



*This is to certify that  
Chris FitzGerald  
has completed the course  
Introduction to Program Management - proj\_02\_a01\_bs\_enus  
on  
2/12/08*



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## Introduction to Program Management

### About This Course

#### Overview/Description:

Project managers are often tasked with managing multiple concurrent projects – but what about managing multiple programs? When in a program environment, the processes differ from traditional project management. This course explains the key terms and themes of program management. It also introduces theories that are recognized as successful methods of managing programs.

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#### Target Audience:

Program managers who are seeking to further their program management skills to more advanced levels

#### Published Duration:

2.0 hours

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## **Introduction to Program Management Course Objectives**

### **Lesson: Programs and Program Management**

After completing this topic, you should be able to

- recognize the importance of programs and program management in organizational success
- distinguish between examples of portfolios, programs, and projects
- define a portfolio, program, and project
- distinguish between portfolio, program, and project management

### **Lesson: Program Management, Strategic Vision, and Themes**

After completing this topic, you should be able to

- recognize how understanding program management, organizational planning, and themes will help your programs succeed
- match descriptions to the processes within the Planning process group
- recognize how to manage program benefits using a benefits management approach
- recognize key program stakeholders in a given scenario
- recognize the functions of the program board in a given scenario

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## **Introduction to Program Management References**

### **Books**

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2004, Project Management Institute, Project Management Institute, 193069945X

#### **The Standard for Program Management**

2006, Project Management Institute, Project Management Institute, 1930699549

#### **Mastering the Integrated Program**

2005, Stanford Advanced Project Management, IPSolutions,

#### **Program Management: A Comprehensive Overview of the Discipline**

2001, Mitchell L. Springer, Purdue University Press, 1557532249

#### **Enterprise Programme Management: Delivering Value**

2004, David Williams and Tim Parr, Palgrave Macmillan, 1403917000

### **Web Sites**

*All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.*

#### **Grass Valley Launches Financial Services Program to Add More Flexibility, Choice for Media and Entertainment Customers**

[http://www.thomsongrassvalley.com/news/2006/20060306-Financial\\_Services.html](http://www.thomsongrassvalley.com/news/2006/20060306-Financial_Services.html)

#### **Program Management 101**

<http://www.gantthead.com>

#### **Defining Roles for IT Governance (Part 1)**

<http://www.gantthead.com>

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*This is to certify that  
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Program Life Cycle and Organization - proj\_02\_a02\_bs\_enus  
on  
2/16/08*



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## Program Life Cycle and Organization

### About This Course

#### Overview/Description:

Regardless of your industry, programs and program management exist within their context and act as the infrastructure for implementing strategies. Effective program managers must be mindful of how different industries can impact program life cycles and the benefits they are designed to reap, and must continually refine their skills for adapting program life cycles to strategic goals.

This course will describe some of the key program management life-cycle considerations, including the key distinctions between program and project life cycles. Also covered in this course are the program management life-cycle phases: preprogram and program setup, establish program management and technical infrastructure, deliver the benefits, and close the program.

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## **Program Life Cycle and Organization**

### **Course Objectives**

#### **Lesson: Life-cycle Considerations**

After completing this topic, you should be able to

- recognize the importance of program management life-cycle phases in a successful program
- recognize examples of program and project life cycles
- recognize how to manage program themes across the program life cycle
- match program governance roles with responsibilities in a scenario

#### **Lesson: Program Management Life-cycle Phases**

After completing this topic, you should be able to

- recognize how understanding how to manage life-cycle phases helps you to succeed in your program
- recognize activities at the preprogram and program setup phases
- recognize results from the establish program management and technical infrastructure phase in a given scenario
- plan activities in the deliver the benefits phase in a given scenario
- match examples to the activities involved in closing a program

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## **Program Life Cycle and Organization References**

