Master in Project Management

Planning and Strategic Analysis of the Company

Presentation – Week 1: **Introduction to strategic planning**

Strategic planning and project management

The challenge of restoring the balance of ecosystems

The project initiation context

- Organizational leaders initiate projects in response to factors acting on their organizations. There are four fundamental categories of these factors, which illustrate the context of a project:

Meet regulatory, legal or social requirements

Satisfy the requests or needs of the interested parties

Implement or change business or technology strategies

Create, improve or repair products, processes or services

Project Management Institute (2017)

The project initiation context

- These initiation factors influence the ongoing operations and business strategies of an organization.

- Leaders respond to these factors in order to keep the organization viable.

- Projects provide the means for organizations to successfully make the changes necessary to address these factors.

- Ultimately, these factors must be linked to the strategic objectives of the organization and the business value of each project.

Project Management Institute (2017)

What is a project?

- A project is a temporary endeavor undertaken to create a unique product, service, or result.
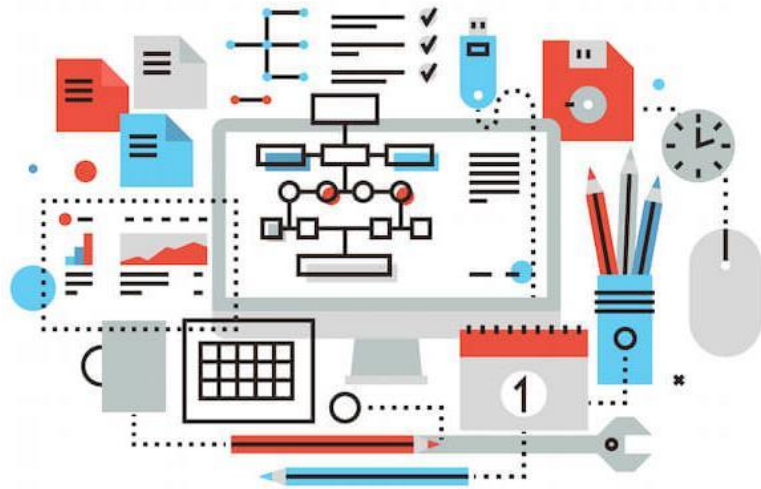
- They have a definite beginning and end.
- The end is reached when:
  - Project objectives are achieved
  - There is a change in strategy
  - The objectives will not be met
  - There is no longer the need
- Temporary does not necessarily mean of short duration. In general, this quality does not apply to the product, service, or result created by the project.

Projects and Strategy

- It is necessary to recognize the projects as a means to directly or indirectly achieve the objectives of the strategic plan of the organization.

- The use of project management processes, tools, and techniques establishes a solid foundation for organizations to achieve the goals and objectives associated with their strategic plan.

Projects, programs and portfolios

- The strategies and priorities of an organization are linked, and the relationships that allow organizing projects through programs and portfolios are established.

Portfolio Management

Program Management

Management Projects
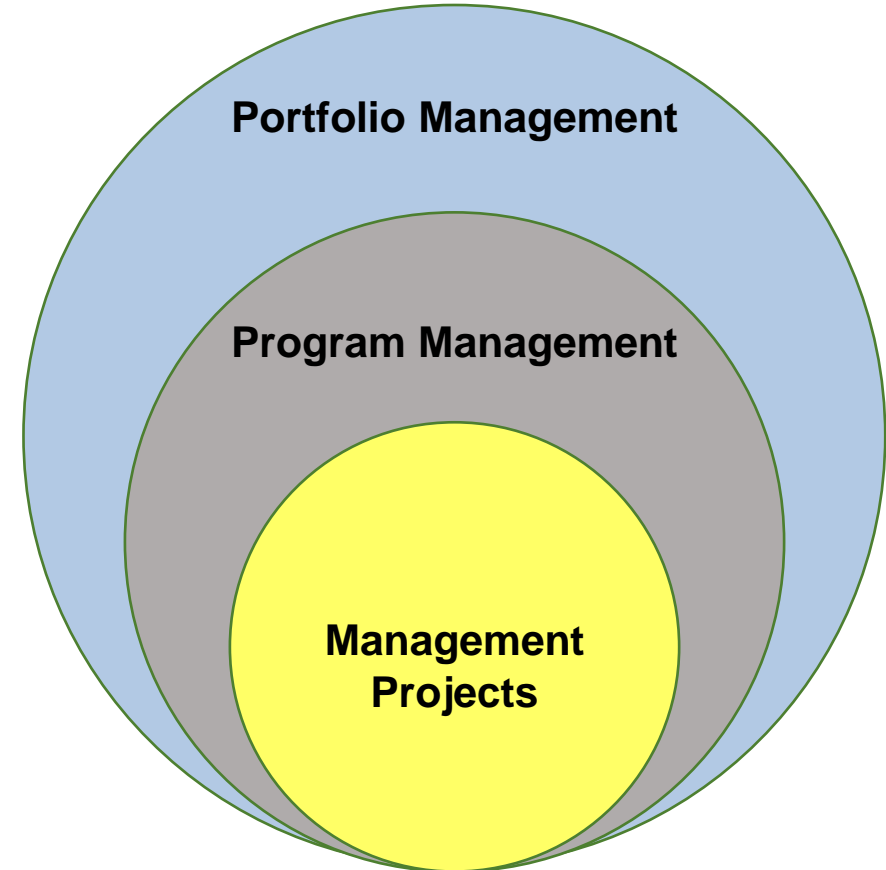
Projects, programs and portfolios

