



The Standard for Program Management, Second Edition

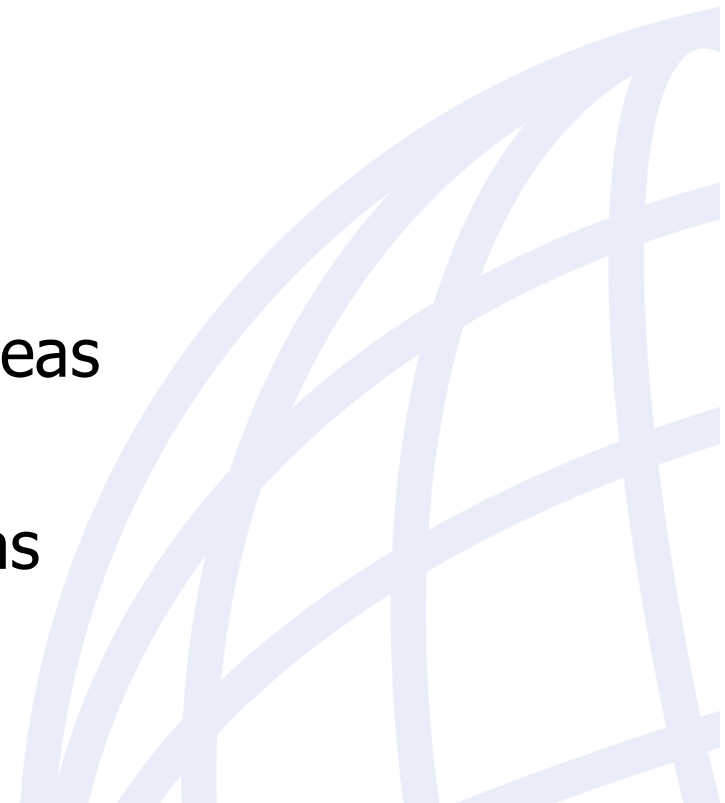
Tuesday 27 January 2009

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Background



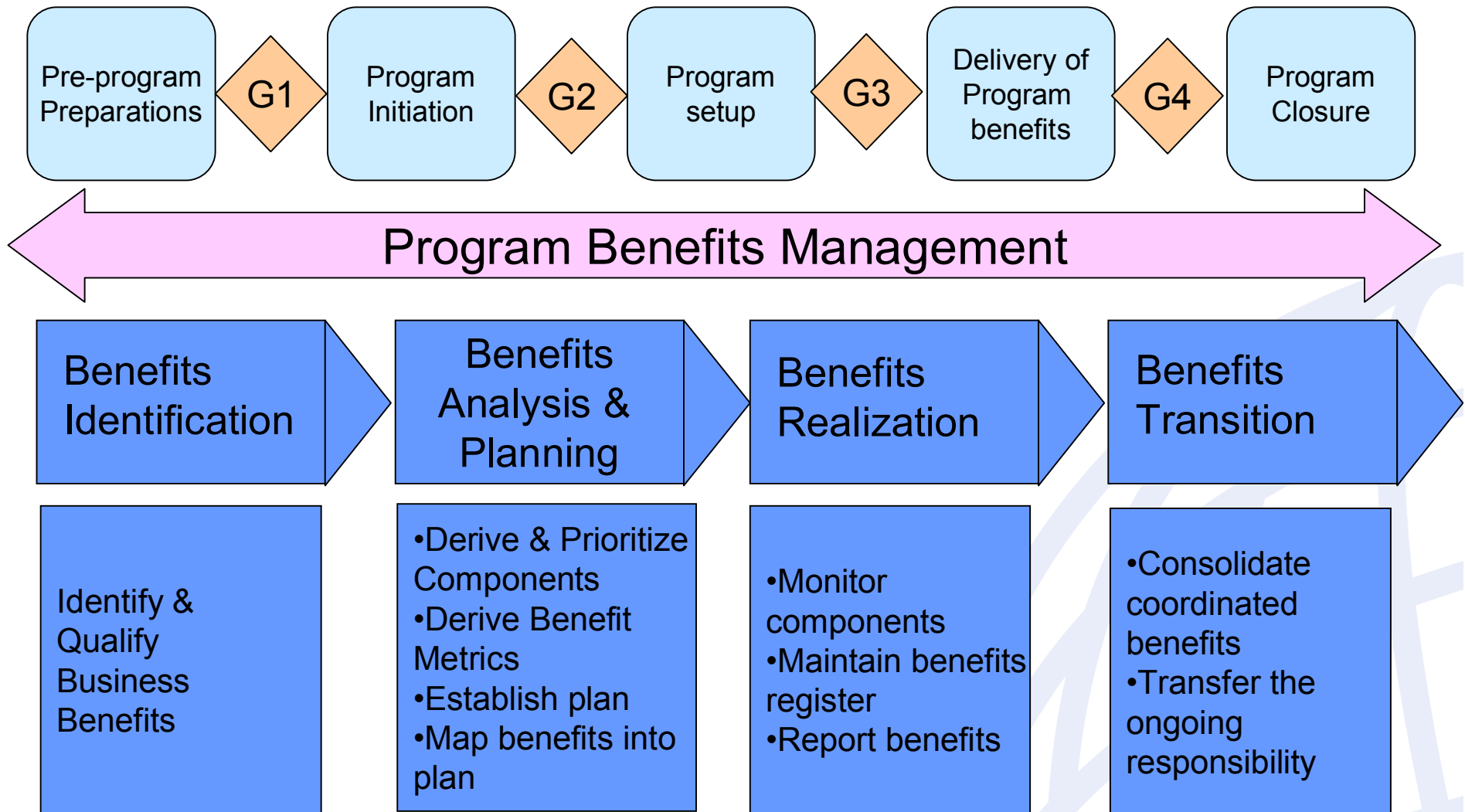
- **First publication** of the “Program Management” Standard in **May 2006**.
- **Comments** on the initial edition + **exposure draft** + **150 volunteers** resulted in the **Second edition** of **December 2008**.
- A main goal of the standard’s development was that there are **no conflicts** with the other **three standards** developed at the same time.
- It is an **American National Standard: ANSI/PMI 08-002-2008**

