

Program Management

Learning Objectives

- Foundation terminology and concepts: Understanding Program Management and its relationship with and differentiation from project and operations management
- Understand strategic program management, including how to identify opportunities and benefits that achieve the organization's strategic objectives
- Identifying the communication needs of a program manager and ensuring consistent dashboarding and reporting
- Explain how program management fits into and is utilized at each point in the program life cycle
- Explain the importance of defining, creating, maximizing, and sustaining the benefits provided by programs
- Explain techniques to enable to capturing of stakeholder needs and expectations, gaining and maintaining stakeholder support, and mitigating/channeling opposition
- Explain the importance of program governance related to proactively overseeing programs and providing decision-making support for applicable policies and practices throughout a program life cycle

Foundational Terms

- Understand the difference between Project, Program, Portfolio, Operations
- Understand the differences between goals, objectives, requirements, and specifications
- Understand the Business Case, Program Assessment and Program Mission Statement

Difference Between Project and Program Management

- Understand the different charters for projects vice programs
- Understand the four dimensions of a project or program
- Be able to discern between a project and a program

Strategic Program Management

- Understand the Five interrelated and interdependent Program Management Performance Domains: Program Strategy Alignment, Program Benefits Management, Program Stakeholder Engagement, Program Governance, and Program Life Cycle Management
- Understand the actions that may be required to coordinate those activities
- Understand what is meant by business value and how program management fits in to the portfolio
- Understand what a program roadmap may look like and what it contains
- Understand what an environmental assessment is, and what factors go into such an assessment

Program Life Cycle

- Understand the basic components of the program lifecycle and its Phases
- Understand program formulation and preparation
- Understand what program benefits delivery means
- Understand the component-level sub-phases involved in benefits delivery
- Understand the procurement needs unique to program management
- Understand the resource management, risk management, schedule management, and scope management needs unique to program management
- Demonstrate an understanding of the inter-relationship between the program roadmap and program schedule
- Identify issues related to changes caused by a program

Benefits Management

- Understand the components of benefits management needed at each phase of the program life cycle
- Understand the value of identifying the benefits expected from a program
- Understand how to identify possible benefits
- Understand the elements of a Business Case
- Understand the elements of a Benefits Register
- Understand what a benefits realization plan is and its basic components
- Understand the relationship between benefits management and the program roadmap
- Understand the concept of Value Delivery
- Understand, at a high level, the relationship between benefits delivery and governance

Stakeholder Engagement

- Understand who program stakeholders are and how to identify them
- Understand the Stakeholder Map
- Demonstrate an understanding of key stakeholders, their roles, and their potential power and interest
- Explain four techniques for responding to a stakeholder distress call
- Understand the importance of stakeholder emotions
- Understand how to prepare emotional profiles on stakeholders to be prepared to handle issues
- Understand how to use the emotional profile to engage a stakeholder

Program Governance

- Understand the role of a program governance board and its responsibilities
- Understand the governance activities that support program management
- Discern what governance roles would assist a program