ISO 21503:2022-02 (E)

Project, programme and portfolio management - Guidance on programme management

Contents

Page

Foreword ..... **v**

Introduction ..... **vi**

1 Scope **1**

2 Normative references **1**

3 Terms and definitions **1**

4 Concepts of programmes and programme management **3**
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

5 Prerequisites for programme management **8**
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

6 Managing a programme **11**
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
Bibliography **17**