### **Books**

#### **The Standard for Program Management**

2006, Program Management Institute (PMI®), PMI®, 1930699549

#### **Enterprise Programme Management: Delivering Value**

2004, David Williams and Tim Parr, Palgrave Macmillan, 1403917000

### **Web Sites**

*All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.*

#### **Establishing Portfolio Management Governance: Key Components**

<http://www-128.ibm.com/developerworks/rational/library/oct06/hanford/>

#### **Program Management: Different from Project Management**

<http://www-128.ibm.com/developerworks/rational/library/4751.html>

#### **Linking Strategy to Projects: An Introduction to PMI's Standard for Program Management**

<http://www.pmiwdc.org/files/D%20Schueckler%20Intl%20PM%20Day%202Nov06.pdf>

#### **Defining Program Governance and Structure**

<http://www-128.ibm.com/developerworks/rational/library/apr05/hanford/index.html>

#### **FIS Benefits Report and Strategy Paper Using Benefits Realization**

[http://www.tbs-sct.gc.ca/fin/sigs/FIS-SIF/cm-gc/dmr\\_br-PR\\_e.asp?printable=True](http://www.tbs-sct.gc.ca/fin/sigs/FIS-SIF/cm-gc/dmr_br-PR_e.asp?printable=True)

#### **Project Management Guide Version 2.0**

[http://www.va.gov/OIT/CIO/ITPM/Documents/VA\\_IT\\_PM\\_Guide.pdf#search=%22%22program%20management%20life%20cycle%22%22](http://www.va.gov/OIT/CIO/ITPM/Documents/VA_IT_PM_Guide.pdf#search=%22%22program%20management%20life%20cycle%22%22)

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*This is to certify that  
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*Program Management Processes and the Initiating Process Group -  
proj\_02\_a03\_bs\_enus*

*on*

*2/17/08*



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## **Program Management Processes and the Initiating Process Group**

### **About This Course**

#### **Overview/Description:**

The Standard for Program Management was designed to give program managers a set of processes for program management. These processes are very similar to the processes you can find in the PMBOK® Guide – Third edition; however, they are intended to deal with issues between projects and to offer a coordinated effort to ensure program benefits.

This course is designed to help program managers describe the processes that support the program management life cycle themes. It also explains the difference between the program management process groups and the project management process groups, including the common inputs to program management processes and the components related to the Initiating process group.

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## **Program Management Processes and the Initiating Process Group Course Objectives**

### **Lesson: Program Management Life Cycle Themes and Processes**

After completing this topic, you should be able to

- recognize the importance of processes to program managers
- implement a benefits realization approach in a given scenario
- match examples to program management process groups, in a given scenario

### **Lesson: Program Management Processes**

After completing this topic, you should be able to

- recognize the benefits of completing the processes of the Initiating process group
- match the common inputs or outputs of program management processes to their examples
- recognize how to use processes in the Initiating process group

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## **Program Management Processes and the Initiating Process Group References**

### **Books**

#### **A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition**

2004, Project Management Institute, Project Management Institute, 193069945X

#### **CAPM Certified Associate in Project Management All-in-One Exam Guide**

2004, Joseph Phillips, McGraw-Hill/Osborne, 0072257040

#### **Enterprise Programme Management: Delivering Value**

2004, David Williams and Tim Parr, Palgrave Macmillan, 1403917000

#### **PMP: Project Management Professional Study Guide, Deluxe Edition**

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#### **Program Management: A Comprehensive Overview of the Discipline**

2001, Mitchell L. Springer, Purdue University Press, 1557532249

#### **The Standard for Program Management**

2006, Project Management Institute, Project Management Institute, 1930699549

#### **The Information Paradox: Realizing the Business Benefits of Information Technology (Revised Edition)**

2003, John Thorp, McGraw-Hill/Ryerson Trade, 0070926980

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## **Program Planning**

### **About This Course**

#### **Overview/Description:**

The planning phase in PMI's® PMBOK® is considered one of the most important phases; without a properly defined plan your projects have a much greater chance of not succeeding. This assumption can also be made for program management; however, with program management, an entire program can fail, which could include several projects. The cost and loss of benefits that are associated with a failed program could be devastating to your organization, making the proper program planning that much more important.

