of project plan elements, the related planning process, the tools and the different levels of planning detail needed for different program types.

*Program Control:* addresses relevant control techniques and associated tools

*Program and Project Governance:* the relationship between corporate governance and program governance is the starting point for developing the criteria for good program governance and its implementation. Underlying theories, concepts, tools and techniques are discussed.

*Implementing program management:* practical experiences, hints and remarks will be shared among seminar participants and seminar leaders.

Throughout the seminar lectures, group-work, and individual work are combined by first presenting the underlying theory and then applying it through hands-on activities of the participants.

### **Number of participants**

The seminar is held with 8 to 14 participants.

### **Professional Development Units (PDU):**

PMI certified project managers (*PMP*<sup>3</sup>) can claim 14 PDU's in Category 4 for re-certification.

### **Instructors**

#### **Dr. Ralf Müller**

Dr. Müller is Managing Director of PM Concepts AB, Sweden, a management consultancy serving large international corporations. In parallel he is Adjunct Professor at ESC Lille, France, and at the Norwegian School of Management BI, and Associate

Professor at Umeå University, Sweden, where he lectures and researches in project, program and portfolio management. He has extensive practical and research experience in projects and its governance. His research is available in more than 60 scientific publications, including four books. Prior to his academic career he was the worldwide Director of Project Management at NCR Teradata, where he introduced portfolio management and worked in 42 countries to improve project management practices in projects for industry and government. He is a co-developer of the PMI Practice Standards for Organizational Project Management Maturity (OPM3<sup>1</sup>), as well as those for Program Management, and Project Portfolio Management.

#### **Dr. Jerzy Stawicki**

Dr. Stawicki is director of JS PROJECT, Poland. He is specialized in project, program and portfolio management and ERP/MRP II systems implementation. His SAP background includes assignments in consulting and management of logistics, project management, methodologies and tools implementation, as well as consulting manager. He is member of PMI and co-founder of PMI Warsaw Poland Chapter and was President of Warsaw Regional Group of the Polish Project Management Society. Dr Stawicki holds a number of certificates, including PMP, CPIM from The Educational Society for Resource Management (APICS), and CPMP: Certified Project Management Professional, Level C – from IPMA. He is author of various publications in the area of project management, portfolio management and PMO.

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<sup>3</sup> PMP is a registered certification mark of the Project Management Institute, Inc.