

# Project Portfolio Management Practitioner's Approach

A practical methodology for delivering your organization's strategic portfolio



## Seminar Focus

- Learn how to use project evaluation criteria and selection models to rank projects
- Apply the right metrics to track, control, and successfully manage the portfolio
- Learn how to use a scorecard for strategic alignment of projects in portfolios
- Discover practical project valuation using quantitative financial models
- Review major commercially available portfolio management software tools
- Develop a personal action plan to apply your learning back at work

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## Overview

**Why are so many of today's technology projects "dead on arrival"? Maybe we are selecting the wrong projects for investment**

Why are resources our most common "bottle neck"? Perhaps we don't understand our project priorities. Why do so many projects turn into "money pits"? Maybe we don't know when to terminate them. This seminar provides you with the tools and techniques that will help you select the right projects for investment, prioritize them against the other projects competing for the same pool of resources, terminate them when they don't meet the target objectives, and complete them successfully to meet organizational goals. This "how to" seminar introduces an integrated project portfolio management methodology that will help you meet your organizational goals and maximize business value. The focus of this seminar is a management framework called Portfolio Scorecard (PSC) that directly links business strategy to desired results – an ideal fit to measure, manage, and maximize the performance of a project portfolio. PSC can be easily integrated into a Balanced Scorecard (BSC) if your organization is already using such a system. PSC promotes strategic alignment and eliminates projects that have little or no strategic value. Furthermore, it provides a metrics-driven discipline for assessment, prioritization, selection, tracking, and management of projects in a portfolio. Through case studies and real world examples you will learn how to enhance business value and return on investment through managing projects in a portfolio using a scorecard approach.

## Benefits of Attendance

**This seminar will focus on a management framework called "Portfolio Scorecard" that directly links business strategy to desired results ~ to measure, manage and maximize the performance of a project portfolio**

Consequently, progressive companies and their executives should be aware of the importance of identifying potential benefits, involving and getting commitment of stakeholders and set up the proper structures to deliver the benefits. This seminar will explain these processes and more specifically:

- Discuss the four building blocks of portfolio management and an overall project portfolio management (PPM) methodology.
- Learn how to introduce a portfolio scorecard (PSC) that synthesizes and integrates the numerous and complex metrics related to different portfolio management processes into one framework.
- Illustrate how PSC can be integrated into a Balanced Scorecard, a strategic management framework many organizations are already using.
- Learn how the Initial Project Assessment (IPA) and Mid Project Assessment (MPA) processes can be implemented.
- Present quantitative techniques to objectively assess a project for its own merit and its relative merit against other projects.
- Build a business case for each project and prioritize projects based on strategic fit, risks, opportunities, and other key criteria. Also use weighted scoring models
- to quantify project intangible benefits.
- Apply proper criteria to reprioritize projects when resources become limited or determine when a project no longer serves its purpose.

## Who Should Attend

- Program and portfolio managers that are involved in evaluation, selection and termination of projects
- PMO managers and senior managers responsible for initiating or streamlining program and portfolio management processes
- Project managers that work closely with program or portfolio managers in evaluating projects

**This course is in line with PMBOK 7<sup>th</sup> Edition and makes the participants eligible for 24 PDUs.**

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## Course Topics

### DAY 1

#### INTRODUCTION TO PORTFOLIOS

- Definitions: Projects, Programs, & Portfolios
- Why Project Portfolio Management (PPM)?
- PPM Discipline Today

#### PPM METHODOLOGY

- Life Cycle of Portfolio Components
- Funnel & Filters®: A Portfolio Representation
- PPM Phases and Processes

#### UNDERSTANDING PORTFOLIO DESIGN

- Basic Portfolio Theory
- Portfolio Comparison: Financial vs. Project
- Portfolio Design Building Blocks

#### PORTFOLIO DESIGN PROCESSES

- Strategic Alignment
- Portfolio Balancing
- Criteria Selection
- Tools Identification

### DAY 3

#### BUILDING A PORTFOLIO SCORECARD (PSC)

- PSC Template
- Spider Charts
- Bubble Diagrams
- Dashboards
- PPM Software

#### HOW TO CONSTRUCT PORTFOLIOS

- Portfolio Construction Processes
- Project Identification
- Project Categorization

### DAY 2

#### PPM TOOLS & TECHNIQUES

- Non-numeric Models
- Numeric Models
- Scoring Models
- Scorecards

#### FINANCIAL MODELS EXPLAINED

- Net Present Value
- Discounted Cash Flow Analysis
- Decision Tree Analysis
- Monte Carlo Simulation
- Real Options Analysis
- Challenges with Financial Modeling

#### HOW TO USE SCORING MODELS

- Unweighted Scoring Models
- Weighted Scoring Models
- Ranking Models

- Project Assessment
- Project Prioritization
- Project Screening
- Project Selection
- Project Business Plan

#### CONTROLLING PORTFOLIOS

- PPM Control Processes
- Mid Project Assessment
- Why Terminate a Project?
- Portfolio Redistribution
- Portfolio Assessment

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## Seminar Leader



**DR. PRASAD KODUKULA, PMP, PGMP** is an award-winning speaker, management coach, author, and inventor with more than 25 years of professional experience. He is President of Kodukula & Associates, Inc. ([www.kodukula.com](http://www.kodukula.com)), a project management training, coaching, and consulting company based out of Chicago, Illinois, USA. He has spoken to audiences spanning 30 countries on a variety of topics including project, program, and project portfolio management; leadership; and creativity/innovation. Dr. Kodukula has trained or coached several thousands of project and program managers at more than 25 Fortune 100 companies (e.g., Abbott Labs, Boeing, Chrysler, Cisco, Corning, IBM, Motorola, UTC), the

City of Chicago, and the United States government. He presents keynote speeches and conducts seminars for various professional and trade associations including the Project Management Institute.

A co-founder and President of 2Ci ([www.2ci.com](http://www.2ci.com)), a Chicago-based environmental protection and homeland security technology company, Dr. Kodukula is also involved in developing patented and patent-pending technologies for commercial application. Previously, Dr. Kodukula held positions as R&D director at a bio-environmental technology start-up, senior engineer at a global petrochemical corporation, and senior project manager at an international engineering consulting firm. He also taught senior/graduate courses at the Illinois Institute of Technology, West Virginia University, and University of Kansas.

Dr. Kodukula received the 2009 Illinois Institute of Technology Professional Achievement Award, one of the highest distinctions the university can bestow upon its alumni. He was also repeatedly honored by his former employers for his innovative engineering and project management skills that helped them save millions of dollars in operating costs. He was recognized by the U.S. Environmental Protection Agency and Kansas Department of Health and Environment for his outstanding contributions in environmental science and engineering. Recently his company 2Ci was recognized by the State of Illinois as the most innovative small business in the environmental category.

Dr. Kodukula's educational background includes baccalaureate degrees in chemistry, biology, and education. He holds an M.S. in environmental science from Rutgers University, an M.S. in environmental engineering from Cornell University, and a Ph.D. from the Illinois Institute of Technology. He also has a Master's Certificate in project management from the George Washington University. Dr. Kodukula is certified as a Project Management Professional® (PMP®) by the Project Management Institute. He is a coauthor or contributing author of seven books and more than 40 technical articles. His latest book *Project Valuation Using Real Options: A Practitioner's Guide* was published in 2006. His next book on project portfolio management is due for publication in 2010.