This course will help you create your program plan by creating a Program Work Breakdown Structure (PWBS), and the program's schedule, cost, and quality plans. It will also examine the effects a program's human resources, communication, and purchase planning have on your program plan. This course is aligned to PMI's® The Standard for Program Management.

#### **Target Audience:**

Those with intermediate to expert level knowledge of project management and the associated methodologies

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## **Program Planning**

### **Course Objectives**

#### **Lesson: Program Plan Development and the PWBS**

After completing this topic, you should be able to

- recognize the benefits of developing a program plan
- identify the inputs and outputs of the Develop Program Management Plan process
- assess interface management according to the five critical questions in a given scenario
- recognize the steps required for effective transition and resource planning in a given scenario
- classify contents of a PWBS in a given scenario

#### **Lesson: Program Schedule, Cost, and Quality Planning**

After completing this topic, you should be able to

- recognize the benefits of program schedule, cost, and quality planning
- recognize how to effectively schedule, estimate, and budget for a program
- plan for program quality in a given scenario
- identify the inputs and outputs of human resource planning
- recognize the inputs that are needed to develop a communication plan during the Communications Planning process
- identify program-specific activities involved with risk management
- identify how the Program Purchases and Acquisitions process relates to the Program Contracting process

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## Program Planning References

### Books

#### **The Standard for Program Management**

2006, Project Management Institute, Project Management Institute, Inc., 1-930699-54-9

#### **The Complete Project Management Office Handbook**

2004, Gerard M. Hill, Auerbach Publishers, 0849321735

#### **Managing Quality**

2002, Amy Zuckerman and Ned Hamson, ExpressExec, 1841122211

#### **Demystifying Six Sigma: A Company-Wide Approach to Continuous Improvement**

2003, Alan Larson, AMACOM, 0814471846

#### **PMP Project Management Professional Study Guide**

2004, Joseph Phillips, McGraw-Hill/Osborne, 0072230622

#### **PMP: Project Management Professional Study Guide, Deluxe Edition**

2005, Kim Heldman, Claudia Baca and Patti Jansen, Sybex, 0782136028

#### **The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right**

2004, Tom Kendrick, AMACOM, 0814408109

#### **A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition**

2004, Project Management Institute, Project Management Institute, 193069945X

### Web Sites

*All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.*

#### **Interface Management**

<http://www.maxwideman.com/issacons3/iac1370/index.htm>

#### **Interface Problems/Issues**

<http://www.maxwideman.com/issacons3/iac1371/index.htm>

#### **Project Management Wisdom**

<http://www.maxwideman.com/sitemap.htm>

#### **Work Breakdown Structure Reference Guide**

<http://www.tarrani.net/shared/WBSRefGuide3.pdf>

**Systems Engineering and Software Engineering Processes, Products, and People from a Standards Perspective (Subtitle: Stand on the Standards)**

<http://www.sstc-online.org/Proceedings/2004/PDFFiles/JOC60.pdf>

**Project Quality Planning**

[http://www.projectperfect.com.au/info\\_project\\_quality\\_planning.php](http://www.projectperfect.com.au/info_project_quality_planning.php)

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on  
2/18/08*



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## The Executing Process Group

### About This Course

#### Overview/Description:

Once you have completed initiating and planning for your program, it is time to take the steps necessary to execute the program. The Executing process group is concerned with following established policies and plans to ensure effective benefits and stakeholder management, as well as program governance. Management of this process is complex involving costing, quality assurance, and scheduling, among other activities.

This course is designed to help program managers understand the processes that support the Executing process group. This course is aligned to PMI's® The Standard for Program Management.

