

IT Project Portfolio Management - 2 Days

Course Description:

In a fast-paced economy, organizations are increasingly relying on projects to create the change necessary for survival. Each individual project is a challenge in itself, but even more challenging is the requirement that organizations select a portfolio of projects that contribute optimally to its strategic goals and manage that portfolio of projects in a manner that maximizes the use of resources.

In no discipline is portfolio management more important or more challenging than IT. IT investments are, in many organizations, second only in size to investments in human resources. Nowhere are productivity gains more elusive than in IT, and nowhere are concerns about the use of scarce resources more pronounced.

Though closely related to the management of individual projects, portfolio management requires some different skills and different processes. Because of its link to the strategic goals of the organization, it requires a broader focus and longer-term vision than project management. It also requires solid skills in project evaluation and prioritization, identification of the ROI on projects, and communication with senior management.

According to the Project Management Institute (PMI®), while project management is concerned with “doing work right,” portfolio management is about “doing the right work.”

The importance of portfolio management has been recently recognized by PMI, which has issued *The Standard for Portfolio Management* (Project Management Institute, 2006). This workshop is consistent with the principles and processes detailed in that publication as well as those identified in the *Business Analysis Body of Knowledge* (the *BA BOK*) issued by the International Institute of Business Analysis and the *PMBOK® Guide, Third Edition* issued by PMI.

This workshop is intended to provide methods and tools for IT managers, PMO directors, and program and project managers that can enable them to link IT investments to strategic goals, make optimal use of scarce resources, and create an effective and balanced portfolio of IT investments.

Strategic Course Goals and Objectives:

The objectives of the workshop are to introduce skills, concepts and strategies to:

- Introduce IT managers to the challenges of IT project portfolio management and models of IT project portfolio management
- Present a model for managing IT project portfolios

- Identify methods and tools for IT portfolio selection and management
- Identify skills for effective IT portfolio management
- Introduce participants to IT portfolio management best practices and tools
- Allow participants to build skills through application of skills and techniques in a workshop setting

Tactical Skills:

- TS sample one
- TS sample two
- TS sample three
- TS sample four
- TS sample five
- TS sample six

Course Audience:

The following individuals would benefit from participating in this workshop:

- IT managers
- Operations managers
- PMO directors
- Project managers
- Financial managers

Outline:

Day 1:

- **Module 1: Introduction to the workshop**
In this module, participants are introduced to the workshop, informed of the course agenda, and provided the opportunity to get to know one another.
- **Module 2: Introduction to IT portfolio management**
 - Definitions
 - Purposes
 - Links between portfolio, program, project, and operations management
 - The special challenges of IT portfolio management

This module provides definitions of key portfolio management concepts and terms and lays out the framework for defining portfolios. It also addresses the special challenges of IT project portfolio management.

- **Module 3: Role of the IT portfolio manager**
 - Functions
 - Roles and responsibilities of other stakeholders in portfolio management
 - Necessary portfolio manager skills

In this module, the role of the IT project portfolio manager is explored along with the roles of other key stakeholders. The skills for portfolio management are also described.

- **Module 4: IT portfolio management relationship to the organization**
 - Strategic planning
 - The portfolio management process cycle

In this module, portfolio management is positioned within the organization and key business processes including strategic planning.

- **Module 5: Portfolio management process groups**
 - Aligning
 - Monitoring and controlling

This module explores the PMI framework for portfolio management including the process groups

- **Module 6: Aligning process group**
 - Identification
 - Categorization
 - Evaluation
 - Selection
 - Prioritization
 - Portfolio balancing
 - Authorization

This module describes the first of the two process groups and the alignment of the portfolio with the goals of the organization including project selection and prioritization.

- **Module 7: Monitoring and controlling process group**
 - Portfolio reporting and review
 - Strategic change

This module describes the second process group in portfolio management as defined by PMI. It includes reporting on the status of the portfolio and integrating the portfolio with strategic directions of the organization.

Day #2

- **Module 8: IT portfolio management tools**
 - Documentation and comparison of components
 - Scoring models
 - Graphical representations
 - Financial capacity analysis
 - Asset capacity analysis
 - Weighted ranking
 - Scoring techniques
 - Cost-benefit analysis
 - Quantitative analysis
 - Scenario analysis
 - Probability analysis
 - Graphical analytical methods
 - Performance measurement
 - Financial reporting systems
 - Portfolio management systems
 - Criteria re-weighting

This module presents an array of portfolio management tools that should be familiar to those who construct and manage portfolios of IT projects.

- **Module 9: Effective use of vendors in the IT project portfolio**

This module explores the use of vendors in IT projects and the impact of those vendors on the IT project portfolio and its management.
- **Module 10: Best practices in IT portfolio management**

This module presents and allows participants to create a list of best practices in IT project portfolio management.
- **Module 11: Workshop Wrap-up**

This module provides participants with the opportunity to answer remaining questions and evaluate the workshop.