

## Lesson 8: Program Life Cycle Management

Based on *PMBOK® Guide – Fifth Edition*  
and  
*The Standard for Program Management – Third Edition*

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## Agenda

- ✓ The Program Life Cycle
- ✓ Life Cycle Phases:
  - Program Definition:
    - Program Formulation
    - Program Preparation
- ✓ Program Benefits Delivery
- ✓ Program Closure:
  - Program Transition
  - Program Closeout
- ✓ Mapping of Processes to Life Cycle

# The Program Life Cycle

Program Definition

Program Benefits  
Delivery

Program Closure

Program  
Formulation

Program  
Preparation

Component Planning  
and Authorization

Component Oversight  
and Integration

Component Transition  
and Closure

Program  
Transition

Program  
Close-out

## Life Cycle Phases

- ✓ The program begins when funding is approved, or when a program manager is appointed.
- ✓ Three major phases of the program life cycle are:
  - Program definition,
  - Program benefits delivery, and
  - Program closure.
- ✓ A program manager will orchestrate the activities of the program and the components, during these phases.

## Program Definition

- ✓ Program definition phase:
  - In this phase, the business case or strategic plan objectives, and expected program outcomes are outlined.
  - A detailed plan is prepared, in order to realize the objectives.
  - The major outcome of this phase is an approved program management plan.
  - Program definition falls into two sub phases:
    - Program formulation
    - Program preparation

## Program Formulation and Preparation

- ✓ Program formulation:
  - Sponsoring organization assigns a program sponsor.
  - Program sponsor selects the program manager.
  - Activities:
    - Secure program financing;
    - Initiate studies, estimates scope, resources, and cost; and
    - Develop initial risk assessment, program charter, and roadmap.
- ✓ Program preparation:
  - Commences after the approval of program charter.
  - Activities:
    - Establishing a governance structure;
    - Deploying the initial program organization; and
    - Developing program management plan.

## Program Benefits Delivery

- ✓ Starts after program management plan is reviewed, and approved by program governance board.
- ✓ It is an iterative phase.
- ✓ Activities:
  - Program components are planned, integrated, and managed to deliver intended program benefits.
  - Position the components to help successful completion.
  - Program manager looks at the uncertainties in components, and re-plan for proper integration if necessary to adapt to changes .
- ✓ Each program component iterates through three component level sub phases:
  - Component planning and authorization;
  - Component oversight and integration; and
  - Component transition and closure.
- ✓ This phase ends when planned benefits are achieved, delivered, and accepted or a decision is made to terminate the program.

## Program Benefits Delivery (Contd.)

### ✓ Component planning and authorization:

- Component planning is performed throughout the program.
- The plan should include activities to integrate the component into program.
- Formalization of scope of work, and identifying specific deliverables.
- Each component has associated project management plan, transition plan, operation plan, maintenance plan, and are integrated with the program management plan.
- Program governance provides processes for component authorization.

### ✓ Component oversight and integration:

- Program manager collects the status, and information of components which is relevant to the program's activities.
- Program manager may initiate new components, to conduct integration of multiple components.

## Program Benefits Delivery (Contd.)

- ✓ Component transition and closure:
  - Program components may be closed or transitioned to another organization.
  - Transition addresses the need for ongoing activities to achieve ongoing benefits, such as:
    - Product support
    - Service management
    - Change management
    - User management
    - Customer support
  - The program sponsor and program governance conduct final status review before authorizing the program closure.

## Program Closure

- ✓ Purpose is to bring about an orderly and controlled closure of the program.
- ✓ The two sub phases of program closure are:
  - Program transition:
    - The governance board is consulted before transition to check:
      - That the program met all the desired benefits, and all transition work performed within the component transition.
      - That there is another program, which will oversee the ongoing benefits.
    - Includes activities such as transfer of knowledge and/or resources, responsibilities, setting up of supporting infrastructure, etc.
  - Program closeout:
    - The program is formally closed after the sponsoring organization approves the closure.
    - Archival of lessons learnt, resources released, contracts closed, etc.

