

PROGRAMME MANAGEMENT (PrqMan)

Duration 4 days
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Course Objectives:

This course will equip Programme Managers and Consultants with the tools and techniques needed to devise and implement successful business and / or organisational change programmes. Delegates will work in teams to undertake a programme of work, where multi-project planning, implementation, and supervision skills are practised, discussed and analysed. The work includes development of the overall 'Business Case' which triggers the programme. A detailed analysis of requirements, feasibility checks, planning, and estimating will all be practised, along with a series of team presentations. Programme teams will be expected to manage contractor and client interfaces effectively and carry out comprehensive risk, issue and change management strategies.

During the four days the candidates will:

1. Learn and practise the tools and techniques essential in planning a complex, multi-site, development and implementation programme. In addition attention will be paid to the communication and people management skills needed to optimise the performance of a multi disciplinary programme team.
2. Understand the key differences between programme management and the underlying projects. Analyse the impact of dependencies upon the programme.
3. Determine key performance indicators, KPIs which will measure the tangible business / organisational benefits of the programme deliverables.
4. Consider project stakeholder and 'team' interfaces and team building issues. Consider and create 'virtual teams' from groups spread around the organisation, or spread geographically. Be aware of the effects of the Management Matrix and take steps to deal with this. Determine how project teams need appropriate support at different phases of the project. Recognise the effect of stress and work loading on project and programme team members.
5. Undertake a complex programme case study and contribute to it from concept to completion. This case study will take the form of a multiple site programme, with tight cost and resource constraints and complex dynamic technology. The course pace will be fast moving, requiring the class teams to plan accurately and implement the programme in an efficient manner. This efficiency will be reflected in time, cost, resource use, quality and 'customer' relationships.
6. Use advanced Risk Analysis techniques to analyse, monitor and respond to threats to the programme cost, schedule and quality targets. Track risks, issues and changes using computer based tools.
7. Consider how communications issues are key in carrying out effective complex programmes. This will be explored in both planning and reporting and controlling the programme. Further, project politics will be given a high profile, as will the interaction project teams have with Senior Management, other departments and contractors.
8. Consider negotiation and conflict management skills applied to the programme environment. Discuss and implement negotiation strategies. Evaluate negotiation tactics and ploys. Deal effectively with ploys.

9. Discuss the motivation of programme team members. Determine the actions a programme manager can take to create an environment which motivates project team members. Learn to delegate effectively, to support a motivating environment.
10. Understand the concept of 'Earned Value' as an important cost and progress tracking technique to be used in larger programmes.
11. Close the programme, ensuring that benefit analysis is undertaken and that action is taken to capture and remedy any outstanding programme deliverables. Ensure correct completion of programme documentation and finances. Review the lessons learned.