

# ISO 21503:2022-02 (E)

## Project, programme and portfolio management - Guidance on programme management

---

<b>Contents</b>		<b>Page</b>
Foreword.....		v
Introduction.....		vi
<b>1</b>	<b>Scope.....</b>	<b>1</b>
<b>2</b>	<b>Normative references.....</b>	<b>1</b>
<b>3</b>	<b>Terms and definitions.....</b>	<b>1</b>
<b>4</b>	<b>Concepts of programmes and programme management.....</b>	<b>3</b>
4.1	General.....	3
4.2	Concepts of programmes.....	3
4.2.1	General.....	3
4.2.2	Programme characteristics.....	3
4.2.3	Purpose of the programme.....	4
4.2.4	Programme establishment.....	4
4.2.5	Programme alignment.....	5
4.2.6	Programme structure.....	6
4.2.7	Programme stakeholders.....	6
4.3	Concepts of programme management.....	6
4.3.1	General.....	6
4.3.2	Programme management.....	7
4.3.3	Programme management purpose.....	7
4.3.4	Programme life cycle.....	8
<b>5</b>	<b>Prerequisites for programme management.....</b>	<b>8</b>
5.1	General.....	8
5.2	Evaluating the need for programme management.....	8
5.3	Implementing programme management in organizations.....	9
5.4	Governance of programmes.....	10
5.5	Establishing programme roles and responsibilities.....	10
5.5.1	General.....	10
5.5.2	Programme sponsor.....	10
5.5.3	Programme manager.....	11
5.5.4	Programme management team.....	11
<b>6</b>	<b>Managing a programme.....</b>	<b>11</b>
6.1	General.....	11
6.2	Establishing a programme.....	12
6.2.1	General.....	12
6.2.2	Framework for programme management.....	12
6.2.3	Programme design and planning.....	12
6.3	Programme integration.....	12
6.3.1	General.....	12
6.3.2	Strategic integration.....	12
6.3.3	Requirements integration.....	13
6.3.4	Component integration.....	13
6.3.5	Functional integration.....	13
6.4	Programme management practices.....	13
6.4.1	General.....	13
6.4.2	Risk and issue management.....	14
6.4.3	Change control.....	14
6.4.4	Quality management.....	14

6.4.5	Resource management.....	14
6.4.6	Schedule management.....	14
6.4.7	Budget and financial management.....	15
6.4.8	Stakeholder engagement and reporting.....	15
6.5	Programme control.....	15
6.6	Benefit management.....	15
6.6.1	General.....	15
6.6.2	Benefit identification and analysis.....	16
6.6.3	Benefit control.....	16
6.7	Programme closure.....	16
<b>Bibliography.....</b>		<b>17</b>