# Mapping Processes to Program Life Cycle

Knowledge area	Program Definition	Benefits Delivery	Program closure
Integration	Program initiation Program management plan development Program infrastructure development	Program execution management Program performance monitoring and control	Program transition and benefits sustainment Program closure
Scope	Program scope planning	Program scope control	
Schedule	Program schedule planning	Program schedule control	
Finances	Program cost estimation Program financial framework establishment Program financial management plan development	Component cost estimation Program cost budgeting Program financial monitoring and control	Program financial closure
Quality	Program quality planning	Program quality assurance Program quality control	
Resource	Resource planning	Resource prioritization Resource inter-dependency management	
Risk	Program risk management planning	Program risk identification Program risk analysis Program risk response planning Program risk monitoring and control	
Communications	Communications planning	Information distribution Program performance reporting	
Procurement	Plan procurement planning	Program procurement Program procurement administration	Program procurement closure

## Summary

- ✓ The program life cycle has the following phases and sub-phases:
  - Program definition:
    - Program formulation: Creation and approval of business case.
    - Program preparation: Creation and approval of the plan.
  - Program benefits delivery: Delivery of incremental benefits as the components get initiated and transitioned.
  - Program closure:
    - Program transition: Transition of the benefits to the receiving organization.
    - Program closeout: Formal closure of the program.
- ✓ There are 36 program management processes that map to different phases of the program's life cycle.

## Quiz – 1

A program manager is working with executives on listing the assumptions about the market opportunity, and the costs needed to realize it. Accordingly, they are calculating the financial risk-return profile. Which phase of the program are they working on?

- a) Program formulation
- b) Component planning and authorization
- c) Program preparation
- d) Program initiation

## Quiz – 1

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- c) Program preparation
- d) Program initiation

**Answer:** a. Program formulation.

**Explanation:** The description suggests that the program manager is working on the preparation of the business case. This is usually a part of the program formulation phase.

## Quiz – 2

After preparing the business case for the program, the program manager proceeds to create the charters for individual components within the program, and submits them for approval. What is wrong with this scenario?

- a) Charter for components is created by the program board not the program manager.
- b) The component charters can be approved only after the program charter is approved.
- c) Approval for component charters is the responsibility of the project managers in the program.
- d) Component charters need to be issued even before work on the business case can start.

## Quiz – 2

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**Answer:** b. The component charters can be approved only after the program charter is approved.

**Explanation:** The program charter needs to be issued after the approval of the business case and justification, and only then the components are chartered.

## Quiz – 3

A program is nearing completion, and the program manager is overseeing the closure and transition of the projects within the program. Which of the following activities should NOT be included in this phase?

- a) Capturing the lessons learnt in the project.
- b) Training and enabling the support personnel, who will be providing services to the customers.
- c) Release of the program team.
- d) Archiving the records of the project.

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**Answer:** c. Release of the program team.

**Explanation:** The program team cannot be released until the program is closed out. This question is on the project (component) closure phase.

## Quiz – 4

A newly promoted program manager is trying to figure out the level of detail in the program management plan, as opposed to the project management plan of the components. Which of the following may be maintained centrally as part of the program management plan, rather than separately as part of the individual project management plans?

- a) Interface and integration plan
- b) Risk register
- c) Stakeholder register
- d) Human resources plan

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- a) Interface and integration plan
- b) Risk register
- c) Stakeholder register
- d) Human resources plan

**Answer:** a. Interface and integration plan.

**Explanation:** The central theme of a program management plan is to integrate the deliverables of the projects, in order to deliver the desired benefits. Hence, the interface and integration plans, should ideally be part of the program management plan. Other artifacts can be federated to individual projects at various levels.

## Quiz – 5

Which of the following statement is true?

- a) Program is closed before the component and contracts are closed.
- b) Program is closed irrespective of component and contracts closure.
- c) Program is closed after the component and contracts are closed.
- d) Program closure is not mandatory, as long as component and contracts closures are done formally.

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**Answer:** c. Program is closed after the component and contracts are closed.

**Explanation:** The components and contracts have to be closed before the entire program can be closed. The rest of the statements are not true.

**Thank You**