

Program Management & Project Portfolio Management (AQF 6)

Leading Project Managers, Managing Programs & Portfolios

Overview

The course is aimed at project directors, program managers, project portfolio managers, program directors, sponsors and experienced project managers seeking to increase their capability.

Courses are typically customised to suit participant needs. These are determined by the context, strategic imperatives, roles etc.

Typically participants apply principles, tools and techniques to programs and/or portfolios of projects.

The course is based upon:

- Managing Successful Programmes (OGC)
- Program Management Standard (PMI)
- PfM - Portfolio Management Guide (OGC)
- Portfolio Management Standard (PMI)
- BSB07 Business Services Training Package
- CPPD Standard (AIPM)
- P3M3 & P3O (OGC)

Outcomes

On finishing the course participants should be able to successfully lead and manage project managers, programmes and/or portfolios.

Course Objectives

- Create environments for project, program, portfolio and organisational success
- Align programs and projects with strategy
- Manage culture change
- Build alliances & relationships
- Develop / enhance organisational systems
- Optimise project selection processes
- Prioritise projects
- Plan, track & realise benefits
- Manage project portfolio and/or programs
- Evaluate portfolios, programs & projects

Course Structure

1. Project and Program Management
2. External & Internal environment
3. From strategy to projects
4. Organising for program and project management
5. Key concepts, tools & methodologies
6. Phases, processes & key deliverables
7. Program Set-up
8. Program Delivery
9. Program Closure

Course Scope

Please turn over the page.

Certification and Qualifications

On completing the course participants have the option of preparing evidence for assessment leading to AIPM MPD registration and/or an Advanced Diploma of Project Management offered in partnership with the Project Performance Group, Registered Training Organisation (assessments).



For more information

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Australian Institute of **Project Management** Endorsed Course Provider.



AQF 6 Course outline

Indicative topics

Introduction – establishing direction

- Successful portfolios, programs & projects
- Program context, format & objectives
- Assessment, certification and qualification

Context – the big picture

- External and internal pressures
- Organisational capability & maturity
- Change management, politics and power
- Stakeholder management

Getting results –performing & realising benefits

- Business case
- Benefits management
- Project selection
- Gate Reviews
- Value management/analysis
- Performance measurement
- Critical success factors

Portfolio & program management – optimising

- Strategic and business issues
- Governance, roles, responsibilities
- Methodologies (PML, MSP, Agile, Prince 2 etc)
- Integration and prioritisation
- Life-cycles
- Management skills
- Resource management

Team leadership – building synergy and interdependence

- Relationship management
- Leadership
- Influencing people
- Conflict resolution
- Negotiation
- Team building
- Virtual teams
- Coaching

PMBok knowledge areas

- Integration, Scope, Time, Cost, Quality, Human Resources, Communication, Risk and Procurement Management

Real world challenges – dealing with complexity

- Common ‘problems’ and solutions
- Aligning strategies, activities and outcomes
- Lessons learned

Conclusion – the next step

- Personal development plans

Tools & templates include:

- Examples, Checklists, glossary
- Program Brief, Business Case, Communication and Stakeholder Management Plan, Program Management Plan, Program Status Report

Tools / techniques (selective coverage)

1. Authorisation/Approvals
2. Balanced Scorecard
3. Benchmarking
4. Benefits Management
5. Briefing
6. Buildability
7. Business Case
8. Business Planning
9. Change Management
10. Client Relations
11. Coaching
12. Communication Management
13. Configuration Management
14. Consulting
15. Critical Chain Project Management
16. Critical Success Factors
17. Culture Change
18. Decision-making
19. Directing
20. Earned Value
21. Emotional Intelligence
22. Environmental Scanning
23. Escalation Theory
24. Facilitating
25. Feasibility
26. Governance
27. Health checks
28. Information Management
29. Instinct/nous
30. Knowledge Management
31. Leadership
32. Life Cycle Costing
33. Management by projects
34. Marketing
35. Meeting Management
36. Mind mapping
37. Negotiation
38. Neuro Linguistic Programming
39. Partnering/Strategic Alliances
40. Performance Indicators
41. PESTLE Analysis
42. Politics & Power
43. Problem solving
44. Program Management
45. Project Prioritisation & Selection
46. Project Management Maturity
47. Project Management / Program Office
48. Project Portfolio Management
49. Rapport
50. Relationship management
51. Resource Management
52. Reviews and Audits
53. Scenario Planning
54. Stakeholder/Relationship Management
55. Strategic Planning & Alignment
56. Systems thinking
57. Total Quality Management
58. Trade-off Analysis
59. Value Management