

PROJECT MANAGEMENT | COURSE BROCHURE

# Project Management Office: Design, Governance and Performance

5 days | Classroom training | English

**SMART HORIZON**

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# Course content

## Why attend

This course equips professionals with the skills to design, govern, and enhance the performance of a Project Management Office (PMO). Participants will learn practical frameworks and tools to align PMO functions with organisational strategy and improve project delivery outcomes.

Establishing an effective Project Management Office (PMO) is crucial for organisations aiming to streamline project governance and enhance performance. Many PMOs struggle with unclear roles, ineffective governance structures, and misalignment with strategic objectives, leading to project failures and wasted resources. This course addresses these challenges by providing participants with the knowledge to design a PMO that meets organisational needs, implement robust governance frameworks, and improve project outcomes through effective performance measurement and stakeholder engagement. Participants will also learn to navigate the complexities of project prioritisation, resource allocation, and risk management, ensuring their PMO can adapt to changing business environments and deliver value consistently.
Participants will engage in practical exercises that simulate real-world PMO scenarios, allowing them to develop capabilities in governance frameworks, performance metrics, and stakeholder engagement. By the end of the course, attendees will be equipped to make informed decisions regarding PMO structure, processes, and performance evaluation, ensuring their PMO becomes a valuable asset in achieving strategic goals. They will also learn to justify their PMO initiatives to senior management and align project delivery with organisational objectives. This hands-on approach fosters a deep understanding of the PMO's role in driving project success and organisational effectiveness.

## Professional Problems This Course Is Designed to Solve

- Inconsistent project governance across a portfolio.
- Unclear PMO responsibilities and service priorities.
- Reporting that provides limited insight into delivery performance.

## Course methodology

The course employs a blend of interactive workshops, case studies, and group discussions to facilitate learning. Participants will work on real-world scenarios to design PMO structures, develop governance frameworks, and create performance measurement tools. Each session culminates in practical outputs, such as governance models and performance dashboards, that participants can apply in their own organisations. Simulations will be used to reinforce learning, enabling participants to practice stakeholder engagement and decision-making in a controlled environment. This approach ensures that participants leave with actionable skills and tools relevant to their PMO roles, ready to implement what they have learned in their workplaces.



# Course content

## Course objectives

By the end of this course, participants will be able to:
• Design a tailored PMO structure that aligns with organisational strategy and project needs.
• Assess governance frameworks to ensure effective project oversight and compliance.
• Evaluate performance metrics to measure PMO effectiveness and project success.
• Construct a stakeholder engagement plan to enhance PMO communication and collaboration.
• Justify the selection of project management methodologies for PMO implementation based on project types.
• Analyse case studies to identify best practices in PMO governance and performance management.
• Prioritise PMO initiatives based on organisational needs and project demands for strategic alignment.

## Target audience

This course is suitable for:
• Project Managers seeking to enhance PMO effectiveness and governance.
• PMO Directors responsible for governance, performance, and strategic alignment.
• Business Analysts involved in project delivery processes and stakeholder engagement.
• Senior Management overseeing project strategy alignment and PMO contributions.

## Target competencies

Participants will develop competencies in:
• Developing governance frameworks for PMOs that ensure compliance and oversight.
• Implementing performance measurement systems that track project outcomes effectively.
• Facilitating stakeholder engagement in project management to enhance collaboration.
• Aligning PMO functions with strategic objectives to drive organisational success.
• Analysing project performance data for informed decision-making and improvements.
• Designing PMO structures tailored to organisational needs and project types.

## Course outline

### Day 1: Foundations of PMO Design

Applied activity: Participants will assess their organisation's current project management landscape and identify gaps that a PMO could address. They will then outline a proposed PMO structure based on their findings, considering stakeholder needs, strategic alignment, and potential resource constraints.
Output: A draft PMO structure proposal that includes roles, responsibilities, and objectives tailored to the organisation.

