

# Project vs. program vs. portfolio management: Key differences



# Program And Portfolio Management

**Gary Lister**



## **Program And Portfolio Management:**

Project Program and Portfolio Management in easy steps John Carroll,2014-08-31 Project Program and Portfolio Management P3M represents project management taken to the enterprise level It is increasingly being recognised as critical to the success of projects in large organizations such as governments and multinational corporations Conversely it is also being recognised that failure to implement it in an organization will often result in a string of poor performing and failed projects While P3M should therefore be considered critical for large organisations it can also play a significant part in improving the success and financial payback of projects in any size of business Whether you will be commissioning running involved in the delivery of or are just interested in the possibilities that program and portfolio management can bring Project Program and Portfolio Management in easy steps will give you a good understanding of the subject The few books that have been published on the subject to date tend to be technical manuals or theoretical text books rather than hands on guides So if you need to get up to speed on the subject quickly this book is for you It will show you how to implement program and or portfolio management in easy steps and how to get the greatest benefit from using one or both in your organisation Table of Contents Introduction why every organization can benefit from P3MProject Management establishing the starting pointProgram Management moving on from project managementPortfolio Management turning enterprise strategy into business realityBusiness Environment preparing the organizationImplementing Program ManagementImplementing Portfolio ManagementBenefits ManagementStakeholder ManagementRisk ManagementCorporate GovernanceAction Plan and Road Map Note from the author In case you were wondering why there isn t a comma after Project in the title of the book it s because the book doesn t cover project management it covers project program management and portfolio management which are developments from and extensions to project management A project program refers to a series of projects that are related and together will achieve a major change in a business A portfolio refers to the total set of all the projects and programs being carried out in a business at any given time Although I have included a chapter on project management it is not intended to be a complete coverage of the subject It is only included to establish a baseline from which to compare and contrast program management and portfolio management For a complete coverage of project management I would recommend Effective Project Management in easy steps or Agile Project Management in easy steps if you are working in an agile project environment *A Management Framework* R. Max Wideman,2004 Max presents a framework for an in depth understanding of project program and portfolio management to satisfy the needs from the top executive to the student practitioner based on over 40 years experience Mastering Project, Program, and Portfolio Management Gary Lister,2015 *Improving Business Performance* Ramani S,2018-09-03 No organization is impervious to change Rather the survival and growth of an organization is dependent on how well it copes with change Successful change initiatives consist of the integrated eco system of its portfolio programs and projects These change initiatives become the delivery mechanisms for

implementing the strategy of an organization

**Improving Business Performance A Project Portfolio Management Approach** clarifies how the proper application of portfolio program and project management concepts can help commercial and non profit organizations achieve their strategic objectives Most organizations have been good at devising strategy but falter during its implementation Executing strategy well to deliver superior business performance remains a key challenge which is addressed as the core theme of this book The book portrays a top down orientation as well as a bottom up integration of change initiatives to facilitate alignment to strategy and accommodate mid course changes It takes into account existing global best management practices to bring forth an approach that is customizable and useful to organizations in any industry Describing why portfolio management lies at the apex of change initiative management the book explains how to design and fine tune portfolios so they are in alignment with your organization s overall strategy and business needs After reading this book you will understand How to design the project portfolio structure for your organization How to integrate programs and projects within the portfolio more effectively How to better manage interactions across diverse change initiatives How to maintain focus while managing change to realize benefits The book presents a case study that illustrates the application of project portfolio concepts in practical scenarios It includes chapters dedicated to transition management change management benefits management and the Enterprise Project Management Office It also includes templates you can immediately put to use in your own portfolios programs and projects

*Project Portfolio Management Strategies for Effective Organizational Operations* Romano, Luca,2017-01-30 Continuous improvements in project portfolio management have allowed for optimized strategic planning and business process improvement This not only leads to more streamlined processes methods and technologies but it increases the overall productivity of companies Project Portfolio Management Strategies for Effective Organizational Operations is a key resource on the latest advances and research regarding strategic initiatives for portfolio and program management Highlighting multidisciplinary studies on value creation portfolio governance and communication and integrated circular models this publication is an ideal reference source for professionals researchers business managers consultants and university students in economics management and engineering

*Project Program and Portfolio Management in Easy Steps , Leading and Managing Innovation* Russell D. Archibald,Shane Archibald,2016-11-30 The primary cause of many project failures is that responsible executives because of their lack of knowledge in project management fail to demand that their managers and staff properly utilize the well proven best practices processes systems and tools that are now available in this field This book remedies this situation by providing executives at all levels with the understanding and knowledge needed to best take advantage of the power of effective project management and thereby lead and manage innovations within their enterprise In *Leading and Managing Innovation What Every Executive Team Must Know about Project Program and Portfolio Management* Second Edition the authors present concise descriptions of The key concepts underlying project and program management The important characteristics of projects and programs

