

Program Management

Advanced Strategic Delivery Programme

Course Strapline

Lead interdependent projects and organisational change as one coherent programme that delivers strategic outcomes, benefits and sustainable transition.

Course at a Glance

Course Duration	Five days / 25 instructional hours	Delivery Modes	Classroom Live Virtual Blended In-company
Level	Advanced	Digital Materials	Integrated programme case, executive governance simulation, templates, knowledge checks and practical outputs
Certificate	INDENTRA course-completion record, where applicable	Professional Recognition	PMI Talent Triangle® - 25 PDUs

PMI Talent Triangle® and Professional Development Units (PDUs)

Total PDUs: 25	Ways of Working: 11	Power Skills: 6	Business Acumen: 8
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Course Overview

Program Management develops the capability to shape, govern and lead complex strategic initiatives made up of interdependent projects, business change, operational transition and benefit-realisation activity. Rather than treating projects as separate delivery efforts, the course connects strategic alignment, programme architecture, governance, benefits, interdependencies, stakeholders, transition and performance into one integrated management system. Participants work through an evolving programme case and progressively build a programme mandate, architecture, roadmap, governance model, benefits and dependency controls, transition approach and executive performance dashboard.

Learning Outcomes

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

- Distinguish programme management from project, portfolio and operational management, and translate strategic intent into a clear programme mandate, outcomes and success criteria.
- Design a coherent programme architecture covering components, workstreams, tranches, enabling capabilities, roadmaps and component entry, continuation and closure criteria.
- Establish programme governance, sponsorship, decision rights, escalation routes, assurance and leadership roles across matrixed and distributed organisations.
- Integrate benefits, interdependencies, shared resources, risks, business change, adoption and operational transition with component delivery and programme decisions.
- Use programme-level performance, confidence and assurance evidence to adapt, restructure, accelerate, narrow, pause or close components as conditions change.

Benefits

Benefits to the Individual

- Build the capability to lead strategic initiatives that combine projects, business change, transition and benefits.
- Strengthen programme architecture, governance, dependency, benefits and executive decision-making skills.
- Develop practical outputs for programme leadership, reporting, transition and adaptive control.

Benefits to the Organisation

- Improve strategic alignment across interdependent projects, workstreams and organisational change.
- Strengthen sponsorship, governance, decision rights, benefit ownership and cross-component integration.
- Improve executive visibility, programme adaptability and the likelihood that strategic initiatives realise sustainable value.

Who Should Attend?

Designed for programme managers and programme directors, senior project managers moving into programme leadership, transformation and strategic-change leaders, programme sponsors and steering-group members, PMO, portfolio and governance professionals, and benefits, change, risk and assurance specialists responsible for strategic initiatives involving multiple projects and organisational change.

Prerequisites and Equipment

Meaningful experience of projects, programmes, PMOs or organisational change is recommended. Participants should understand basic project governance, risk, stakeholder and business-case concepts. No programme-management certification is required. Corporate cohorts may use a current or representative programme as the principal application case. A laptop or collaborative digital workspace may support selected exercises.

Learning Approach

The course uses one evolving strategic programme case to connect component delivery, business change, benefits, risk and executive decisions. Participants frame the programme, architect components and tranches, establish governance and decision rights, manage interdependencies and benefits, and respond to changing strategy and component performance. Workshops, simulations and executive-review challenges emphasise integration, professional judgement, cross-functional leadership and decision quality rather than isolated tools.

Digital Learning Materials

Digital participant resources support classroom, virtual and blended learning and may include:

- Digital workbook and reference material covering programme mandate, architecture, governance, benefits, interdependencies, transition, performance and adaptive decision-making.
- Templates and canvases for strategic outcomes, programme architecture, roadmap, governance and decision rights, benefits and dependency mapping, transition and executive reporting.
- Integrated programme case materials, scenario updates and worked examples covering component performance, stakeholder expectations, benefit confidence, strategic shifts and executive decisions.
- Knowledge checks and concise job aids reinforcing programme boundaries, governance, benefits, dependencies, transition, performance evidence and escalation choices.
- Reusable programme outputs and a practical programme-improvement or workplace application plan.