- A project can be run in three separate settings: as a stand-alone project (outside of a portfolio or program), within a program, or within a portfolio.

- For example, multiple projects may be necessary in order to achieve a set of goals and objectives for an organization. In such situations, projects can be grouped into a program.

What is a program?

- A **program** is a group of related projects, subprograms, and activities that are managed in a coordinated manner to gain benefits and control that would not be obtained by managing them individually.

- The programs have a management landscape that is beyond the scope of specific projects.

What is a program?

- Programs are a mean for the execution of corporate strategies and the achievement of business or organizational goals and objectives.

- Program benefits can be earned incrementally over the duration or in full at the end of the program.

R&E Aerospace: Launch & On Orbit Support Programs
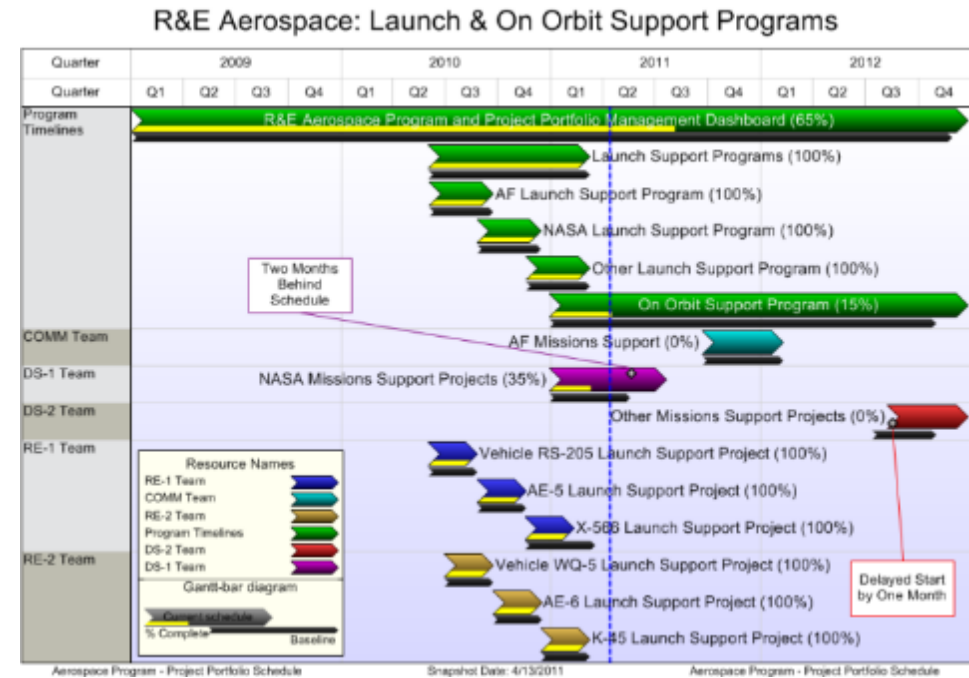
program management
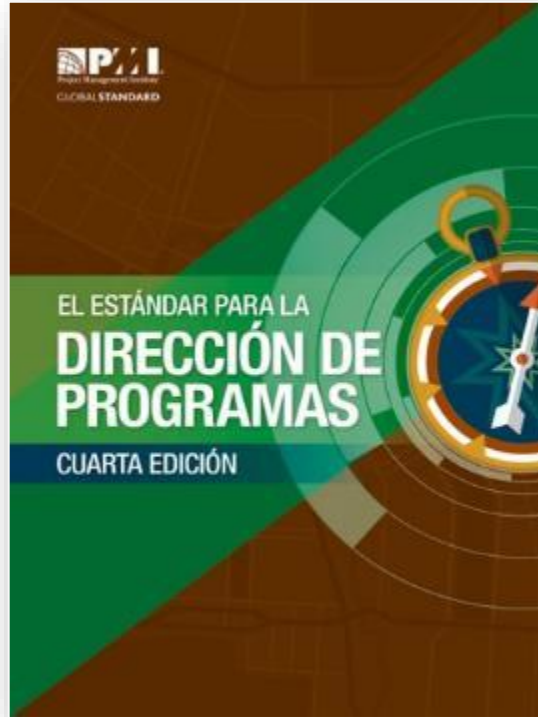
- Program management allows the implementation and deployment of a set of projects focused on developing and delivering capabilities, sharing areas of control and benefits.

