

Executive's Guide to Project Portfolio Management

Every project is an investment. We rely on Project Portfolio Management (PfM) to provide guidance in managing our project investment portfolio so that we can reach our strategic objectives. This course explains the PfM process, level sets expectations about what PfM can do, and provides opportunity for the management team to develop many of the processes and governance structures they need for successful implementation of Business Strategy. Learning Objectives include:

- Four levels of project success
- Optimizing long-term project value
- The promise of PfM
- Steps for improving the PfM process
- Role of the Executive Team in PfM
- How to define a Portfolio
- Choosing the right projects at the right time
- Ensuring that projects drive strategy
- How to fund projects effectively
- Managing portfolio risk
- Managing change in PfM
- Reporting on portfolio results
- Managing PfM Implementation as a program
- Gaining buy-in to your new PfM process

Who should attend

Portfolio Managers; anyone who uses projects to execute Business Strategy; anyone who is planning on implementing portfolio management software; CEO, CFO, CIO, other Senior Executives; PMO Directors; Functional Managers and Executives with project responsibility.

Prerequisites

This course does not require any special knowledge of project management concepts, although a basic understanding is helpful for some of the exercises.

Course Information

- **Course I.D. Number:** 1018
 - **Duration:** 3 days
 - **Participants receive:**
 - PMP®-certified instruction
 - Comprehensive Participant Guide
 - High-quality Portfolio Management templates
 - Certificate of Participation
 - 21 PDUs (Technical: 9 Leadership: 7 Strategic: 5)
- Typical class size:** 6 to 24 attendees
Delivery: Virtual or onsite

Learning Approach

- A highly experienced instructor will use interactive lecture format, numerous hands-on exercises, team activities, group discussions and other techniques to drive home the essential points of this material
- This course presents a practical approach to implementing PfM in a way that can drive your Business Strategy forward. Take home a whole new set of tools and techniques.
- Learn what you can do to ensure that you choose the right projects at the right time, give them what they need to succeed and reap the benefits of the Business Value that they can deliver.

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Course Outline

I. Introduction to Project Portfolio Management (PfM)

- What is PfM?
- Fundamental PfM concepts
- PfM roles and responsibilities
- Promise of PfM

II. PfM Implementation Overview

- PfM implementation Deliverables
- The PfM Project Charter
- Stakeholder analysis
- Portfolio Definition
- Organizational Impact of PfM
- PfM Implementation as Program

III. PfM Process Overview

- PfM overview
- Roles in PfM
- PfM Governance Structures
- PfM process groups

IV. Portfolio Definition

- Portfolio Definition Process
- Stakeholders and Governance
- Portfolio Processes
- Portfolio Authorization

V. Project Identification and Categorization

- Project Identification
- Project Categorization
- Project Register

VI. Project Valuation

- Participants
- Evaluation Process
- Selection Criteria
- Tools and Techniques
- Identifying the highest-value projects

VII. Project Selection

- Guidelines
- Participants
- Project Selection Logic and Tools

VIII. Project Prioritization and Authorization

- The Prioritization Process
- Portfolio Breakdown Structure
- Portfolio Network Diagram
- Project Prioritization Logic
- Authorization and Budgeting

IX. Periodic Reviews and Reporting

- Defining the Reporting Process
- Metrics
- Stakeholder Communication

X. Managing Portfolio Risk

- Planning for risk management
- Common sources of risk
- Analyzing risk
- Risk response planning
- Risk contingency
- Managing portfolio risk

XI. PfM Change Management

- Categories of Change
 - PfM process
 - Portfolio components
- Managing change to maximize value

XII. Managing the PfM Implementation

- Program Charter
- PfM Implementation Project Plan
- PfM Milestones

XIII. Organizational Adoption

- Impact of change
- Assessing organizational readiness
- The Organizational Adoption Plan
- Implementing and maintaining the change

Licensing

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