Practical Portfolio Management - Selecting & Managing The Right Projects

DETAILED COURSE OUTLINE

Module 1: Introduction To Project Portfolio Management
- How are we doing with project portfolios?
- What do executives really want?
- What is the definition of portfolio management?
- What are the differences between project management and portfolio management?
- What are the key assumptions and challenges of project portfolio management?
- Why bad things happen without project portfolio management?
- Discussion – points to ponder about your company’s portfolio management

Module 2: Key Highlights Of Project Management
- How successful are we with projects?
- Why is project management somewhat neglected in some industries?
- What are the “degrees of project freedom”?
- Estimation issues and challenges: cone of uncertainty, probabilities & negotiations
- What kind of an organization are you?
- What can Project Management Office do for you?

Module 3: Maximizing Portfolio Value
- Overview of the project portfolio management process
- Who should participate in portfolio reviews?
- Financial methods – descriptions, advantages and concerns
  - Net Present Value (NPV)
  - “Bang For Buck Index”
  - Expected Commercial Value
  - Productivity Index
  - Dynamic Rank-Ordered List
- Scoring models – descriptions, advantages and concerns
  - DuPont Scoring Model
  - EXFO Scoring Model
  - Best Practices Model
- Discussion – points to ponder about your financial methods

Module 4: Balancing The Project Mix
- Why seek balanced portfolio?
- What dimensions should you consider?
- What types of bubble diagrams are used in the industry?
  - Risk-Reward Bubble Diagram
  - 3M Risk-Reward Bubble Diagram
  - Simple Risk-Reward Diagram
- What are the most popular bubble diagram dimensions?
- Discussion - points to ponder about balancing your portfolio mix

Module 5: Linking Portfolio To Strategy
- What are the prime goals of the market leaders?
- What is strategic linkage?
- What are the linking approaches?
  - Top-Down approach
    - Product Roadmap
    - Strategic Buckets Model
  - Bottom-Up approach
- Discussion - points to ponder about your company’s strategy and linkage to projects

Module 6: Implementing Project Portfolio Management
- What are the market leaders doing?
- What is the impact of portfolio management?
- Where do we start?
- What are the most popular ranking criteria?
- How to estimate your firm’s resource capacity?
- What are the key steps in implementing project portfolio management?