- **The standard for Program Management** , is the standard of the *Project Management Institute* related to good practices for program management.

Project Management Institute. (2017). *Standard for Program Management* (4th. ed.). Pennsylvania: PMI Inc.
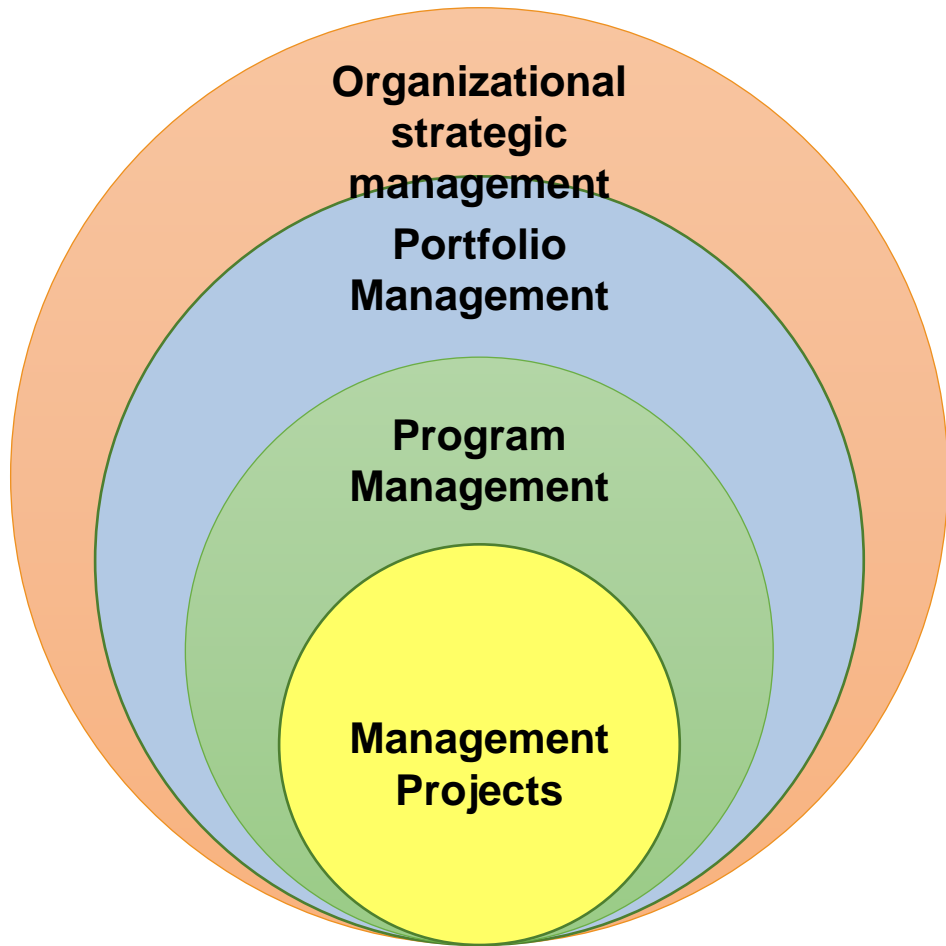
What is a portfolio?

