

# **THE STANDARD FOR PROGRAM MANAGEMENT – THIRD EDITION**

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# 1

## INTRODUCTION

*The Standard for Program Management*—Third Edition provides guidelines for managing programs within organizations. It defines program management, performance domains, and related concepts; describes the program management life cycle; and outlines related activities and processes. This edition of *The Standard for Program Management* expands, reinforces, and clarifies many of the concepts presented in the previous editions. This standard also coordinates with and fits logically alongside the remainder of the Project Management Institute's (PMI) core standards including the latest edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* [1],<sup>1</sup> *The Standard for Portfolio Management* [2], *Organizational Project Management Maturity Model (OPM3®)* [3], and the *PMI Lexicon of Project Management Terms* [4]. This edition of *The Standard for Program Management* honors the Project Management Institute's core values and includes a discussion of PMI's *Code of Ethics and Professional Conduct* [5].

This section defines and explains several key terms and provides an overview of the standard. It includes the following major sections:

### **1.1 Purpose of The Standard for Program Management**

### **1.2 What Is a Program?**

### **1.3 What Is Program Management?**

### **1.4 Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management**

### **1.5 The Relationships Among Program Management, Operations Management, and Organizational Strategy**

### **1.6 Business Value**

### **1.7 Role of a Program Manager**

The terms “program” and “program management” are used in different ways by different organizations. Some organizations and industries refer to ongoing or cyclical streams of operational or functional work as programs. Other organizations refer to large projects as programs. These “programs” include large individual projects or a single large project that is broken into more easily managed subordinate projects. Because these efforts are more accurately characterized as projects—not programs—they remain within the discipline of project management and, as such, are addressed in the *PMBOK® Guide*. When the management of these efforts results in the delivery of an individual or collection of benefits, and effective control is not achievable by managing the individual projects or components as separate initiatives, the effort may be defined and managed as a program as described in this standard.

<sup>1</sup> The numbers in brackets refer to the list of references at the end of this standard.