



Management of Portfolios (MoP®)

Five day Certification workshop - 35 PDUs

Portfolios are defined as *'The totality of an organization's investment (or segment thereof) in the changes required to achieve its strategic objectives.'*

In effect, the total investment put in by an organisation to its change initiatives (including Programmes and Projects) qualifies for the Portfolio. Portfolio Management addresses the question – 'Are we doing the right things?' – rather than focusing on 'Are we doing things right'?

Portfolio Managers consider the strategic initiatives taken by the Organizations and assist in formalising programmes and projects (and related operations support as needed) to achieve the strategic objectives.

At the company level, following interfaces are considered, while formulating Portfolios:

- Business As Usual
- Strategic planning
- Budgeting and resource allocation
- Existing programme and project management processes
- Performance management
- Corporate governance

Portfolio Management involves two lifecycles -

- **Portfolio definition**
- **Portfolio delivery**

As a part of Portfolio definition, projects and programmes which are a part of the Portfolio get planned. During delivery, factors including funding arrangements, resource management, management control, benefits management and risk management are considered.

APMG/AXELOS have introduced a new offering covering the Certification for Portfolio Management, called 'Management of Portfolios' (MoP®).

GRT Consulting LLP are amongst the premier ATO (Accredited Training Organization) accredited to provide trainings for this qualification and are offering the five day Foundation and Practitioner Certification course (including examinations) for 'Management of Portfolios'.

The broad syllabus of the course is as under:

- Course Overview
- What is Portfolio management?
- The Portfolio management model- overview
- How Portfolios interface with programmes and projects?
- Strategic and organizational context of Portfolio management
- Benefits of Portfolio management
- Major approaches followed in Portfolio management
- Major steps in a staged implementation of Portfolio management
- Factors to be considered in while sustaining progress
- Major areas where Portfolio management need to interact with – to achieve strategic objectives
- Principles concerning Portfolio management
- Portfolio definition practice – cycle:
 - 'Understand' practice
 - 'Categorize' practice
 - 'Prioritize' practice
 - 'Balance' practice
 - 'Plan' practice
- Portfolio delivery cycle- interfacing with various aspects:
 - Management Control
 - Benefits Management
 - Financial Management
 - Risk Management
- Stakeholder engagement including building and maintaining senior management commitment
- Organisational Governance
- Resource Management
- Multiple roles involved in Portfolio management and description of their responsibilities
 - Portfolio Direction Group
 - Portfolio Progress Group
 - Portfolio Director
 - Portfolio Manager
 - Portfolio Benefits Manager
 - Portfolio delivery plan preparation
 - Portfolio benefits management framework
 - Portfolio benefits realisation plan
 - Portfolio financial plan
 - Portfolio resource schedule
 - Portfolio stakeholder engagement and communication plan
 - Portfolio Dashboard
- Sample Foundation Mock test and discussions

- Final Foundation examination
- Practitioner examination structure overview
- Practitioner exam exercises across the Portfolio Management lifecycle
- Group Discussions :
 1. The case for Portfolio Management in an organisation
 2. Selection of a specific approach to Portfolio definition
 3. Portfolio Governance structures
 4. Assessment of risk/ achievability and attractiveness/ return of initiatives
 5. Investment criteria applicable to various types of portfolio segments
 6. Portfolio Dashboard definition and performance reporting
 7. Alignment of Portfolios with business change cycles
- Sample Practitioner Mock test and discussions
- Final Practitioner examination

Note: Within the above structure, the day-wise content could get modified to give the best learning experience to participants.

Target audience:

Senior Business managers responsible for delivering change, Programme/ Delivery Directors and Managers, Consultants etc. This qualification is aimed at those involved in a range of portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realization. It is relevant to all those involved in the selection and delivery of business change initiatives including: members of management boards and Directors of Change; Senior Responsible Owners (SROs), portfolio, programme, project, business change and benefits managers.

A high level of maturity/experience in managing projects and programmes is very desirable, especially for Practitioner examination.

Benefits

Participants who are to be involved in implementing or expanding a Portfolio will have a clear understanding of what is a Portfolio, how to justify and set up the Portfolio and how to manage Portfolio etc. The roles and responsibilities of various people involved in Portfolio Management will also be elaborated.

Deliverables

MoP[®] Manual, APMG courseware, Course delivery and Foundation/ Practitioner Examinations.