- A **portfolio** is a set of components:
  - Subportfolios
  - Programs
  - Projects
  - Operations
- They are managed as a group to achieve strategic business objectives.
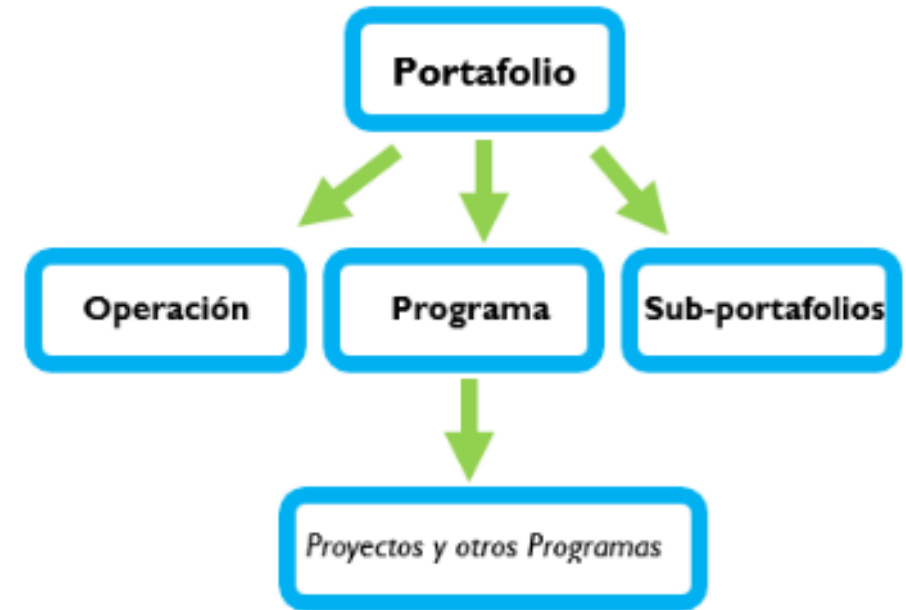
What is a portfolio?

What is a portfolio?