Definitions - Program

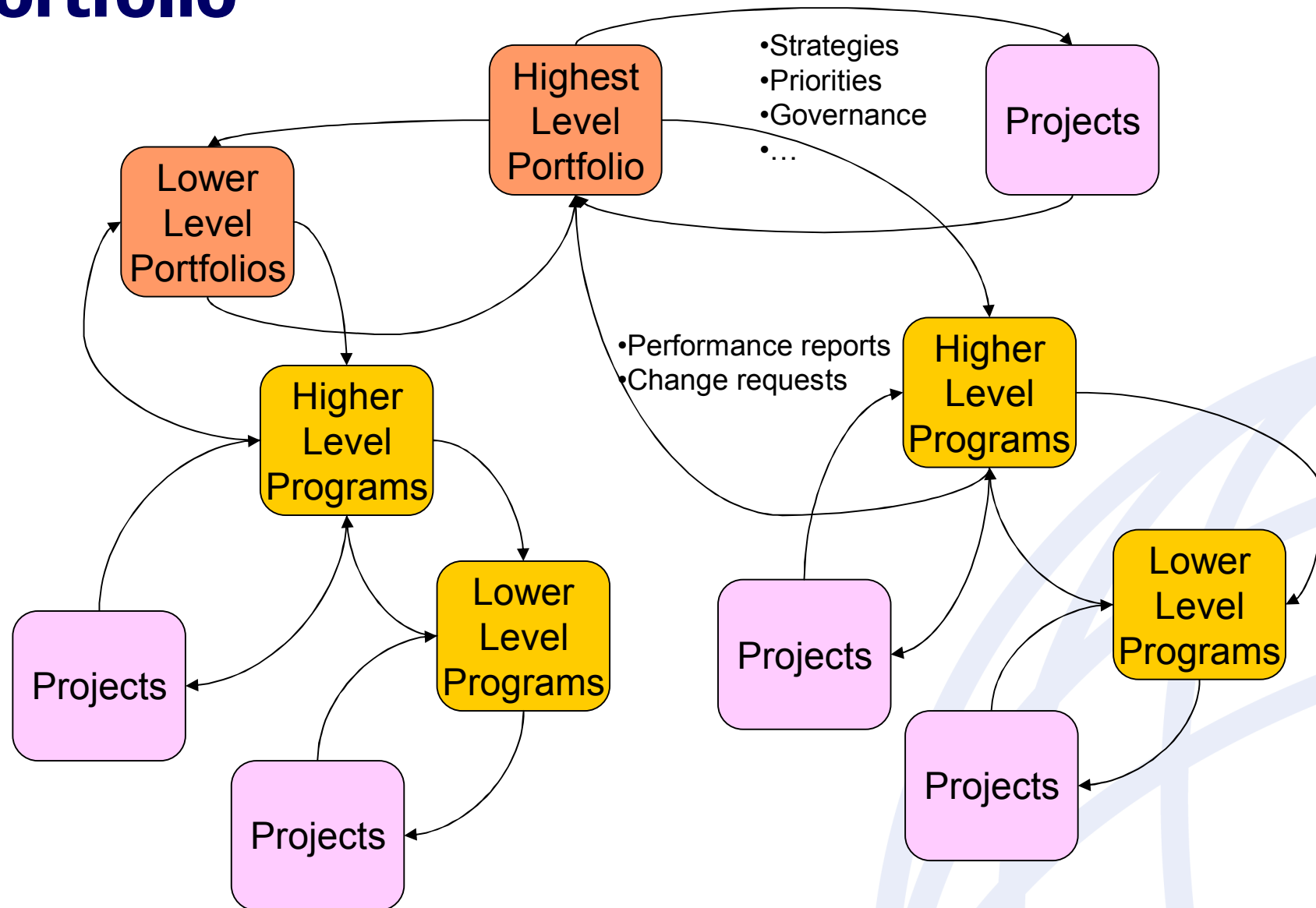


- A **Program** is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.
- Programs may include elements of related work outside of the scope of the discrete projects in the program (e.g. management work and infrastructure for the program itself).

Definitions - Program Lifecycle



