

PROJECT MANAGEMENT | COURSE BROCHURE

Program Management Professional (PgMP)

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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Course content

Why attend

This course provides a comprehensive understanding of Program Management principles, focusing on the skills necessary to manage multiple related projects effectively. Participants will learn to align projects with organisational strategy, manage stakeholder expectations, and deliver value through integrated programme management.

Managing multiple projects within a programme requires a strategic approach to ensure alignment with organisational goals and efficient resource utilisation. Professionals often face challenges in coordinating resources, managing interdependencies, and meeting stakeholder expectations. This course addresses these issues by providing practical tools and techniques for effective programme management, enabling participants to navigate complexities and drive successful outcomes. Participants will learn to assess programme performance, develop stakeholder engagement plans, and implement risk management strategies, which are essential in making informed decisions that enhance overall project delivery, ultimately fostering a culture of continuous improvement and strategic alignment.
Engaging in hands-on exercises that simulate real-world programme management scenarios, participants will develop capabilities in stakeholder analysis, programme planning, risk management, and performance measurement. They will practise creating programme charters, stakeholder engagement plans, and risk management strategies. By applying these skills, participants will enhance their decision-making abilities and improve their capacity to lead programmes that deliver tangible benefits to their organisations. This course equips professionals with the knowledge and tools necessary to effectively manage programmes, ensuring they can contribute to their organisation's strategic objectives and drive project success while addressing the complexities of programme dynamics.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course employs a blend of case studies, simulations, and collaborative workshops to enhance learning. Participants will analyse fictional programme scenarios, develop programme charters, and create stakeholder engagement plans. Each session culminates in practical outputs, such as risk assessment matrices and performance dashboards, which participants can apply in their own work environments. This hands-on approach ensures that participants not only learn theoretical concepts but also gain practical experience in applying programme management techniques effectively. Additionally, peer feedback sessions will encourage collaborative learning and critical thinking, enabling participants to refine their skills in a supportive environment while preparing them for real-world challenges.



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Course objectives

By the end of this course, participants will be able to:
• Assess programme alignment with organisational strategy and objectives by analysing project portfolios.
• Design a comprehensive programme charter that outlines scope, governance, and objectives.
• Prioritise stakeholder engagement strategies based on influence, interest, and potential impact.
• Calculate programme risks using qualitative and quantitative assessment methods to inform decision-making.
• Construct a performance measurement baseline for programme tracking and reporting.
• Justify resource allocation decisions based on programme priorities and stakeholder needs.
• Evaluate programme success against established objectives and stakeholder satisfaction metrics.

Target audience

This course is suitable for:
• Programme Managers responsible for overseeing multiple projects and ensuring strategic alignment.
• Project Managers seeking to advance their skills in programme management and coordination.
• Business Analysts involved in strategic planning and execution of programme objectives.
• Senior Executives overseeing project portfolios and strategic initiatives to drive organisational success.

Target competencies

Participants will develop competencies in:
• Aligning projects with strategic objectives and organisational goals.
• Developing and managing stakeholder relationships effectively throughout the programme lifecycle.
• Implementing risk management frameworks to identify and mitigate programme risks.
• Establishing performance metrics and monitoring systems for programme success.
• Facilitating effective communication across project teams and stakeholders.
• Utilising programme management tools and techniques to enhance efficiency and effectiveness.

Course outline

Day 1: Foundations of Programme Management

Applied activity: In small groups, participants will create a visual representation of the Programme Management Life Cycle, identifying key activities and deliverables for each phase, and discussing their relevance to real-world scenarios. Each group will present their findings to the class for feedback and discussion.
Output: A comprehensive diagram illustrating the Programme Management Life Cycle with annotations.

09:00–09:54	Define programme management and its importance in achieving strategic goals.



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09:54–10:48	Identify the key differences between projects and programmes in a business context.
10:48–11:00	Explore the Programme Management Life Cycle phases and their significance.
11:00–11:30	**Coffee break**
11:30–12:12	Explore the Programme Management Life Cycle phases and their significance. (continued)
12:12–13:06	Discuss the role of a Programme Manager in ensuring strategic alignment.
13:06–14:00	Examine the principles of stakeholder engagement and communication.

Day 2: Developing a Programme Charter

Applied activity: Participants will draft a programme charter for a fictional programme, including objectives, scope, governance structure, and stakeholder roles based on a provided scenario. They will present their charters to peers for critique, focusing on clarity and alignment with strategic goals.
Output: A completed programme charter document ready for stakeholder review.

