The Strategic PMO: Projects to Enterprise (XAPM211)

Sample Syllabus

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Rationale for an SPMO

We will explore the range of activities required to conduct complex global programs and projects, and how to determine that those are best done in a strategic PMO. We will define what an SPMO is for the course, why that is important, and key drivers for using SPMOs and their associated benefits. If an SPMO is needed, we will address the range of options available and discuss these in detail throughout the course.

Defining an SPMO

Considering the organization's strategy, culture, and structure and the desired outcomes for the SPMO (and the organization it supports), we will explore the range of activities that can be conducted by an SPMO. Small teams will apply this to three unique global case studies that will be used throughout the course. Teams will design an SPMO based on the specific characteristics of each case study organization and share the results for critique and review by the entire class.

Implementing an SPMO

Implementing an SPMO should be managed as a project. During that implementation, several key factors must be considered: sponsorship, selling the SPMO concept, funding, SPMO objectives, the SPMO's location in the organization, metrics, and staffing. Following implementation, the SPMO integration effort must consider 1) the role of teams, 2) the extent to which the SPMO provides (and/or owns) project managers, 3) how to deal with problem projects, 4) SPMO communications, and 5) addressing challenges to a successful SPMO. Small teams will address each of these for the three global case studies.

SPMO and Intellectual Property Management

Intellectual property (IP) management is critical for ensuring long-term business success. SPMOs must support the management of IP as a business asset. We will discuss IP portfolio management considerations that may be generated in any large program or project and key linkages with other parts of the organization. Additional topics will include the valuation of IP itself and the subsequent monetization of any IP generated by the program or project.

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Using SPMOs to Manage Knowledge for Competitive Advantage

Executing complex, global programs and projects entails creating, sharing, and applying a wide range of knowledge that may (or may not) be explicit in program artifacts (e.g., plans, schedules, budgets, requirements documents, deliverables, lessons learned, others). Yet managing such knowledge creation, sharing, and application is key for improving strategy execution, and doing so well can provide for competitive advantage. This module will focus on the use of knowledge management principles and practices in SPMOs and complex programs.

SPMO Global Case Study Application

For each of the three global case studies, the small teams will identify specific activities and approaches that their particular SPMOs can do to support beneficial intellectual property management and overall knowledge management efforts resulting from the engagement, program, or project that the SPMO supports.

SPMO Strategy, Structure, and Culture

Your SPMO must be aligned with the strategy, culture, and structure of the organization it is set up to support, whether this is a business unit, a program, or a single project. The SPMO's governance, structure, and culture must be aligned with the ideation, culture, and structure of the existing organizations in which it is embedded and with which it will interact, as well as with any new organizations created by the SPMO. This module will explore the critical relationships among ideation, governance, strategy, culture, and structure, and will provide guidelines for aligning them to ensure the successful implementation and longterm sustainability of the SPMO.

SPMO Global Case Study: Scenarios

Now that the teams have created specific SPMOs for each of the three global case studies, we will conduct a series of real-world scenarios that each team will have to respond to quickly and expeditiously. Scenarios range from natural disasters to organizational changes to individual personal problems—all of which may have major effects on the ability of the SPMO to function well. Students will be able to take and use these scenarios with their own SPMO teams for team scenario planning and learning.