Managing Multiple Projects in a Program Environment

16PDUs

This 2-day seminar provides key skills for Project and Program managers in today's increasingly complex global project & program world

Seminar Focus

Learn how multiple projects can be effectively controlled, especially where change is 'business as usual'

Review the 'show-stoppers' which repeatedly impact upon the delivery of complex & multiple projects

Analyze the strategic alignment of projects and issues around delivering trans-national projects

Discover how Program Managers ensure a portfolio or program is managed at the correct level

Explore what a 'best practice' organizational structure for the management of multiple projects looks like

Develop a personal action plan to apply your learning back at work

Familiarize yourself with Program Management Professional (PgMP) credential requirements & exam criteria

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Managing Multiple Projects in a Program Environment

Overview

Multi-project management relates to project managers' work in balancing projects in process, while handling requests for new work and juggling business priorities

Project Management techniques have been developed to provide Project Managers with skills that are appropriate in any Project or business environment. Many 'tools' are available as an aid to Project Managers as they seek to ensure delivery within the 'Triple Constraint' of Time, Budget and Scope.

Whilst still of great importance, the Triple Constraint no longer fully represents the key issues that face the leader of complex or multiple projects, especially when a project or program is to be implemented on a trans-national or 'Global' basis.

Although a sound understanding of the basics of Project Management is obviously an advantage to the manager of a program or portfolio, such 'technical expertise' is not necessarily the prime factor when seeking success in a multiple-project environment, as the delivery of individual projects will rest in the hands of individual project managers.

However, leaders should understand the needs of their Project Managers when managing a program or portfolio of projects. Thus equipped, those leaders will be better able to interpret and challenge data, identify and balance priorities, manage change, manage stakeholders and conflict, and support their Project Managers in the achievement of wider business objectives.

Benefits of Attendance

Succeeding in today's competitive marketplace often requires cycle-time reduction, reducing the duration of projects and getting results faster

This seminar will address managing multiple projects within the context of program or product management. Planning and managing individual projects is challenging. When introducing the real-life limitation of resources and other outside influences into the Multi-Project environment, those challenges are magnified and new challenges introduced.

- Identify the critical factors in multi-project management, including the intra-organizational issues and the need to realize the business benefits demanded by stakeholders
- Develop multi-project and program plans using project dependency analysis, risk analysis, resource management, project categorization and other techniques
- Manage stakeholder relationships and identify the role of a Project Management Office in a multi-project management context
- Learn how to influence others regarding the improvement of multi-project management in your organization

Who Should Attend

- This event is designed for Project / Program Managers and those managers involved in Business Change, who participate or lead resource assignment decisions across multiple projects, or support Portfolio Management decision-making processes for the selection and prioritization of projects.

- It will also be of benefit to Program Directors, PMO and Project Support staff. Practical advice and feedback in developing key leadership skills of assessing, developing, motivating and performance management in a range of challenging project team situations

This course is in line with PMBOK 7th Edition and makes the participants eligible for 16 PDUs

Managing Multiple Projects in a Program Environment

This workshop aims to assist delegates to:

- Gain an appreciation of current best practice thinking on the management of multiple projects in a Program environment.
- Explore the relationships between Corporate Strategy, Portfolios, Programs, and Projects.
- Review tools and techniques applicable to the management of multiple projects in any environment.
- Identify the key issues facing Program Managers today.
- Develop a 'best practice' organizational structure for the leadership and management of multiple projects.
- Practice a technique to enable multiple projects to be effectively monitored and controlled.
- Build a 'Program Management Plan'.
- Understand the role of the Project Management Office in the effective delivery of multiple projects.
- Engage with a Case Study built upon real-world scenarios.

BLOCK 1: Projects, Programs, Portfolios

- Defining Programs
- Best practice definitions relating to Projects, Programs and Portfolios
- Where "best practice" can be found - an overview of the PMI Standard for Program Management and the PgMP Certificate: Requirements, Resources & Exam Preparation
- How the three tiers fit with strategy in a business
- What phases there are in a typical Program Lifecycle
- How Program Management Processes differ from those for Projects
- Types of Program

> **Group Exercise: Project Vs Program**
> **Case Study - "Cassidy and Kidd" Program - Creating the Program Charter**

BLOCK 2: Program Initiation

- The three key themes
- Benefits Management
- Program Governance
- Stakeholder Management
- Program Initiation Issues

> **Case Study – Creating a "Benefits Map", Identifying Governance Issues, Stakeholder and Communications Planning, Creating the high-level Program Dependency Schedule, Identifying Business-level Risk Factors**

BLOCK 3: Program Planning

- Program Scheduling
- The level of detail at which a program should be planned
- The key issues when scheduling multiple projects in a program
- Integrating project-level plans into the program schedule
- Overview of Critical Path, Critical Dependencies, Critical Chain
- Review of a best-practice model for structuring a Program Management team
- Program Planning Issues

> **Case Study – Creating Project-level Schedules and Integrating them into the high-level Program Dependency Schedule, Identifying "Critical Dependencies", Creating an Organization Chart for the Program, Identifying Key Risk Factors**

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BLOCK 4: Program Implementation

- Three key models for Program Implementation
- Top-down
- Bing Bang
- Incremental
- Review of Monitoring and Control including Change Control and Configuration
- Management, and Setting and Managing Program and Project Key Performance Indicators
- Program Implementation Issues

Case Study – Program Implementation Issue Management

Program Closure
Closing Processes related to Projects, Components, Finance, Property, and Contracts.
Program Closure Issues

End of Seminar & Delivery of Certificates (16 PDUs)