

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 |