

STRATEGIC PROGRAM MANAGEMENT

Programme Management Definition

- A classical definition of programme management by D.C.Ferns, “**a group of projects** that are maintained in a coordinated way to gain benefits that would not be possible where the projects to be managed independently”.

Different forms of Programme Management

There are various forms of programme management exists. They are

- Strategic programmes
- Business cycle programmes
- Infrastructure programmes
- Research and development programmes

Strategic Programmes

- Portfolio programme models define a strategic domain process within the organization.
- Group of projects can lead to single strategy.
- Organizations can be grouped together and every activity associated with each distinct project can be controlled and coordinated manner as a programme.

Business Cycle Programmes

- A project portfolio is a group of projects carried out under the sponsorship or management of an organization.
- Prioritizing projects must be based on decisions made by the project manager to handle them in different situations.
- If one project needs more resources than expected, expenses can be incorporated from other projects giving preference to the former one.
- Importance must be given to individual projects inside the portfolio.

Infrastructure Programmes

- Organizations differ in the way they exist. Some of them have distinct departments while others have integrated systems.
- Each department might be unique in handling different information having distinct databases defined.

- A uniform infrastructure will allow sharing of applications between various departments which would help in the development process.

Research and Development Programmes

- Innovative companies develop new products that are too risky. If the new product fails in the market, it will be difficult to handle the situation.
- On the other hand, the new product becomes success, then there will be huge reap in the business organization.

Certain development projects results in a good planned project. But projects that are too risky if successful yields more benefit than the innovative ones.

- A risk involved fluctuates in a innovative project. Research projects leading to new discovery results in technological revolution that affect the market.
- For example, internet and world wide web has helped in adopting innovative and research development programmes.

Strategic Programme Management

- A programme manager must possess these qualities:
 - Managing simultaneous projects inside the portfolio
 - Resources must be well understood
 - Utilization of resources must be attained
 - Optimal usage of specialist staff for specific tasks
- When portfolios of projects contribute to a common objective, it leads to strategic management.
- To have consistent and uniformity of projects, a business objective is defined to coordinate the project at a different level.
- Large organizations typically have a large and complicated organizational structure. For example, government department like OGC (Office of Government Commerce) has defined effective guidelines for the strategic programme development.

Creating a Programme

- The various phases involved in creating a programme are defined as:
 - Creation of programme mandate
 - Programme brief

- Vision statement
- Blueprint of programme
- Programme portfolio

Creation of programme mandate

- A programme mandate contains a formal document containing:

New services the programme delivers

- Benefit of organization by new services
- Meeting the corporate goals and other initiatives
- A programme director is nominated within the organization to provide an initial leadership for the programme. The programme director must be from the sponsoring group which has already identified the need for the programme.

Programme brief

- A programme brief defines the feasibility study of the programme. It includes:
 - Preliminary vision statement highlighting the capacity of the organization.
 - Benefits generated from the programme
 - Risks and other issues involved
 - Estimated cost, effort and time limit for completion

Vision statement

- The vision statement describing the sponsoring group with a more detailed planning process.
- To govern the day to day responsibilities a programme manager is appointed from within the project management team for running the programme.
- Programme manager along with the project development team analyzes the vision statement and formulates a refined plan for implementing the process.

Blueprint of programme

- The description of the vision statement and the changes that have been made to the structure and the operations are represented in the blueprint.
- A blueprint must emphasize on:

- Requirement of business models for the new process
- Staff requirement by the organization
- Resources requirements
- Data and information requirements
- Cost, effort, performance and service level requirements

Programme portfolio

- Initially, a list of projects are created along with its objectives to create a programme portfolio.
- An outline schedule of the entire development process is presented by the sponsoring group with all estimation factors.
- Groups are identified with similar interest and drawn out as a stakeholder map.
- A communication strategy and plan shows the appropriate information flow between stakeholders.

The preliminary plan produces the project portfolio, estimation of costs, expected benefits, risks identified and the resources needed