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|---|---|
| **09:00–09:54** | Defining the role and purpose of a PMO in organisations and project environments. |



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|---|---|
| 09:54–10:48 | Exploring different PMO models, including supportive, controlling, and directive types. |
| 10:48–11:00 | Identifying key stakeholders and their expectations for PMO performance and governance. |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Identifying key stakeholders and their expectations for PMO performance and governance. (continued) |
| 12:12–13:06 | Assessing organisational readiness for PMO implementation through maturity assessments. |
| 13:06–14:00 | Establishing PMO objectives aligned with business strategy and project goals. |

## Day 2: Governance Frameworks for PMOs

Applied activity: Using a fictional organisation, participants will create a governance framework for the PMO, detailing roles, responsibilities, and decision-making processes. They will also identify potential risks and mitigation strategies, ensuring robust governance that supports project success.
Output: A comprehensive PMO governance framework document that outlines governance structures and processes.

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|---|---|
| 09:00–09:54 | Understanding governance principles in project management, including accountability and transparency. |
| 09:54–10:48 | Designing governance structures for effective oversight, including roles and responsibilities. |
| 10:48–11:00 | Establishing decision-making processes within the PMO to enhance efficiency. |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Establishing decision-making processes within the PMO to enhance efficiency. (continued) |
| 12:12–13:06 | Creating a risk management framework for project governance and compliance. |
| 13:06–14:00 | Developing compliance and reporting standards for the PMO to ensure alignment with organisational policies. |

## Day 3: Performance Measurement and Metrics

Applied activity: Participants will create a performance dashboard for a fictional PMO, selecting appropriate KPIs and visualisation methods to track progress. They will present their dashboard to peers for feedback, ensuring it meets stakeholder needs and expectations.
Output: A performance dashboard prototype with selected KPIs and visualisation methods for tracking PMO performance.

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| 09:00–09:54 | Identifying key performance indicators (KPIs) for PMOs that reflect project success and value delivery. |



# Course content

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|---|---|
| 09:54–10:48 | Developing a performance measurement system for project outcomes, including qualitative and quantitative metrics. |
| 10:48–11:00 | Utilising dashboards for performance tracking and reporting to stakeholders. |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Utilising dashboards for performance tracking and reporting to stakeholders. (continued) |
| 12:12–13:06 | Analysing performance data to drive improvements in project delivery and PMO effectiveness. |
| 13:06–14:00 | Benchmarking PMO performance against industry standards to identify areas for enhancement. |

## Day 4: Stakeholder Engagement and Communication

Applied activity: Participants will develop a stakeholder engagement plan for their PMO, including communication strategies and engagement activities tailored to different stakeholder groups. They will role-play stakeholder interactions to practice their engagement skills, ensuring effective communication.
Output: A stakeholder engagement plan outlining strategies, activities, and communication methods.

| | |
|---|---|
| 09:00–09:54 | Mapping stakeholders and understanding their influence on project outcomes and PMO success. |
| 09:54–10:48 | Developing a stakeholder engagement strategy for the PMO that addresses communication needs. |
| 10:48–11:00 | Creating communication plans to enhance PMO visibility and stakeholder involvement. |
| 11:00–11:30 | **Coffee break** |
| 11:30–12:12 | Creating communication plans to enhance PMO visibility and stakeholder involvement. (continued) |
| 12:12–13:06 | Facilitating stakeholder workshops for feedback and input on PMO initiatives. |
| 13:06–14:00 | Managing stakeholder expectations throughout project lifecycles to ensure alignment. |

## Day 5: Integrated PMO Application

Applied activity: In groups, participants will present a comprehensive PMO proposal that integrates design, governance, and performance strategies, addressing a fictional organisation's needs and securing stakeholder support. They will incorporate feedback from peers to refine their proposals, ensuring alignment with organisational objectives.
Output: A detailed PMO proposal presentation with supporting documentation and a feedback summary.

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|---|---|
| 09:00–09:54 | Synthesising PMO design, governance, and performance elements into a cohesive strategy. |
| 09:54–10:48 | Applying frameworks to real-world PMO scenarios to address common challenges. |
| 10:48–11:00 | Conducting a PMO maturity assessment for improvement and strategic alignment. |



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|---|---|
| **11:00–11:30** | **Coffee break** |
| **11:30–12:12** | Conducting a PMO maturity assessment for improvement and strategic alignment. (continued) |
| **12:12–13:06** | Developing an action plan for PMO implementation and enhancement based on identified needs. |
| **13:06–14:00** | Presenting PMO proposals to stakeholders for buy-in and support, incorporating feedback mechanisms. |

