COURSE BROCHURE

Program and Portfolio Management

An advanced course in program and portfolio management: designing programs around benefits, selecting and prioritizing projects, and balancing the portfolio against available capacity.

Code	HT-PM-109
Category	Project Management
Duration	1 week
Level	Advanced
City	Amsterdam

Introduction

When approved projects exceed an organization's capacity to deliver, they compete for the same people and all run late; better management of each project will not fix this, only better decisions about what to do and what to defer.

Objectives

- Distinguish project, program and portfolio management and the role of each
- Design a program around defined benefits with a plan to realize them
- Manage dependencies and shared risks across a program's projects
- Set criteria for selecting and prioritizing projects in line with strategy
- Balance the portfolio against capacity and make deferral and stop decisions

Who should attend

- Program and portfolio managers
- Members of investment and project approval committees
- Heads of planning departments responsible for initiative portfolios
- Senior project managers stepping up to program management

Skills you will develop

- Benefits management
- Cross-project dependency management
- Portfolio prioritization
- Capacity planning

Learning Outcomes

- Prepare a benefits map linking a program's projects to strategic objectives
- Build a weighted scoring model to rank project proposals
- Prepare a capacity analysis showing the gap between demand and available resources
- Present a justified portfolio recommendation setting out what to approve and what to defer

Course Outline

Day 1: Projects, Programs and Portfolios

- Differences in purpose, scope and measures of success

- When to group projects into a program
- Roles of the program manager, portfolio manager and committees

Day 2: Benefits Management in Programs

- Defining and measuring benefits and linking them to objectives
- Benefits maps from outputs to outcomes
- The benefits realization plan and benefit owners

Day 3: Coordinating the Program

- The program roadmap and delivery tranches
- Managing dependencies between projects
- Program-level risks and issues

Day 4: Selecting and Prioritizing Projects

- Selection criteria tied to strategy
- Weighted scoring models and simple financial appraisal
- Balancing risk, return and time horizons

Day 5: Capacity and Portfolio Decisions

- Capacity planning and matching demand to resources
- Add, defer and stop decisions and the periodic portfolio review
- Applied project: a portfolio recommendation and benefits map for a program in the participant's organization, presented to a simulated committee

Training methodology

A simulated portfolio committee choosing from proposals that exceed the available budget
Building benefits maps for programs proposed by participants
A capacity-balancing exercise using resource tables shared across several projects
Cases of programs that delivered their outputs but not their benefits

Certification

Participants receive a Harbor Training Center certificate of attendance on completing the course.

Upcoming dates

City	Dates	Language	Fee
Amsterdam	22 – 26 March 2027	EN	EUR 5,500
Amsterdam	27 September 2027 – 1 October 2027	AR	EUR 5,500

Fees are per participant.

Contact us

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To register and for details, scan the code or visit:

https://harbor4training.com/en/courses/program-portfolio-management