How projects and programs are best governed and managed How to determine if the desired benefits have actually been achieved The book presents a list of 31 reasonable demands that executives can and must place on their staff members to ensure excellence in the way their programs and projects are created selected for funding planned and executed Placing these demands communicates to the entire enterprise that top management understands what it takes to achieve the best performance possible and fully supports the continuous improvement needed to ensure continued success Leading and Managing Innovation explains how to measure the project management maturity level of an enterprise benchmark against competitors and identify where project management improvements are required It discusses the many ways that an enterprise can derive substantial success and competitive advantage from increasing its project management maturity level A helpful quick reference summary of all of the book's key information is included in the final chapter Armed with this information you will be well qualified to give excellent direction to your managers and staff to ensure that your vital capability in the field of project management and how you manage innovation is equal to or better than that of your competitors

**The Wiley Guide to Project, Program, and Portfolio Management** Peter W. G. Morris, Jeffrey K. Pinto, 2010-09-24 A comprehensive guide to project management and its interaction with other management systems and strategies The Wiley Guides to the Management of Projects address critical need to know information that will enable professionals to successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This first book in the series The Wiley Guide to Project Program Portfolio Management is based on the meta level of management which simply stated asserts that project management must be integrated throughout an organization in order to achieve its full potential to enhance the bottom line This book will show you how to fully understand and exploit the strategic management of projects portfolios and program management and their linkage with context and strategy in other concepts and processes such as quality management concurrent engineering just in time delivery systems management and engineering teams and statistical quality control Featuring contributions from experts all around the world this invaluable resource book offers authoritative project management applications for industry service businesses and government agencies Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series The Wiley Guide to Project Control The Wiley Guide to Project Organization Project Management Competencies The Wiley Guide to Project Technology Supply Chain Procurement Management

*Project Portfolio Management* EPMC, Inc., 2011-11-16 Written by ten successful project portfolio managers from companies including AAA Boeing Franklin Templeton Johnson Johnson Safeway and the UK Government this easy to follow guide takes you through the project portfolio management process It's based on what actually works giving you a clear road map and the tools needed to determine the optimal mix and sequencing of projects in order to

meet your organization's goals. The book begins by explaining basic PPM principles and why PPM is more critical than ever for business success. This introduction is followed by a story tracking the experiences of a manager new to PPM as he discovers the issues that all of us face in trying to get traction with our PPM initiatives. In answering the questions our story raises, the book then details each step of the PPM process using cases and examples drawn from the authors' first-hand experience to help you address such key questions as: Which projects should our organization invest in? How can we optimize our organization's capacity? How well are we executing the PPM process? Can our organization absorb all the changes that our PPM plan requires? Are we achieving all the expected benefits? The authors are all members of the Enterprise Portfolio Management Council, a group of senior portfolio management executives dedicated to helping organizations develop their own portfolio management capabilities. Now you can benefit from their collective wisdom and experience and duplicate their successful results within your own organization.

*Project Portfolio Management* Clive N. Enoch, 2015-07-20

Project portfolio management (PfM) is a critically important discipline which organizations must embrace in order to extract the maximum value from their project investments. Essentially, PfM can be defined as the translation of strategy and organizational objectives into projects, programs, and operations; portfolio components; the allocation of resources to portfolio components according to organizational priorities; alignment of components to one or more organizational objectives; and the management and control of these components in order to achieve organizational objectives and benefits. The focus of this book is aimed at providing a mechanism to determine the individual and cumulative contribution of portfolio components to strategic objectives so that the right decisions can be made regarding those components.

[Project Portfolio Management](#) Harvey A. Levine, 2010-09-29

Project Portfolio Management (PPM) goes beyond the typical project management approach to offer a set of proven business practices that can help executives, program managers, and project managers bring projects into alignment with the strategies, resources, and executive oversight of the overall enterprise. Step by step, this book shows how to take a project from the inception of a vision to the realization of benefits to the organization. Project Portfolio Management draws on project management expert Harvey A. Levine's years of research and distills the knowledge and best practices from dozens of leaders in the field to show how to select and implement the projects that will garner the best results. Throughout this important resource, Levine tackles the many challenges associated with PPM, including: Ranking value and benefits; Determining the size of the portfolio pipeline; Assessing the impact of uncertainty on projects and portfolios; Understanding the benefit and risk relationship; Establishing a portfolio governance capability; Managing the portfolio to maximize benefits; Implementing PPM.