Organizational strategic management

Portfolio Management
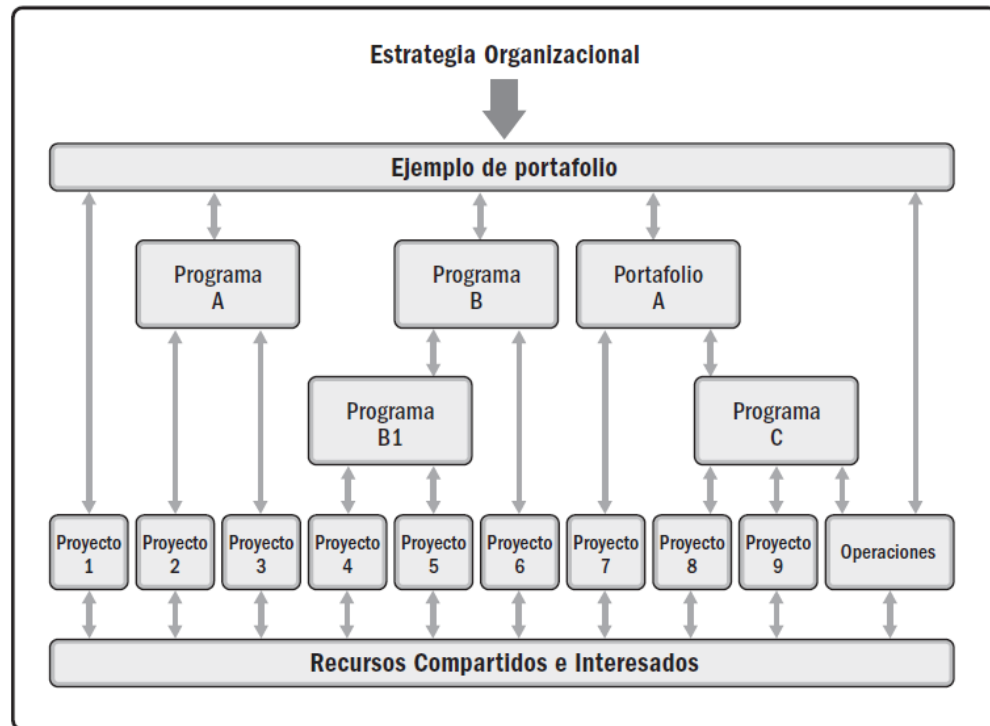
Program Management

Management Projects
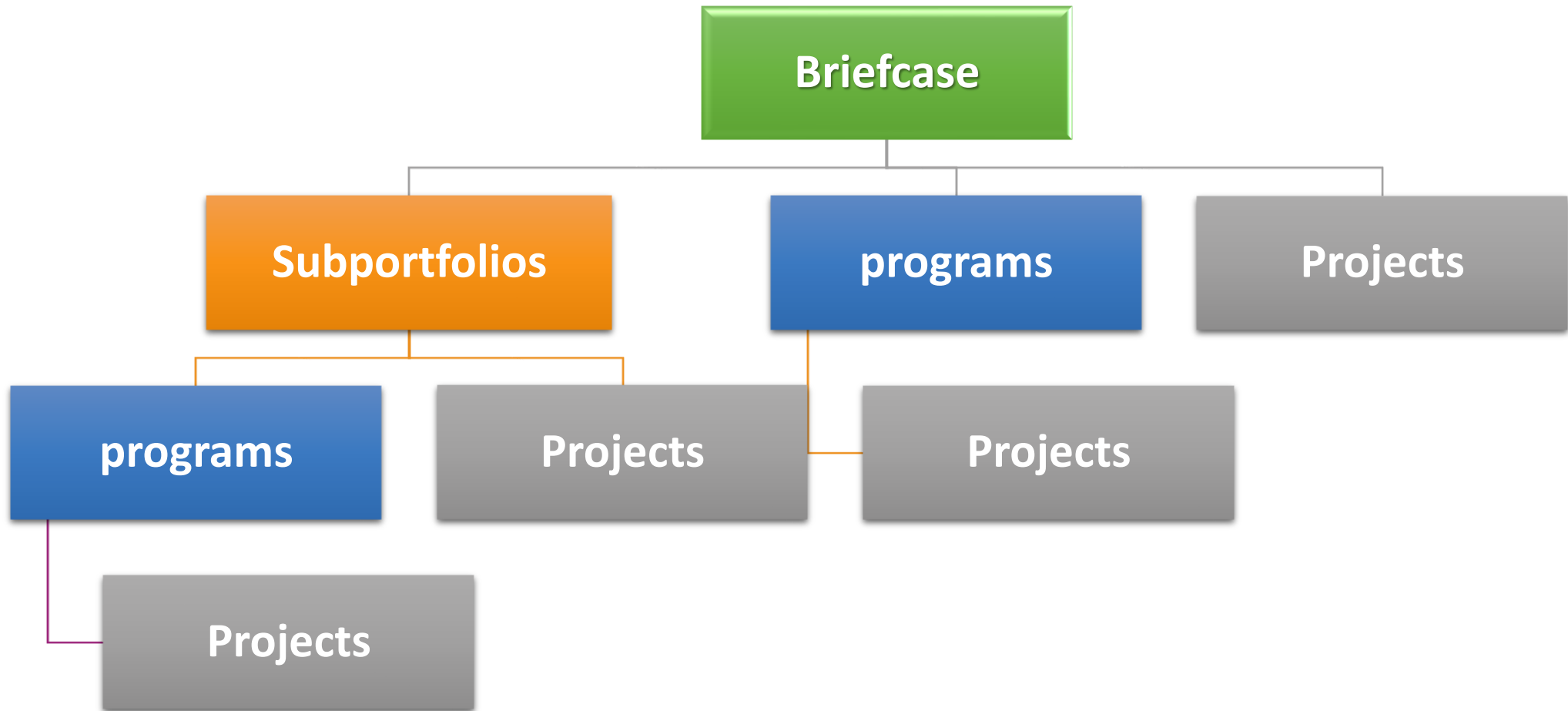
- The components of a portfolio may not be necessarily interdependent or have common or related objectives.

- These components are quantifiable, that is, they can be measured, qualified and prioritized.

portfolio management

- Portfolio components are grouped together to facilitate effective governance and management of work and to achieve organizational strategies and priorities.

