

Programme Management

CSCI311
Software Process Management

Outline

- Programme vs. project
- Varieties of Programme management
- Managing resource allocation
- Creating a programme
- Supporting a programme
- Aids
- Benefits

What is a programme?

- Project:
 - A cohesive, tightly co-ordinated cluster of activities directed toward achieving a well defined objective
- Many managers must be concerned with more than one project at a time
- A programme is a group of projects.
- Organising and controlling programmes of projects is programme management

Varieties of programmes

- Strategic
 - A number of projects that implement a single strategy
- Business Cycle
 - Where a fixed budget for a period must be allocated among several projects

Varieties of programmes

- Infrastructure
 - An organisation has distinct self-contained systems yet which must reflect a uniform approach
- R&D
 - Resources must be allocated between projects
- Innovative partnerships
 - Separate projects in different organisations

Programme vs project Management

<i>Programme Manager</i>	<i>Project manager</i>
Many simultaneous project	One project at a time
Personal relationship with skilled resources	Impersonal relationship with resource type
Need to maximise resource utilisation	Need to minimise resource demand
Projects tend to be similar	Projects tend to be dissimilar

Resource allocation

Programme management	Project managers			
	Project a	Project b	Project c	Project d
Resource w	×	×		
Resource x		×	×	×
Resource y				
Resource z	×	×		×

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Exercise

- Spend 5 minutes as a group thinking about a programme to manage all of your projects this semester

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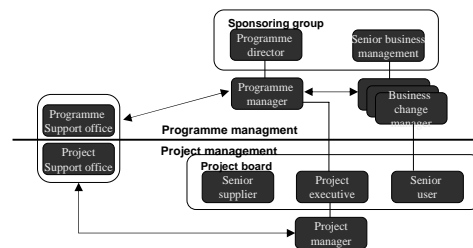
Creating a programme

- Programme mandate
 - New services or capabilities to be delivered
 - Improvements expected from the programme
 - How the programme relates to corporate goals
- Appoint programme director
- Programme brief
 - Vision statement
 - Blueprint
 - Programme portfolio

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Programme organisation



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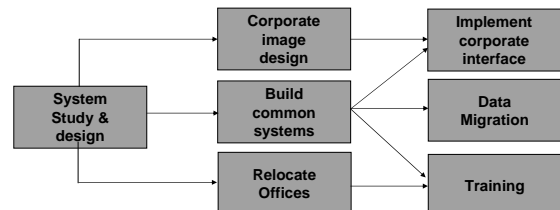
Aids to programme management

- Dependency diagrams
 - Show physical and technical dependencies between projects

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Aids to programme management



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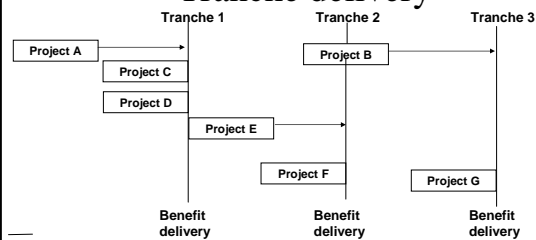
Delivery Planning

- Dependency diagram for delivery
 - Define tranches
 - A group of projects to be delivered as one step
 - Deliverables form a coherent new capability

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Tranche delivery



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Benefits management

- An attempt to improve likelihood the perceived benefits will materialise
 - Define expected benefits
 - Analyse cost/benefit balance
 - Plan how to achieve and measure benefits
 - Allocate responsibilities
 - Monitor benefit realisation

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Types of benefits

- Mandatory compliance
- QOS
- Productivity
- More motivated workforce

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Types of benefits

- Internal management benefits
- Risk reduction
- Economy
- Revenue enhancement/acceleration
- Strategic fit

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Quantifying benefits

- Benefits may be:
 - Quantified and valued
 - Quantified and not valued
 - Identifiable but not easily quantifiable

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Conclusion

- Developers and users are jointly responsible for ensuring delivery of programme benefits.