**Agile Portfolio Management** Klaus Nielsen, 2021-09-27

Agile Portfolio Management deals with how an organization identifies, prioritizes, organizes, and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that's sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A good portfolio manager understands and follows the agile principles while

also considering the various factors needed to successfully manage numerous teams and projects The project management offices of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations however they lack the knowledge to perform these tasks Researchers and practitioners have a good understanding of project program and portfolio management from a plan based perspective They have common standards from Axelos PMI and others so they know the best practices The understanding of agile on a team level is fairly mature and the knowledge of more agile teams scaling is increasing However the knowledge of agile portfolio management is still limited The aim of this book is to give the reader an understanding of management of a portfolio of agile deliverables what the options are theory what we know research and what others are doing practice Many organizations in banking or insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice In this book the author collects and analyzes common practices in various industries He provides both theory and through case studies the practical aspects of agile portfolio management

**CGEIT Practice Questions for ISACA Governance of Enterprise IT Certification** Dormouse Quillsby, NotJustExam CGEIT Practice Questions for ISACA Governance of Enterprise IT Certification Struggling to find quality study materials for the ISACA Certified Governance of Enterprise IT CGEIT exam Our question bank offers over 360 carefully selected practice questions with detailed explanations insights from online discussions and AI enhanced reasoning to help you master the concepts and ace the certification Say goodbye to inadequate resources and confusing online answers we re here to transform your exam preparation experience Why Choose Our CGEIT Question Bank Have you ever felt that official study materials for the CGEIT exam don t cut it Ever dived into a question bank only to find too few quality questions Perhaps you ve encountered online answers that lack clarity reasoning or proper citations We understand your frustration and our CGEIT certification prep is designed to change that Our CGEIT question bank is more than just a brain dump it s a comprehensive study companion focused on deep understanding not rote memorization With over 360 expertly curated practice questions you get Question Bank Suggested Answers Learn the rationale behind each correct choice Summary of Internet Discussions Gain insights from online conversations that break down complex topics AI Recommended Answers with Full Reasoning and Citations Trust in clear accurate explanations powered by AI backed by reliable references Your Path to Certification Success This isn t just another study guide it s a complete learning tool designed to empower you to grasp the core concepts of Governance of Enterprise IT Our practice questions prepare you for every aspect of the CGEIT exam ensuring you re ready to excel Say goodbye to confusion and hello to a confident in depth understanding that will not only get you certified but also help you succeed long after the exam is over Start your journey to mastering the ISACA Certified Governance of Enterprise IT certification today with our CGEIT question bank Learn more ISACA Certified Governance of Enterprise IT <https://www.isaca.org/credentialing/cgeit>

**Middle Managers in Program and Project Portfolio Management** Tomas Blomquist,Ralf Müller,2006 Program Management Related Roles Prior to Project Execution

Identification of Business Opportunities Synergy Identification Resource Planning and Selection Program and Portfolio Management Related Roles during Project Execution Identification of Bad Projects Participation in Steering Groups Prioritization of Projects Coordination of Projects Collection and Aggregation of Reports Initiation of Reviews Handling of Issues Coaching of Project Managers Improvement of Processes Summary of Managerial Implications Chapter 5 Theoretical Implications and Conclusions Theoretical Implications Suggestions for Further Research A Final Word References Appendix A Interview Instrument Appendix B Questionnaire Instrument Appendix C Summary Tables Questionnaire Variable Descriptions Performance Differences by Governance Structure Performance Differences in Projects Programs and Portfolios by Governance Structure Summary of Research Questions Hypotheses and Results Appendix D Author Contact Information

**Portfolio and Programme Management Demystified** Paul Rayner, Geoff Reiss, 2012-10-26 You're now responsible for a programme or you've got a portfolio to manage. Where do you start? Right here. Projects are not simply the bread and butter of an organisation. Form them into programmes or portfolios and they can be prioritised and integrated to deliver change to your organization in line with your strategic vision. You will be able to control costs and risks and bring together a complex series of themes effectively. This overhauled second edition now combines portfolio management as a parallel theme with programme management and it is brought in line with the current thinking of the Association for Project Management and the Project Management Institute. It is written for managers in both the public and private sectors. This new edition includes half a dozen short case studies from Belgium's Fortis Bank, a software company, local government and central government along with more on cross-functional management. Together with *Project Management Demystified* also from Routledge, third edition 2007, it provides the tools to manage your projects, your programmes and your portfolio to a very high level.

