

An Integrated Guide to the Management of Projects, Programmes, and Portfolios

In today's complex and dynamic business environment, organizations need to effectively manage projects, programmes, and portfolios to achieve their strategic objectives. An integrated approach to project, programme, and portfolio management (PPM) is essential for optimizing resource utilization, minimizing risk, and ensuring alignment with the overall business strategy.



Praxis Framework: An integrated guide to the management of projects, programmes and portfolios

by Mathew Dowling

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This comprehensive guide provides an integrated framework for PPM, covering the key principles, methodologies, and best practices. By adopting this integrated approach, organizations can enhance project success rates, deliver value-driven programmes, and align their portfolios with strategic priorities.

Key Principles of Integrated PPM

- **Strategic Alignment:** Projects, programmes, and portfolios should be aligned with the organization's strategic goals and objectives.
- **Integration:** PPM requires effective integration of processes, tools, and data across different levels of management.
- **Governance:** Clear governance structures and decision-making processes are crucial for effective PPM.
- **Risk Management:** Proactive risk management is essential throughout the PPM lifecycle, from planning to execution and closure.
- **Value Delivery:** PPM should focus on delivering value to the organization, stakeholders, and customers.

Integrated Management Framework

The integrated PPM framework consists of three interconnected levels of management:

1. Project Management

Focuses on the delivery of specific projects within defined scope, time, and budget constraints.

2. Programme Management

Groups related projects together to achieve a broader strategic objective, coordinating resources and managing interdependencies.

3. Portfolio Management

Oversees the overall portfolio of projects and programmes, ensuring alignment with strategic goals and optimizing resource allocation.

Methodologies and Best Practices

Project Management Methodologies

- Agile (e.g., Scrum, Kanban)
- Waterfall
- Hybrid

Programme Management Methodologies

- Programme Management Body of Knowledge (PMBOK)
- PRINCE2
- Managing Successful Programmes (MSP)

Portfolio Management Methodologies

- Portfolio Management Institute (PMI) Portfolio Management Code of Practice
- Balanced Scorecard
- Real Options Analysis

Best Practices for Integrated PPM

- Establish a strong PPM governance structure.
- Integrate PPM processes, tools, and data.
- Align PPM with strategic objectives.
- Identify and manage risks throughout the PPM lifecycle.
- Monitor and evaluate PPM performance continuously.

Benefits of Integrated PPM

- Improved project success rates
- Enhanced programme and portfolio value delivery
- Optimized resource utilization
- Reduced risk
- Greater strategic alignment
- Improved decision-making
- Enhanced stakeholder engagement

An integrated approach to project, programme, and portfolio management is essential for organizations to thrive in the 21st century. By adopting the principles and best practices outlined in this guide, organizations can create a cohesive PPM system that aligns with strategic objectives, delivers value, and achieves project, programme, and portfolio success.



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