

Portfolio Management Professional (PfMP®) Certification preparatory workshop - Course Outline

Three days - 21 PDUs

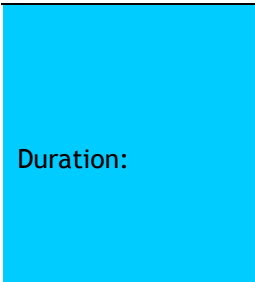
This outline describes the coverage of the Portfolio Management Professional (PfMP®) Certification preparatory workshop. The broad framework of the course is based on the contents of the Standard for Portfolio Management (Third Edition), alongwith the guidance on Examination Content Outline (ECO), published by the Project Management Institute (PMI), USA.

Target Audience: The target audience for the workshop includes senior Program and Portfolio Managers, PMO heads and other Senior Managers/ Consultants who would like to have an understanding of how portfolios are planned, implemented and retuned in line with organizational strategy. An experience of running business functions with the application of portfolios is highly desirable.

Learning Objectives: The learning objectives include facilitating the delegates:

- To understand what are portfolios and what is portfolio management
- To appreciate the interactions between portfolio management, program/ project management and the organizational strategy
- To design and balance the portfolio
- To manage the portfolio component interrelationships
- To appreciate the role of the Portfolio Manager in managing the portfolios
- To understand the role of PMO in effective portfolio management
- To understand the transformational flow process in portfolio management

Delivery Method: The course is a mix of instructor led, and self paced learning, designed to enable participants learn, experiment and implement the concepts of portfolio management. The delivery method will include group interactions and case study /quiz discussions. There will be a mock exam



towards the end of the course to assess the assimilation of concepts covered in the workshop.

Duration:

Three days.

Workshop Topic Coverage

0. Introduction

Getting to know the participants

Expectation setting and clarifications

1. Introduction to Portfolio Management

What is Portfolio Management? Why Portfolio management?

Interlinkages between project, program and portfolio management

Overview of the role of the Portfolio Manager in a portfolio setting

How PMO can enable effective portfolio management?

2. An overview to portfolio management

Role of Portfolio Management in achieving business value to the organization

Portfolio Management cycle

Portfolio Management process implementation

Developing the portfolio management Vision and the Plan

Implementing the Portfolio Management processes

Interlinkage of organizational governance with portfolio governance

Identifying and addressing portfolio level stakeholders

How organizational maturity can impact the portfolio management implementation?

3. Portfolio Management process groups

An overview of the portfolio management process groups

Actions to be taken in various process groups

- Defining Process Group

- Aligning Process Group
- Authorizing and Controlling Process Group

Interactions across process groups

Common inputs and outputs - including Portfolio Process Assets, Portfolio Reports, Organizational process assets, Enterprise environmental factors

4. Portfolio Strategic Alignment

Portfolio Strategic Plan - its importance in portfolio management

Evaluation of organizational strategic objectives and identifying the portfolio prioritization criteria

Ranking of the strategic priorities , by interviewing and working with key stakeholders

Inventorisation of existing initiatives and mapping them to organizational strategic objectives

Creation of portfolio scenarios and evaluating them through scenario analysis

Determine the impact to the portfolio due to change in strategic objectives

Developing Portfolio Charter

Application of Scenario and Capability/ Capacity analysis

Developing the Portfolio high level Roadmap

Component Interdependency analysis in a portfolio environment

Managing the Strategic change process

Assessment of the organizational readiness to implement a robust portfolio

5 Portfolio Governance Management

Defining and establishing a governance model, including structures, policies and decision making roles

Determine portfolio management standards for consistent application of portfolio practices

Define or modify portfolio management processes, including benefits realization planning, information management, performance management, risk and stakeholder management

Developing the Portfolio Management Plan

Benefits realization planning and analysis techniques

Portfolio roadmap definition

Business Case development and analysis for the components of the portfolio

Integration of sub-Portfolio Management plans across the enterprise

Defining the overall portfolio of the organization

Optimizing the Portfolio

Multiple tools used in portfolio optimization including Weighted ranking and scoring systems,

Quantitative and qualitative analysis, Graphical analysis methods etc

Getting the approval of the key stakeholders for the portfolio decisions

Authorizing the Portfolio process

Providing Portfolio oversight

Portfolio review meetings

Updates to the portfolio and Portfolio Management Plan

6 Portfolio Performance Management

Development of the Portfolio Performance Management Plan

Initiating the portfolio using the portfolio roadmap and activate the components

Use of Portfolio Management information systems in portfolio performance monitoring

Collecting and consolidating key performance metric data

Managing the portfolio related issues through change management techniques

Balancing the portfolio and optimizing the portfolio on an ongoing basis

Managing supply and demand in a portfolio environment

Managing the Portfolio value and measuring it against the defined business or strategic goals

7. Portfolio Communication Management

Identifying and analyzing stakeholder information

Portfolio Communication Management Plan development

Engaging stakeholders and maintaining the communication strategy

Organisational Change Management to address the impact of the portfolio

Managing of conflicts and collaborative decision making techniques

Component reports updation to Portfolio Reports

Communications requirement analysis and methods for managing the communication across the portfolio

8. Portfolio Risk Management

Determining the appropriate level of risks to be applicable for the portfolio, based on organizational and stakeholder risk tolerances

Development of the Portfolio Risk Management Plan, using governance risk guidelines

Perform dependency analysis to evaluate inter and intra dependencies and their effects

Application of Qualitative and Quantitative techniques in risk management

Managing portfolio level risks through tracking of the portfolio risk register

Promote common understanding and appropriate ownership of stakeholders of portfolio risks

Determine and provide for a portfolio management reserve based on aggregate portfolio risk exposure

Updation of Portfolio reports to incorporate risk progress tracking

9. Two full mock exams (of 170 questions each) - for post-course workout and discussions

Note: Apart from coverage of these topics through classroom discussions, there will be quizzes and case studies etc to have better group interactions. Topic Sl nos 1-4 are typically covered during the first day, topics Sl. Nos 5-7 in the second day and the rest of the contents during the Third day of the workshop. There could be variations in the pattern of the coverage, to give the best learning experience to the participants.