

PROJECT MANAGEMENT | COURSE BROCHURE

Programme Management: Delivering Strategic Change

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

Explore current programmes

https://smart-horizon.eu



Course content

Why attend

Programmes coordinate multiple related projects to deliver strategic change and benefits. This course covers programme definition, governance, roadmaps, benefits management, stakeholder engagement, interdependency and resource management, and programme risk. Participants design governance and a roadmap for a transformation programme.

Strategic initiatives often fail when managed as isolated projects. This course gives you the frameworks to manage complex programmes and deliver the intended organisational outcomes.

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 uses a transformation programme case, governance design workshops, roadmap exercises and stakeholder simulations.

Course objectives

By the end of this course, participants will be able to:
• Distinguish programmes from projects and portfolios
• Define programme vision, blueprint and scope
• Design programme governance and organisation
• Build programme roadmaps and manage interdependencies
• Manage benefits, risks and stakeholders across projects
• Transition capabilities into business as usual

Target audience

This course is suitable for:
• Programme managers
• Senior project managers
• Transformation leaders
• PMO managers
• Sponsors of major change



Course content

Target competencies

Participants will develop competencies in:

- Programme definition
- Programme governance
- Roadmap planning
- Interdependency management
- Benefits management
- Transition management

Course outline

Day 1: Programme Fundamentals

09:00–09:54	Projects, programmes and portfolios
09:54–10:48	Types of programmes
10:48–11:00	Programme life cycle
11:00–11:30	**Coffee break**
11:30–12:12	Programme life cycle (continued)
12:12–13:06	Roles and responsibilities
13:06–14:00	Exercise: Programme or project?

Day 2: Defining the Programme

09:00–09:54	Vision and blueprint
09:54–10:48	Programme business case
10:48–11:00	Scope and tranches
11:00–11:30	**Coffee break**
11:30–12:12	Scope and tranches (continued)
12:12–13:06	Stakeholder analysis
13:06–14:00	Workshop: Programme definition



Course content

Day 3: Governance and Organisation

09:00–09:54	Programme board and sponsor
09:54–10:48	Programme office
10:48–11:00	Decision-making and escalation
11:00–11:30	**Coffee break**
11:30–12:12	Decision-making and escalation (continued)
12:12–13:06	Reporting
13:06–14:00	Exercise: Governance design

Day 4: Delivery and Control

09:00–09:54	Roadmaps and tranches
09:54–10:48	Interdependency management
10:48–11:00	Resource allocation
11:00–11:30	**Coffee break**
11:30–12:12	Resource allocation (continued)
12:12–13:06	Programme risk and issues
13:06–14:00	Case study: Managing a transformation programme

Day 5: Benefits and Transition

09:00–09:54	Benefits realisation
09:54–10:48	Business change and transition
10:48–11:00	Programme closure
11:00–11:30	**Coffee break**
11:30–12:12	Programme closure (continued)
12:12–13:06	Lessons learned
13:06–14:00	Capstone: Programme roadmap

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



Course content

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)
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,890.-**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.-**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Vienna Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,940.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Barcelona Confirmed dates	10 May 2027	14 May 2027	**€2,840.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Rome Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

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Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Cape Town Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,890.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.-**



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Dates, venues and fees (continued)

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Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.–**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.–**
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

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Amsterdam Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,540.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Singapore Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,820.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

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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View the latest course details online