



Advanced Program and Portfolio Management

Implementing Project Portfolio and Program Management

Program and Portfolio Management improve organizational results through better management of the multitude of parallel projects in an organization. Standards exist for program and portfolio management. However, the operational implementation of these standards remains with the organization trying to apply it. Managers must therefore find ways to combine program and portfolio management with existing project planning and control methods.

*This seminar on **Advanced Program and Portfolio Management** provides hands-on practices in implementing program and project portfolio management. It uses existing planning and control techniques to select, plan, schedule, and control projects. Through that it provides a seamless top-down approach to managing projects, which links portfolio level with program and project level.*

The Seminar

The three-day seminar on **Advanced Program and Portfolio Management** starts with the *Practice Standards for Program Management*. Here the life-cycle, process and tasks for program management are discussed. Techniques for multi-project planning, scheduling and control are introduced. Participants are trained through a number of group and individual exercises.

Project portfolio management is addressed in a similar way. First from the *Practice Standards* perspective, before choices for portfolio strategy and optimization are discussed. Tools are provided which cover both the operational and the strategic level.

Critical Chain Scheduling and Control techniques are applied to project portfolios. This allows linking the planning and control techniques from the portfolio level, with those at the program and project level in a seamless way.

A number of hands-on exercises provide the participants with the required skills to apply the techniques in their workplace.

After the seminar participants will have...

- an improved understanding of contemporary program management, such as associated processes, planning and control techniques
- a detailed understanding of contemporary planning techniques, such as strategic resource planning and critical chain scheduling
- understanding of the importance of project portfolio management for organizational results, together with an overview of the best

practices and the Global Standards for managing portfolios

- knowledge about the roles and responsibilities of program managers, sponsors, and line managers for successful program work
- improved understanding of the linkage between project, program, portfolio management and PMO, Steering Group, and corporate strategy.

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

Possible participants

- Directors and managers responsible for programs or portfolio implementation
- Program and portfolio managers, or those newly appointed to this position
- Managers of project managers
- Senior project managers

Seminar contents

Day 1:

Program management: managing groups of projects with a common goal:

- Governance of project management: bringing together projects, programs, portfolios, PMOs, Steering Groups and corporate strategy
- Program Management Practice Standards
- Program and benefits life cycle
- Program processes and control
- Other approaches to program management



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Program management based on the Theory of Constraints (TOC) approach

- 5 steps of organizational improvement
- Critical Chain Program Management (CCPM) – program scheduling and control
- CCPM Multi project management

Day 2:

Project portfolio management: managing groups of projects with a shared resource pool:

- Linking corporate strategy and project portfolio
- Portfolio management processes
- Portfolio management tools
- Best practices in portfolio strategies
- Development of portfolio strategies

Portfolio management based on the Theory of Constraints (TOC) approach

- TOC portfolio selection
- TOC portfolio management
- Integration of Practice Standards and TOC approach to portfolio management

Day 3:

Best practices, roles and responsibilities of program and portfolio managers in successful organizations

- Practical implementation of portfolio management

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.

Instructors

Dr. Ralf Müller

Dr. Müller is an international business consultant University lecturer, researcher, and author. He is managing director of PM Concepts AB, Sweden, a consultancy serving large international corporations. In parallel he is Visiting Professor at ESC Lille, France, and Associate Professor at Umeå University, Sweden, where he lectures and researches in project management, governance of project-based organizations, as well as in

research design and methodology. He has extensive practical and research experience in program and portfolio management. His research is available in more than 50 publications, including three 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. Dr. Müller founded several Chapters of the Project Management Institute (PMI®) in Europe. He is a co-developer of the PMI Standards for Organizational Project Management Maturity (OPM3), 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 also 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, implementation of integrated ERP systems, logistics, and supply chain.

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