- Organizational and portfolio planning affects components by setting priorities based on risk, funding, and other considerations.
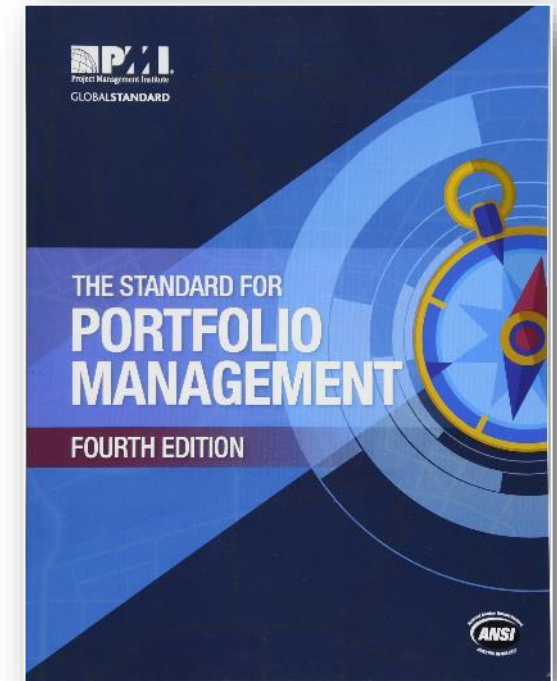

Project Management Institute. (2017). *Standard for Portfolio Management* (4th. Ed.). Pennsylvania: PMI Inc.
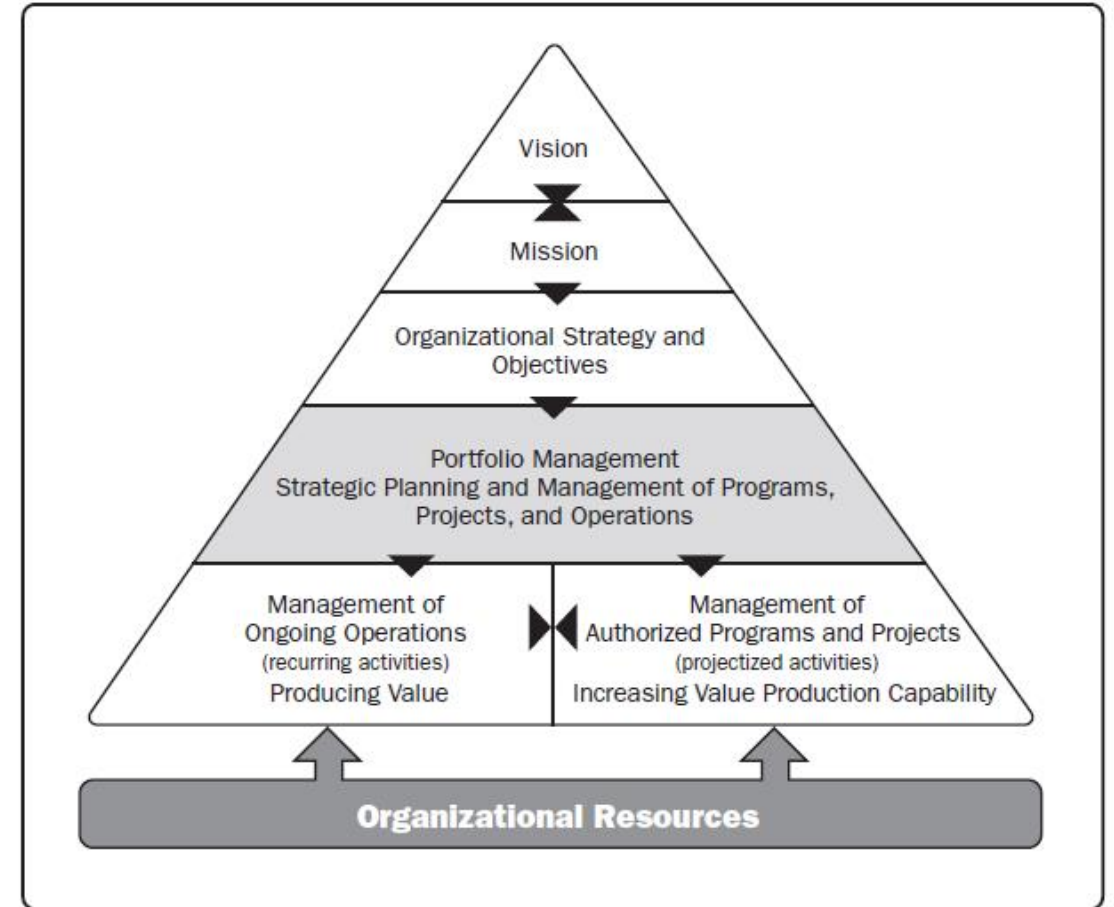
portfolio managemant

- Organizational Project Management (OPM) is a framework for strategy execution through portfolio management, program management, and project management.

