BSB61215 Advanced Diploma of Program Management

Leading Project Managers and/or Managing Programs

Overview

The BSB61215 - Advanced Diploma of Program Management course is aimed at project directors, program managers, project portfolio managers, program directors, sponsors and experienced project managers seeking to increase their capability. Typically delegates apply principles, tools and techniques to programs and/or portfolios of projects.

The course is based upon:

- Managing Successful Programmes (UKCO)
- The Standard for Program Management (PMI)
- PfM - Portfolio Management Guide (UKCO)
- Portfolio Management Standard (PMI)
- BSB61215 Standard
- RegPM CPSPM, CPPD & CPPE Standards (AIPM)
- IPMA Competence Baseline (ICB) Version 4.0
- P3M3 & P3O (UKCO*)

* UKCO - UK Cabinet Office

Course Outcomes

- Establish a program to ensure future successful implementation.
- Development of a business case to support program set-up.
- Apply benefits management through the program lifecycle.
- Integrate program governance into organisational governance
- Optimise risk management across program and project lifecycles
- Apply principles of procurement and contract management as it pertains to the program context.
- Manage program resources inclusive of managing a flexible workforce.
- Ensure a program is monitored, controlled and reported on in an appropriate manner.
- Understand the importance and level of stakeholder engagement across the lifecycle of a program.
- Provide suitable leadership to a program and the projects, and sub-programs within the program.
- Lead and manage organisational change to ensure program outcomes are embedded in the business.
- Facilitate the development of collaborative alliances
- Ensure program delivery achieves the desired outcomes.

Pre-workshop structure (See Att. 1)

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

Workshop Structure - 12 Units (See Att. 2)

BSBPMG610	Enable program execution
BSBINN601	Lead and manage organisational change
BSBPMG616	Manage program risk
PSPMNGT607B	Develop a business case
BSBPMG613	Manage benefits
BSBPMG612	Implement program governance
BSBPMG617	Provide leadership for the program
BSBPMG611	Facilitate stakeholder engagement
BSBPMG615	Manage program delivery
BSBPMG614	Engage in collaborative alliances
BSBMGT520	Plan and manage the flexible workforce
ICTICT602	Develop contracts & manage contracted performance

Indicative Course Outline

Please turn over the page.

Entry requirement, awards and RPL

The BSB61215 Entry requirement is a Diploma of Project Management or 2 years significant workplace experience in a project or program environment. The course includes progressive assessment – upon satisfying criteria, delegates are awarded BSB61215 - Advanced Diploma of Program Management by Agreement with Pro Leaders Academy (RTO #45024).

Delegates may be eligible to have previous studies and experience recognised towards the qualification. Please contact AGS regarding Recognition of Prior Learning (RPL). Eligible delegates may also complete AIPM RegPM Certification at CPPD or CPPE level as appropriate. The course does not cover the full scope of portfolio management or CPPE.

Courses include pre-workshop reading, activities, assessed during and after workshops. Delegates are also required to complete an Assessment Record Book. Total course time required can range from 100 - 440 hours depending upon experience, amount of workplace evidence, speed of working etc.

Course Details

Dates: 2 to 5 day workshop options + online learning
Time: Start - 9.00 am. Finish - 4.30 pm
Venue: To be agreed

Participants receive handouts – references, manual, slides, checklists, templates

Contact us for more information

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Attachment 1: Pre-workshop structure

Pre-workshop 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 (PMI, MSP, Agile, Prince 2 etc)
- Integration and prioritisation
- Life-cycles
- Management skills
- Resource / workforce management
- Contracts

Team leadership – building synergy and interdependence
- Relationship management
- Leadership
- Influencing people
- Conflict resolution
- Negotiation
- Team building
- Virtual teams
- Coaching

Program Management Supporting Processes
- Integration, Scope, Schedule, Financial, Quality, Resource, Communication, Risk, Stakeholder 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

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

Attachment 2: Workshop structure & indicative agenda

Workshops follow the structure of BSB61215 Advanced Diploma of Program Management Standard ie 12 Units with their elements as follows:

DAY 1

Workshop introduction

A. BSBPMG610 Enable program execution

1. Envision the desired future state
2. Shape and sustain the program execution approach
3. Shape and sustain the program's business case
4. Shape and sustain program governance

B. BSBINN601 Lead & manage organisational change

1 Identify change requirements and opportunities
2 Develop change management strategy
3 Implement change management strategy

C. BSBPMG616 Manage program risk

1. Direct planning of program risk management
2. Manage program risk
3. Assess program risk-management outcomes

DAY 2

D. PSPMNGT607B Develop a business case

1. Research a business case
2. Examine business solutions
3. Construct a business case
4. Finalise a business case

E. BSBPMG613Manage benefits

1. Identify benefits and trade-offs
2. Shape and sustain benefits delivery approach
3. Evaluate attainment of expected benefits

F. BSBPMG612 Implement program governance

1. Facilitate effective decision making
2. Implement systems and methods
3. Ensure program compliance
4. Enable program support services

DAY 3

G. BSBPMG617 Provide leadership for the program

1. Promote the program vision
2. Build an environment of confidence & trust
3. Embed socially responsible practice into the program
4. Develop the potential of program staff
5. Support a learning environment

H. BSBPMG611 Facilitate stakeholder engagement

1. Communicate effectively with stakeholders
2. Facilitate stakeholder commitment

I. BSBPMG615 Manage program delivery

1. Secure program funding
2. Resource the program
3. Measure, evaluate, and coordinate program progress
4. Ensure legal & regulatory requirements are addressed
5. Anticipate and respond to changes
6. Manage program risks

DAY 4

J. BSBPMG614 Engage in collaborative alliances

1. Cultivate collaborative alliances
2. Devise and elaborate collaborative agreements
3. Support the evolution of collaborative agreements

K. BSBMGT520 Plan and manage the flexible workforce

1. Plan workforce requirements
2. Engage flexible workforce
3. Support flexible workforce
4. Align flexible workforce to organisational requirements

L. ICTICT602 Develop contracts & manage contracted performance

1. Establish contract
2. Monitor contract

Post-workshop briefing including requirements to complete evidence