Definitions - Project, Program, Portfolio



Definitions - Program Mgmt



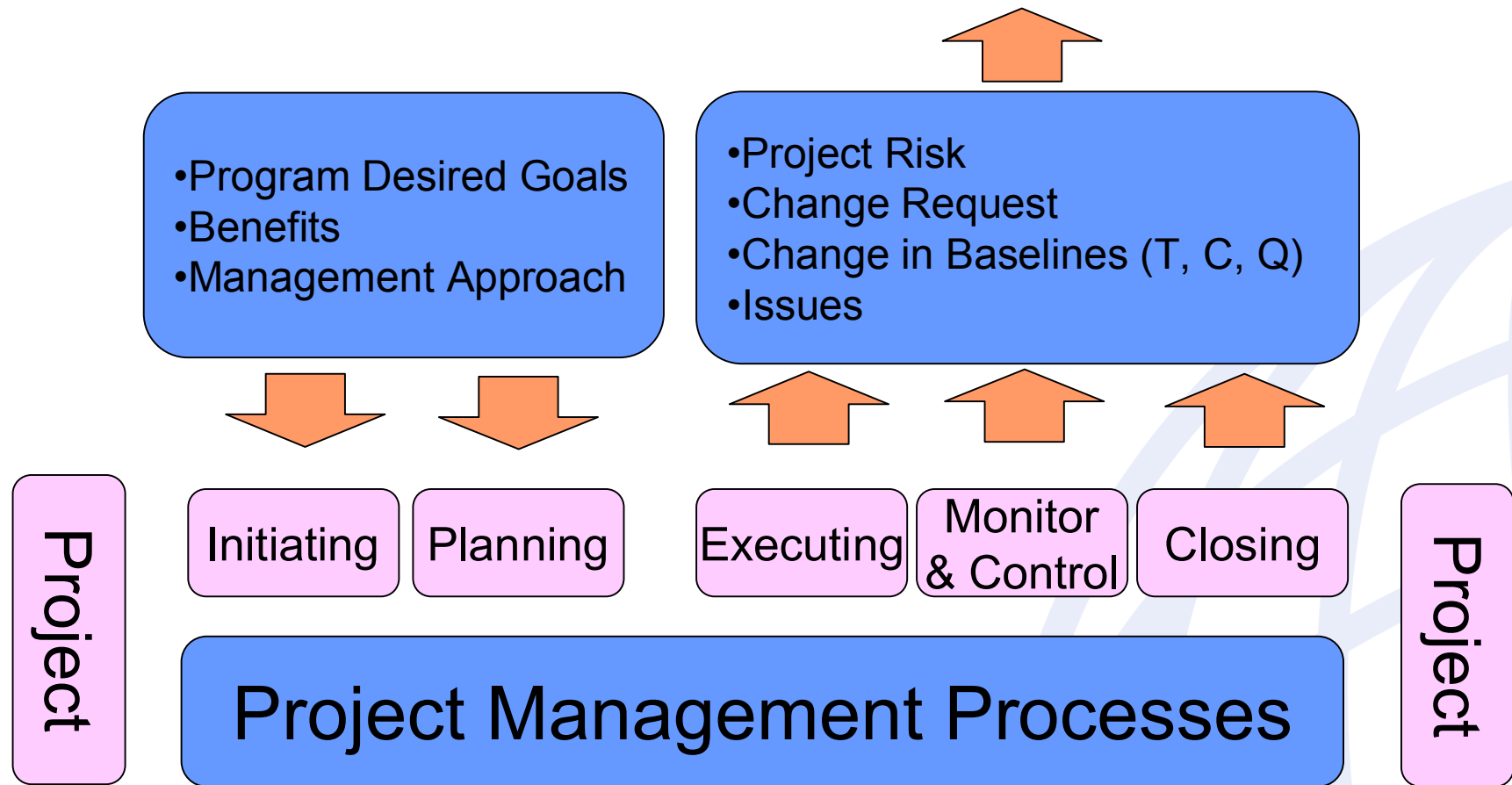
- **Program Management** is the centralized, coordinated management of a program to achieve the program's strategic objectives and benefits.
- It involves aligning multiple projects to achieve the program goals and allows for optimized or integrated cost, schedule and effort.