#### Target Audience:

Those with intermediate-to-expert-level knowledge of project management and the associated methodologies

#### Published Duration:

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## **The Executing Process Group**

### **Course Objectives**

#### **Lesson: Program Execution, Quality, and Information**

After completing this topic, you should be able to

- recognize the importance of understanding the Executing process group
- recognize examples of the activities involved in the Executing process group
- recognize examples of activities involved in the program Perform Quality Assurance process
- recognize examples of appropriate distributed program information

#### **Lesson: Developing Teams and Selecting Sellers**

After completing this topic, you should be able to

- recognize the benefits of developing teams
- determine how the Acquire Program Team and Develop Program Team processes should be applied in a given scenario
- match types of requests for seller responses with their examples
- identify the activities involved in the Select Sellers process

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## **The Executing Process Group**

### **References**

#### **Books**

##### **Translating Corporate Strategy into Project Strategy: Realizing Corporate Strategy Through Project Management**

2004, Peter Morris and Ashley Jamieson, Project Management Institute, 1930699379

##### **A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition**

2004, Project Management Institute, Project Management Institute, 193069945X

##### **CAPM Certified Associate in Project Management All-in-One Exam Guide**

2004, Joseph Phillips, McGraw-Hill/Osborne ©, 0072257040

##### **The Complete Project Management Office Handbook**

2004, Gerard M. Hill (ed), Auerbach Publications ©, 0849321735

##### **PMP: Project Management Professional Study Guide, Deluxe Edition**

2005, Kim Heldman, Claudia Baca and Patti Jansen, Sybex ©, 0782136028

##### **Making the Technical Sale: The Complete Handbook for Technical Sales Professionals**

2001, Rick Greenwald and James Milbery, Muska & Lipman Publishing ©, 0966288998

##### **Project Management for Modern Information Systems**

2006, Dan Brandon, Idea Group Publishing ©, 1591406935

##### **Strategies for Winning Contracts**

2005, Philip R. Atkinson, CCH, Inc. ©, 0808012517

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*This is to certify that*

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*Monitoring, Controlling, and Closing Programs - proj\_02\_a06\_bs\_enus*

*on*

*2/18/08*



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## Monitoring, Controlling, and Closing Programs

### About This Course

#### Overview/Description:

Monitoring and controlling is an essential feature of program management, which allows you to ascertain the current benefit delivery status, ensure adequate resources are in place, and that changes are properly managed. Closing a program is a time for celebration. However, to be successful and ensure program benefits are achieved, monitoring, controlling, and closing processes must be followed. Such activities require a great effort on the part of the program team and all others involved.

This course is designed to help program managers understand the processes that support the Monitoring and Controlling and Closing process groups.

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#### Target Audience:

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## **Monitoring, Controlling, and Closing Programs**

### **Course Objectives**

#### **Lesson: Monitoring and Controlling Process Group**

After completing this topic, you should be able to

- recognize the importance of properly monitoring and controlling a program
- identify the activities involved in controlling resources
- recognize questions to consider when dealing with change control
- identify activities involved in monitoring and controlling program work, issues, and scope
- match the processes involved in schedule, cost, quality, and communication control to example activities
- match the activities involved in Program Performance Reporting, Risk Monitoring, and Contract Administration processes with examples

#### **Lesson: Managing Program Closure**

After completing this topic, you should be able to

- recognize the importance of the Closing process group
- close a program in a given scenario
- match the functions of the Closing process group with examples
- recognize examples of process interactions

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## **Monitoring, Controlling, and Closing Programs**

### **References**

#### **Books**

##### **Achieve PMP Exam Success PMBOK® Guide: A Concise Study Guide for the Busy Project Manager, 3rd Edition Companion**

2006, Margaret Chu, Diane Altwies and Edward Walker, J. Ross Publishing, 1932159509

##### **PMP: Project Management Professional Study Guide, Deluxe Edition**

2005, Kim Heldman, Claudia Baca and Patti Jansen, Sybex, 0782136028

##### **Successful Project Management**

1995, Thomas C. Belanger, AMACOM, 0761206183

##### **Just Enough Project Management: The Indispensable Four-Step Process for Managing Any Project Better, Faster, Cheaper**

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##### **Managing Project Quality**

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##### **CAPM Certified Associate in Project Management All-in-One Exam Guide**

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##### **A Guide to the Project Management Body of Knowledge (PMBOK® Guide), Third Edition**

2004, Project Management Institute (PMI®), Inc., PMI®, 193069945X

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