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) |
|---|---|---|---|
| Singapore<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€2,820.-** |
| Online<br>Confirmed dates | 9 Nov 2026 | 13 Nov 2026 | **€1,250.-** |
| London<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **€2,450.-** |
| Online<br>Confirmed dates | 23 Nov 2026 | 27 Nov 2026 | **€1,250.-** |
| Dubai<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€3,150.-** |
| Online<br>Confirmed dates | 7 Dec 2026 | 11 Dec 2026 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Frankfurt<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€2,650.-** |
| Online<br>Confirmed dates | 14 Dec 2026 | 18 Dec 2026 | **€1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **€1,450.-** |
| Online<br>Confirmed dates | 11 Jan 2027 | 15 Jan 2027 | **€1,250.-** |
| Barcelona<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€2,840.-** |
| Online<br>Confirmed dates | 18 Jan 2027 | 22 Jan 2027 | **€1,250.-** |
| Paris<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **€2,860.-** |
| Online<br>Confirmed dates | 25 Jan 2027 | 29 Jan 2027 | **€1,250.-** |
| Istanbul<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€2,650.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 8 Feb 2027 | 12 Feb 2027 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 22 Feb 2027 | 26 Feb 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 8 Mar 2027 | 12 Mar 2027 | **€1,250.-** |
| London<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 22 Mar 2027 | 26 Mar 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 29 Mar 2027 | 2 Apr 2027 | **€1,250.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Dubai<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 12 Apr 2027 | 16 Apr 2027 | **€1,250.-** |
| Frankfurt<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 26 Apr 2027 | 30 Apr 2027 | **€1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **€1,450.-** |
| Online<br>Confirmed dates | 10 May 2027 | 14 May 2027 | **€1,250.-** |
| Vienna<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€2,940.-** |
| Online<br>Confirmed dates | 17 May 2027 | 21 May 2027 | **€1,250.-** |
| Paris<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **€2,860.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 24 May 2027 | 28 May 2027 | **€1,250.-** |
| Istanbul<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 14 Jun 2027 | 18 Jun 2027 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 21 Jun 2027 | 25 Jun 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 12 Jul 2027 | 16 Jul 2027 | **€1,250.-** |
| Rome<br>Confirmed dates | 19 Jul 2027 | 23 Jul 2027 | **€2,450.-** |
| Online<br>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) |
|---|---|---|---|
| London<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **€2,450.-** |
| Online<br>Confirmed dates | 26 Jul 2027 | 30 Jul 2027 | **€1,250.-** |
| Dubai<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **€3,150.-** |
| Online<br>Confirmed dates | 9 Aug 2027 | 13 Aug 2027 | **€1,250.-** |
| Frankfurt<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 23 Aug 2027 | 27 Aug 2027 | **€1,250.-** |
| Kuala Lumpur<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€1,450.-** |
| Online<br>Confirmed dates | 13 Sept 2027 | 17 Sept 2027 | **€1,250.-** |
| Paris<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€2,860.-** |



# Course content

## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Online<br>Confirmed dates | 20 Sept 2027 | 24 Sept 2027 | **€1,250.-** |
| Cape Town<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **€1,890.-** |
| Online<br>Confirmed dates | 27 Sept 2027 | 1 Oct 2027 | **€1,250.-** |
| Istanbul<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **€2,650.-** |
| Online<br>Confirmed dates | 11 Oct 2027 | 15 Oct 2027 | **€1,250.-** |
| Amsterdam<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€2,540.-** |
| Online<br>Confirmed dates | 25 Oct 2027 | 29 Oct 2027 | **€1,250.-** |
| Singapore<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€2,820.-** |
| Online<br>Confirmed dates | 8 Nov 2027 | 12 Nov 2027 | **€1,250.-** |



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## Dates, venues and fees (continued)

| Venue | Start date | End date | Fee (EUR) |
|---|---|---|---|
| Cape Town<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **€1,890.–** |
| Online<br>Confirmed dates | 15 Nov 2027 | 19 Nov 2027 | **€1,250.–** |
| London<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **€2,450.–** |
| Online<br>Confirmed dates | 22 Nov 2027 | 26 Nov 2027 | **€1,250.–** |
| Dubai<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€3,150.–** |
| Online<br>Confirmed dates | 6 Dec 2027 | 10 Dec 2027 | **€1,250.–** |
| Frankfurt<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **€2,650.–** |
| Online<br>Confirmed dates | 13 Dec 2027 | 17 Dec 2027 | **€1,250.–** |



# Course content

## 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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