Chapter 8 Summary Review Questions

1. What is the difference between managing projects and managing programmes?

Projects can be managed as a single organizational entity, but where different elements of the programme require different management approaches, such as in vignette 7.1, then it is useful to describe it as a programme. In effect, most major projects are programmes under this definition. Programmes can either have dependencies between all their elements in *interdependent programmes*, or they may have interdependencies in shaping, but delivery is independent as in upgrade programmes across multiple different sites in *modular programmes*.

1. What is the difference between managing projects and managing project portfolios?

Portfolios are groupings of projects that share resources but not dependencies, and so managing portfolios is a much more strategic role for the owner or supplier than managing individual delivery projects or programmes.

1. What are the three lines of defence in project assurance?

The three are:

Project controls (see chapter 11) by the PMO

Internal assurance independent of the PMO that controls are working effectively

Internal audit reporting to the senior leadership team of the owner on the effectiveness of controls

1. What is the difference between formally and informally managing the governance interface?

Formal governance depends on relatively bureaucratic processes such as those shown in figure 8.3 which are the outcome of the designing processes aspect of creating in the PLM. Informal governance depends more on interpersonal relationships and continued sensemaking and relating in the PLM.

1. What are the four roles of the PMO?

The four are:

*Coordinator* assuring adequate resources are allocated to the project

*Controller*, assuring that progress is reported with particular attention to the information loop – see chapter 11

*Supporter*, providing peer support, training, and a community of practice for project managers

*Developer*, of structures and processes for governance and the routines to support teaming.