09:00–09:54	Outline the components of an effective programme charter and its role in governance.
09:54–10:48	Discuss governance structures and decision-making processes within programmes.
10:48–11:00	Identify stakeholders and their roles in the programme, including responsibilities and expectations.
11:00–11:30	**Coffee break**
11:30–12:12	Identify stakeholders and their roles in the programme, including responsibilities and expectations. (continued)
12:12–13:06	Establish clear programme objectives and success criteria aligned with business goals.
13:06–14:00	Create a high-level programme scope statement that defines boundaries and deliverables.

Day 3: Stakeholder Engagement and Communication

Applied activity: Using a case study, participants will identify key stakeholders for their programme and develop a tailored engagement plan to address their needs and concerns. They will role-play stakeholder interactions to practise their communication strategies and refine their approach.
Output: A stakeholder engagement plan detailing strategies and communication methods.

09:00–09:54	Analyse stakeholder influence and interest using a power/interest grid to prioritise engagement.
09:54–10:48	Develop strategies for effective stakeholder communication tailored to different audiences.
10:48–11:00	Explore techniques for managing stakeholder expectations and addressing concerns proactively.



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11:00–11:30	**Coffee break**
11:30–12:12	Explore techniques for managing stakeholder expectations and addressing concerns proactively. (continued)
12:12–13:06	Discuss the importance of stakeholder feedback in driving programme success and adjustments.
13:06–14:00	Create a stakeholder engagement plan that outlines communication strategies and responsibilities.

Day 4: Risk Management in Programmes

Applied activity: Participants will conduct a risk assessment for their programme charter, identifying potential risks, assessing their impact and likelihood, and developing mitigation strategies to address them effectively. They will present their findings to the group for collaborative feedback.
Output: A risk assessment matrix with identified risks, their assessments, and mitigation plans.

09:00–09:54	Identify common risks in programme management and their potential impacts on success.
09:54–10:48	Apply qualitative and quantitative risk assessment techniques to evaluate programme risks.
10:48–11:00	Develop risk response strategies for identified risks, including mitigation and contingency plans.
11:00–11:30	**Coffee break**
11:30–12:12	Develop risk response strategies for identified risks, including mitigation and contingency plans. (continued)
12:12–13:06	Establish a risk management plan and monitoring process to track risks throughout the programme.
13:06–14:00	Discuss the role of risk management in stakeholder communication and decision-making.

Day 5: Performance Measurement and Programme Success

Applied activity: Participants will create a performance measurement dashboard for their programme, including KPIs and reporting mechanisms based on their earlier work. They will simulate a presentation of their dashboard to stakeholders, focusing on clarity and actionable insights.
Output: A performance measurement dashboard that summarises programme performance metrics.

09:00–09:54	Define key performance indicators (KPIs) for programmes that align with strategic objectives.
09:54–10:48	Establish a performance measurement baseline to track progress and success.
10:48–11:00	Discuss techniques for monitoring and reporting programme performance to stakeholders.
11:00–11:30	**Coffee break**



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11:30–12:12	Discuss techniques for monitoring and reporting programme performance to stakeholders. (continued)
12:12–13:06	Explore the use of dashboards for performance tracking and communication of results.
13:06–14:00	Evaluate programme success against established objectives and stakeholder satisfaction metrics.

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,450.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Dubai Confirmed dates	16 Nov 2026	20 Nov 2026	**€3,150.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Frankfurt Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,650.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,450.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Paris Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,860.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Istanbul Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,650.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Cape Town Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,890.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
Singapore Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,820.-**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Dubai Confirmed dates	15 Mar 2027	19 Mar 2027	**€3,150.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
Frankfurt Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,650.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,450.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,450.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
Paris Confirmed dates	3 May 2027	7 May 2027	**€2,860.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Istanbul Confirmed dates	17 May 2027	21 May 2027	**€2,650.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Cape Town Confirmed dates	31 May 2027	4 Jun 2027	**€1,890.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Amsterdam Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,540.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Singapore Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,820.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Dubai Confirmed dates	19 Jul 2027	23 Jul 2027	**€3,150.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,650.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,840.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,450.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Paris Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,860.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Istanbul Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,540.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Vienna Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,940.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Singapore Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,820.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	15 Nov 2027	19 Nov 2027	**€3,150.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Frankfurt Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,650.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,450.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



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Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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