BLACKBIRD FOR TRAINING

Project Portfolio Management (PPM)

Vienna (Austria)

4 - 8 January 2027

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Code: PM32 From: 4 - 8 January 2027 City: Vienna (Austria) Fees: 5200 Pound

Project Portfolio Management PPM

Introduction

Organizations often manage multiple projects simultaneously, but having many projects does not necessarily mean achieving better business results. Without effective portfolio management, organizations can face competing priorities, limited resources, budget overruns, duplicated efforts, and projects that do not contribute sufficiently to strategic objectives.

Project Portfolio Management PPM provides a structured approach to selecting, prioritizing, balancing, and monitoring projects based on their strategic value, risk, cost, resources, and expected benefits.

This **5-day intermediate-level course** provides participants with practical knowledge and tools to manage project portfolios effectively. It covers project selection and prioritization, portfolio governance, resource and financial management, risk assessment, performance monitoring, and benefits realization.

The course is designed for professionals who already have some exposure to project management and want to develop the skills required to view projects from a **portfolio-level perspective**.

Course Objectives

By the end of this course, participants will be able to:

- Understand the principles and purpose of Project Portfolio Management.
- Distinguish between projects, programs, and portfolios.
- Align project portfolios with organizational strategy and business objectives.
- Evaluate and prioritize projects using structured assessment techniques.
- Develop criteria for project selection and investment decisions.
- Balance portfolio resources, budgets, risks, and priorities.
- Apply portfolio-level risk management techniques.
- Establish effective portfolio governance and decision-making processes.
- Monitor portfolio performance using appropriate KPIs and dashboards.
- Assess project benefits and support benefits realization.
- Identify underperforming projects and make informed portfolio decisions.
- Improve portfolio transparency, communication, and reporting.

Course Outline

Day 1 - Foundations of Project Portfolio Management

- Introduction to Project Portfolio Management
- Projects, Programs and Portfolios: Key Differences
- The Role of PPM in Modern Organizations
- Portfolio Management Lifecycle
- Connecting Projects with Organizational Strategy
- Strategic Objectives and Portfolio Alignment
- Understanding Portfolio Value
- Portfolio Stakeholders and Their Responsibilities
- Introduction to Portfolio Governance
- Common PPM Challenges and Success Factors

Day 2 - Project Selection, Evaluation & Prioritization

- Developing a Project Portfolio Selection Framework
- Identifying and Evaluating Project Opportunities
- Business Case Assessment
- Strategic Alignment Assessment
- Project Scoring and Ranking Techniques
- Financial and Non-Financial Evaluation Criteria
- Cost-Benefit Analysis
- ROI and Investment Considerations
- Prioritizing Competing Projects
- Project Pipeline Management
- Selecting, Rejecting, Postponing or Cancelling Projects

Day 3 - Portfolio Resource, Financial & Risk Management

- Portfolio Resource Management
- Identifying Resource Constraints
- Resource Capacity and Demand
- Allocating Resources Across Projects
- Portfolio Budgeting and Investment Allocation
- Managing Competing Financial Priorities
- Portfolio-Level Cost Management
- Identifying Portfolio Risks
- Risk Assessment and Prioritization
- Portfolio Risk Responses
- Balancing Risk and Expected Value
- Managing Dependencies and Interrelated Projects

Day 4 - Portfolio Governance, Monitoring & Performance

- Establishing an Effective Portfolio Governance Framework
- Roles and Responsibilities in Portfolio Management
- Portfolio Decision-Making Processes
- Governance Committees and Reporting Structures
- Portfolio Performance Management
- Key Performance Indicators KPIs
- Portfolio Dashboards and Reporting
- Monitoring Cost, Schedule, Risk and Benefits
- Identifying Underperforming Projects
- Portfolio Review and Decision-Making
- Managing Portfolio Changes and Emerging Priorities
- Communication with Senior Management and Stakeholders

Day 5 - Benefits Realization, Optimization & Practical PPM

- Benefits Realization Management
- Measuring Business Value and Outcomes
- Portfolio Optimization Techniques
- Balancing Strategic Value, Risk and Resources
- Portfolio Scenario Analysis
- Improving Portfolio Performance
- Lessons Learned and Continuous Improvement
- Building a Practical PPM Framework
- Developing a Portfolio Management Roadmap
- Practical Portfolio Review Exercise
- Course Review and Key Takeaways

Why Attend This Course? Wins & Losses!

Your Wins

By attending this course, participants will gain the ability to:

- **Prioritize with confidence** - Make structured decisions about which projects deserve investment.
- **Improve resource utilization** - Allocate people, budgets, and other resources more effectively.
- **Strengthen strategic alignment** - Ensure projects contribute to organizational objectives.
- **Manage portfolio risk** - Understand and control risks across multiple projects.
- **Improve decision-making** - Use clear criteria, performance data, and portfolio analysis.
- **Increase management visibility** - Create meaningful portfolio reports and dashboards.

- **Protect investments** - Identify projects that are no longer delivering sufficient value.
- **Realize greater business benefits** - Focus on outcomes rather than simply completing projects.

Potential Losses Without Effective PPM

Organizations without effective portfolio management may experience:

- Projects competing for the same resources
- Poor investment decisions
- Budget and resource waste
- Too many low-value projects
- Projects misaligned with business strategy
- Increased portfolio risk
- Limited visibility for senior management
- Delayed or duplicated initiatives
- Difficulty measuring business value
- Continuing projects that no longer justify their investment

Conclusion

Effective Project Portfolio Management enables organizations to move beyond managing individual projects and focus on **maximizing the value of their entire project investment**.

This intermediate-level course provides participants with practical approaches to project selection, prioritization, resource allocation, financial management, risk management, governance, performance monitoring, and benefits realization.

By the end of the programme, participants will have a stronger understanding of how to **build, manage, evaluate, and continuously improve a project portfolio that supports organizational priorities and delivers measurable business value.**

Frequently Asked Questions FAQ

1. Who is this course designed for?

The course is suitable for Project Managers, PMO professionals, Program Managers, Portfolio Managers, Strategy and Planning professionals, and managers involved in project investment and resource decisions.

2. Is this an advanced course?

No. This is designed as an **intermediate-level** programme. Participants should ideally have some basic knowledge or experience of project management.

3. Do I need to be a Project Manager to attend?

No. The course is also relevant to professionals involved in **PMO, strategy, planning, finance, resource management, governance, and business transformation**.

4. What is the difference between Project Management and PPM?

Project Management focuses on successfully delivering an **individual project**, while PPM focuses on managing **multiple projects collectively** to ensure they are aligned with strategy and provide the best overall value.

5. Will the course cover financial aspects?

Yes. Participants will explore budgeting, investment allocation, cost-benefit analysis, ROI considerations, and portfolio-level financial decision-making.

6. Will risk management be covered?

Yes. The course includes **portfolio-level risk identification, assessment, prioritization, and response**, as well as managing dependencies between projects.

7. Is the course practical?

Yes. The programme uses practical frameworks, examples, portfolio evaluation techniques, prioritization methods, and a practical portfolio review exercise.

8. What will participants be able to do after the course?

Participants will be better prepared to **evaluate projects, prioritize investments, allocate resources, monitor portfolio performance, manage portfolio risks, and support strategic decision-making**.

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