- It provides a framework that enables organizations to consistently and predictably implement organizational strategies capable of producing better performance, better results, and sustainable competitive advantage.

Project Management Institute . (2017). Guide to the Fundamentals of Project Management (6th ed). Pennsylvania: PMI Publications .
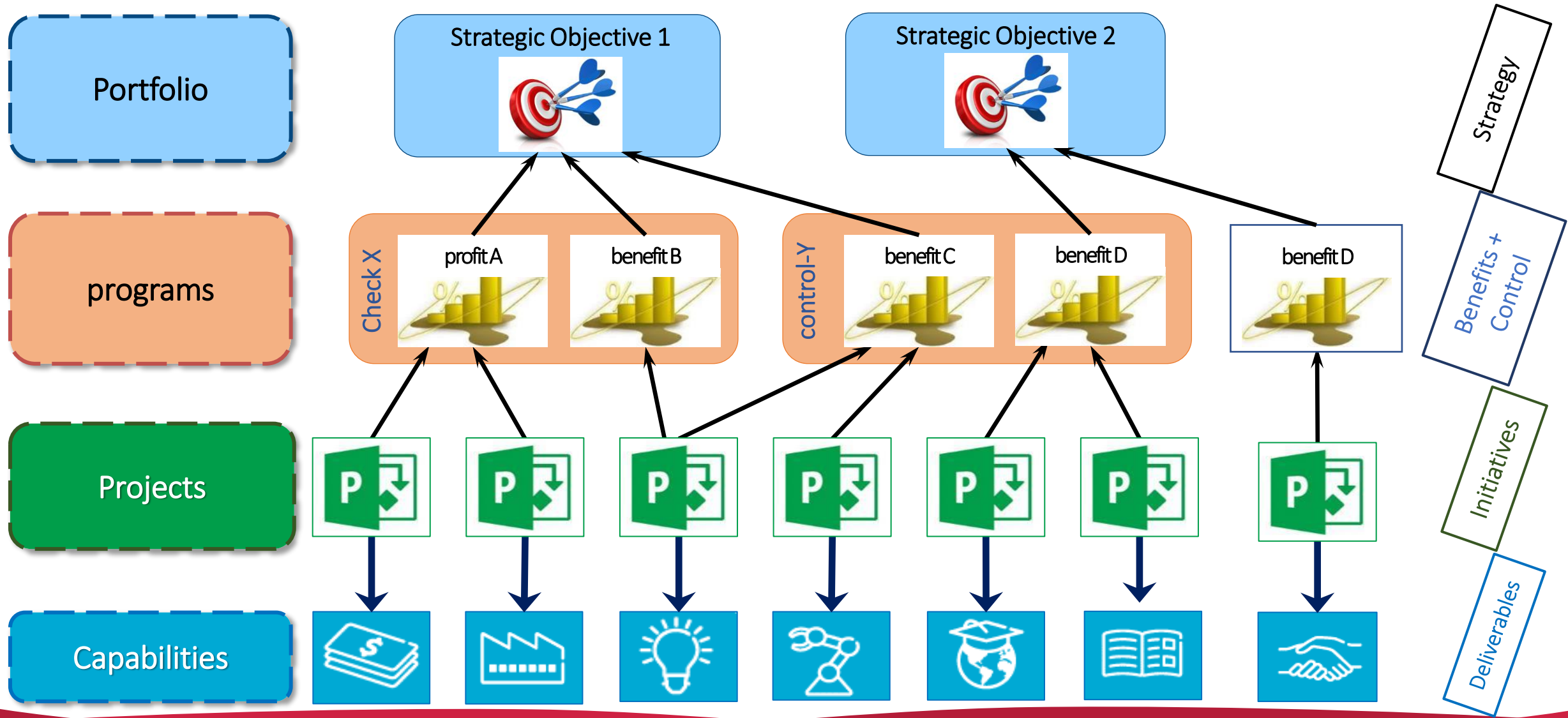
portfolio management

- It refers to the centralized management of one or more portfolios, with the purpose of achieving the strategic objectives of the company or organization. To carry out this management, it is necessary to identify the components of the portfolio, categorize them, monitor them, evaluate them, integrate them, select them, prioritize them, optimize them, balance them, authorize them, manage their transition, control them and finish them correctly.

- **The Standard for Portfolio Management** is the standard of the Project Management Institute related to good practices for portfolio management.

Project, program and portfolio management

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