

Programme Management

Programme management aligns the three critical organisational elements of corporate strategy, delivery mechanisms for change and the business as usual environment. Large, complex deliveries are often broken down into manageable, inter-related projects. For those managing this overall delivery the principles of programme management are key to successful delivery of the programmes' outcomes and realization of the programmes' benefits,

Programme Management is the process of managing multiple ongoing inter-dependent projects. In an organization or enterprise, Programme Management also reflects the emphasis on coordinating and prioritizing resources across projects, departments, and entities to ensure that resource conflicts are managed from a global focus.

The UK government, through the Office of Government Commerce (OGC), has invested heavily in programme management (or program management as it's known in the USA).

Programmes are defined in terms of their constituent projects and Programme Management provides an infrastructure where projects can be run successfully but leaving project management to the project management community.

Program Management definition: (*Program* in the USA & *Programme* in the UK/Europe)

"Program management is the active process of managing multiple global workstreams or projects which need to meet or exceed business goals according to a pre-determined methodology or life-cycle. Program management focuses on tighter integration, closely knit communications and more control over program resources and priorities." [[IAPPM](#)-2003]

Programme Management definition:

"Program management is the coordinated organisation, direction and implementation of a dossier of projects and transformation activities (i.e. the programme) to achieve outcomes and realise benefits of strategic importance." [[OGC/MSP](#)-2007]

See also our article entitled [Managing Successful Programmes](#)

About the Author:

Graham Fincham is a member of the Association for Project Management (APM), the Project Management Institute (PMI), the International Association for Project & Program Management (IAPPM), and the American Academy of Project Management (AAPM).

He holds several highly respected programme and project management qualifications including MSP Advanced Practitioner, PMP and APMP.

Graham has more than 25 years of experience in programme and project management disciplines. He has spent much of his career working within large organisations and is highly skilled at understanding cultural issues and implementing corporate systems.