**Enterprise Project Portfolio Management** Dr. Richard Bayney, Ram Chakravarti, 2012-08-11 This unique guide and professional reference presents a structured framework for practitioners and students of project program and portfolio management to enhance their strategic and analytic capabilities in the evolving discipline of project portfolio management. PPM. It provides a practical step-by-step approach to building competencies in categorizing, evaluating, optimizing, prioritizing and managing an IT, pharmaceutical, biotech or other complex R/D-oriented portfolio of investments. **PMP: Project**

**Management Professional Exam Deluxe Study Guide** Kim Heldman, 2018-02-28 NOTE: The book included the incorrect URL to access the online test banks provided with the purchase of this book. The correct URL is [www.wiley.com/go/sybextestprep](http://www.wiley.com/go/sybextestprep). Comprehensive hands-on prep for the latest PMP exam. PMP Project Management Professional Exam Deluxe Study Guide, Third Edition is your ultimate resource for one-stop exam preparation. Fully updated to reflect the latest version of the PMP exam, this guide provides coverage of the entire exam outline with clear explanations every step of the way. Expanded coverage of AGILE includes the basic principles, value-driven delivery, stakeholder engagement, team performance, adaptive planning, problem detection and resolution, and continuous improvement to align with the A Guide to the Project

Management Body of Knowledge PMBOK 6th Edition and its increased emphasis on agile adaptive and iterative practices Each chapter includes hands on scenarios that help you internalize essential PMP concepts and How This Applies to Your Current Project sidebars illustrate real world applications of important project management practices You also get a year of FREE access to the Sybex interactive online learning environment featuring an assessment test electronic flashcards practice questions and audio review with this new edition you also get access to free eBooks and bonus chapter resources to supplement your learning and deepen your understanding Two bonus practice CAPM exams are provided for those studying for the Certified Associate level exam If you are serious about earning your PMP certification you have to be serious about prep This guide is packed with resources information and the tools you need to succeed on the big day Master 100 percent of the exam objectives including expanded coverage of agile Practice applying your skills to real world workplace scenarios Access online practice questions flashcards and two bonus CAPM exams The PMP certification is recognized around the world for validating the most in demand skillset in today s IT marketplace When youre ready to take on the challenge the PMP Project Management Professional Exam Deluxe Study Guide is your one stop resource for success To register for access to the online test banks included with the purchase of this book please visit [www.wiley.com/go/sybextestprep](http://www.wiley.com/go/sybextestprep)

**Mastering Project Portfolio Management** Michael J. Bible,Susan Bivins,Susan S. Bivins,2011-09-15 This unique text provides a holistic systems approach to project portfolio management which includes people processes tools and techniques that work synergistically to produce portfolio decisions with the best chance of success Accompanied by decision support software and advanced decision making techniques it guides readers step by step through the entire project portfolio management process This professional guide is also ideal for executive continuing education programs and as a primary text for graduate level academic courses

**Army Health Promotion Risk Reduction Suicide Prevention Report 2010** Peter W. Chiarelli,2010-11 This candid report is the result of a focused 15 month effort to better understand the increasing rate of suicides in U S Army Key findings include gaps in the current policies processes and programs necessary to mitigate high risk behaviors an erosion of adherence to existing Army policies and standards an increase in indicators of high risk behavior including illicit drug use other crimes and suicide attempts lapses in surveillance and detection of high risk behavior an increased use of prescription anti depressants amphetamines and narcotics degraded accountability of disciplinary admin and reporting processes and the continued high rate of suicides high risk related deaths and other adverse outcomes Charts and tables

**Enterprise Project Management** Claude H. Maley,2023-09-19 Enterprise Project Management A Comprehensive Guide to Successful Management by Projects covers the essential and fundamental topics of Enterprise Project Management and Management of Change by projects It is written for portfolio program and project managers members of the project community upper and middle levelmanagement functional and operational managers and all who desire to acquire an understanding of effective change by project management The book covers in depth the following

important aspects of Enterprise Project Management Achieving organizational goals Management of programs Benefits realization management Stakeholder management and engagement Project portfolio management PPM and the Project Management Office PMO The book explains how enterprises can consistently succeed in managing projects by aligning them with Business Goals and clearly defining what needs to be achieved It shows how to ensure that Enterprise Project Management is fully deployed and that project management concepts methods and techniques are available and utilized to deliver business value and realize benefits The book helps managers to answer the question Are we doing the right projects by covering how PPM can ensure project alignment with strategic or operational goals and the efficient use of scarce resources and funding to achieve Objectives and Goals It also helps managers to answer the question Are we doing projects right by explaining the critical role of a PMO which supports excellence in project management by enhancing the proficiencies of Project Managers and providing the foundational tools and techniques for project success

## Whispering the Strategies of Language: An Psychological Journey through **Program And Portfolio Management**

In a digitally-driven earth where screens reign supreme and instant conversation drowns out the subtleties of language, the profound techniques and psychological subtleties hidden within phrases frequently get unheard. However, nestled within the pages of **Program And Portfolio Management** a fascinating fictional prize pulsating with organic thoughts, lies an extraordinary journey waiting to be undertaken. Penned by a talented wordsmith, that enchanting opus encourages readers on an introspective journey, gently unraveling the veiled truths and profound influence resonating within the cloth of each and every word. Within the psychological depths with this touching evaluation, we can embark upon a heartfelt exploration of the book is core themes, dissect their captivating writing style, and succumb to the effective resonance it evokes serious within the recesses of readers hearts.

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