Definitions - Program Mgmt



- Program Management includes:
 - **Coordinating the supply** of components, work or phases.
 - For internal projects, **resolves resource constraints and/or conflicts** that affect multiple projects within the program.
 - **Mitigating risk activities** that run across components.
 - **Aligning** organizational/strategic direction that affects project and program goals and objectives
 - **Resolving issues and changes** within a shared governance structure
 - **Tailoring** program management processes and interfaces across a global program to handle culture, language, time and distance differences.

Program Management Processes



- **Section I: The Program Management Framework**
 - Ch.1: Introduction, Ch.2: Program Lifecycle & Benefits Management
- **Section II: The Standard for Program Management**
 - Ch.3: Program Management Processes
- **Section III: The Program Management Knowledge Areas**
 - Ch.4 -> Ch.15 (9+3 KAs)
- **Section IV: Appendices**
- **Section V: Glossary & Index**

Key Differences 1st - 2nd edition



- Most significant difference: development of **Program-specific Knowledge Areas:**
 - **Program Financial Management**
 - **Program Stakeholder Management**
 - **Program Governance**

Key Differences 1st - 2nd edition



- **Program Financial Management:** all the processes involved in identifying the programs financial sources & resources, integrating the budgets of the individual projects, developing the overall budget and controlling costs throughout the lifecycle of the program and the projects.
 - Establish Program Financial Network
 - Develop Program Financial Plan
 - Estimate Program Costs
 - Budget Program Costs
 - Monitor & Control Program Financials

Key Differences 1st - 2nd edition



- **Program Stakeholder Management:** defines program stakeholders as individuals and organizations whose interests may be affected by program outcomes, either positively or negatively.
 - Plan Program Stakeholder Management
 - Identify Program Stakeholders
 - Engage Program Stakeholders
 - Manage Program Stakeholder Expectations

Key Differences 1st - 2nd edition



- **Program Governance:** ensures decision-making & delivery management activities are focused on achieving program goals in a **consistent manner**, addressing **appropriate risks** and **fulfilling** stakeholder requirements.
 - Plan & Establish Program Governance Structure
 - Plan for Audits
 - Plan Program Quality
 - Approve Component Initiation
 - Provide Governance Oversight
 - Manage Program Benefits
 - Monitor & Control Program Changes
 - Approve Component Transition

Key Differences 1st - 2nd edition



- Second Significant difference: **removal of “themes”**:
 - Program Stakeholder Management -> expanded to Knowledge Area
 - Program Governance -> expanded to Knowledge Area
 - Benefits Management -> incorporated into the body of the standard
- Important issue: three areas are **better addressed at project level**:
 - Cost Management
 - Quality Management
 - Human Resource Management

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The Standard for Program Management – Second Edition continues to recognize good practices for managing multiple projects and programs successfully with even more knowledge areas and processes.

What's new?

* Nine new Knowledge Areas, including Program Financial Management, Stakeholder Management and Program Governance. This helps ensure proper metrics are developed so that organizations can successfully manage large and complex programs.

*14 new processes.

Start meeting your standards for better project performance.

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Program Management Professional (PgMP)



Domain	Percentage of Questions
Defining the program	14%
Initiating the program	12%
Planning the program	20%
Executing the program	25%
Controlling the program	21%
Closing the program	8%

PgMP®	
Full Name	Program Management Professional
Project Role	Achieves an organizational objective through defining and overseeing projects and resources
Eligibility Requirements	High school diploma/global equivalent 4 years project management experience 7 years program management experience OR Bachelor's degree/global equivalent 4 years project management experience 4 years program management experience
Steps to Obtaining Credential	3 evaluations – application panel review + multiple-choice exam + multi-rater assessment
Exam Information	4 hours; 170 questions
Fees	US\$1,500 PMI member (US\$1,800 non-member)
Credential Maintenance Cycles and Requirements	3 years; 60 PDUs



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ΕΥΧΑΡΙΣΤΩ!

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