Assessment, Certification and Professional Recognition

Course completion is demonstrated through active participation in programme architecture, governance and executive-review activities; completion of the principal mandate, roadmap, benefits, dependency and transition outputs; contribution to the final programme-board presentation and decision challenge; and preparation of a practical programme-improvement or workplace application plan. An INDENTRA course-completion record may be provided where applicable. For eligible PMI credential holders, the 25 Education PDUs are classified as 11 Ways of Working, 6 Power Skills and 8 Business Acumen.

Course Outline

The course comprises five integrated modules and 25 instructional hours, typically delivered over five days. It follows the strategic-change lifecycle from programme mandate and architecture through governance, benefits, transition, performance and adaptive control. One evolving programme case is used throughout to connect projects, workstreams, business change, shared resources, risks and executive decisions.

Module 1 - Programme Purpose, Strategic Alignment and Mandate

Establish why the programme exists, what strategic outcomes it must create and the boundaries within which it will operate.

- Programme management purpose and boundaries.
- Strategic drivers, intended outcomes and value.
- Programme mandate, scope and success criteria.
- Stakeholder ecosystem, strategic assumptions, initiation and executive alignment.

Applied Activity - Programme Mandate Workshop

Participants define the strategic purpose, outcomes, value logic, boundaries, success criteria, assumptions and executive expectations for the integrated programme case.

Module 2 - Programme Architecture, Roadmap and Component Design

Translate strategic outcomes into a coherent programme structure, sequence and component logic.

- Projects, workstreams, capabilities and business-change components.
- Programme architecture and component logic.
- Tranches, waves, releases and transition stages.

- Programme roadmap, milestone integration and component entry, continuation and closure criteria.

Applied Activity - Programme Design Laboratory

Teams structure components, tranches, enabling capabilities, roadmaps and decision gates, then test whether the architecture remains coherent under changing priorities and constraints.

Module 3 - Governance, Leadership and Decision Rights

Create the authority, leadership and assurance system needed to govern a complex programme across organisational boundaries.

- Sponsor, programme board and programme-manager accountabilities.
- Decision rights, escalation, tolerances and assurance.
- Component governance and interface management.
- Leadership across matrixed and distributed organisations, executive confidence and constructive challenge.

Applied Activity - Programme-Board Simulation

Participants establish authority, escalation, assurance and executive decision practices, then respond to a governance scenario involving competing component priorities and incomplete evidence.

Module 4 - Benefits, Interdependencies and Transition

Integrate component delivery with benefits, cross-programme dependencies, business change and operational readiness.

- Benefit logic, ownership, measures and dependencies.
- Interdependency mapping, systemic risk and shared resources.
- Sequencing, cross-component constraints and benefit protection.
- Business change, adoption, operational readiness, transition and capability transfer.

Applied Activity - Dependency and Benefits Challenge

Teams connect components, shared resources, benefits, risks, adoption and transition, then resolve a scenario in which delayed components and changing operational conditions threaten programme value.

Module 5 - Programme Performance, Adaptation and Closure

Use integrated evidence to maintain executive confidence, adapt the programme and close components or the programme when value and strategy require it.

- Programme-level measures, forecasts, assurance and confidence.
- Integrated reporting and decision-useful executive dashboards.
- Change, restructuring, component reprioritisation and strategic redirection.
- Recovery, pause, termination, closure, residual benefits and organisational learning.

Applied Activity - Executive Programme Review

Participants present programme status, confidence, benefit exposure, strategic choices and recommendations to a simulated executive board and defend the actions proposed for underperforming components.

Tools, Frameworks and Practical Outputs

Participants progressively build and use a practical programme-management toolkit through the integrated case:

- Programme mandate, strategic outcomes map and programme architecture/component model.
- Integrated programme roadmap, tranche and transition structure, governance and decision-rights model.
- Benefits and interdependency plan, shared-resource and systemic-risk view, and transition/adoption approach.
- Executive programme dashboard, adaptive decision framework and practical programme-improvement plan.

Delivery Modes Available

Live Classroom | Live Virtual Classroom | Blended Learning | Corporate / In-company. Classroom and virtual delivery use programme design workshops, simulations, collaborative canvases and executive challenge. Blended delivery combines preparation, live workshops, applied programme assignments and follow-up. Corporate programmes may be tailored to the organisation's strategic initiatives, governance model, programme portfolio and transformation environment while preserving the stated learning outcomes.

Course Enquiries

Visit www.indentra.co.uk/program-management for the latest course information, delivery availability and enquiry options.