
**Project, programme and portfolio
management — Guidance on
portfolio management**

*Management de projets, programmes et portefeuilles — Directives sur
le management de portefeuilles*



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ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT), see the following URL: [Foreword - Supplementary information](#)

The committee responsible for this document is Technical Committee ISO/TC 258, *Project, programme and portfolio management*.

Introduction

This International Standard provides guidance on the principles of project and programme portfolio management. Typically, management of a project and programme portfolio supports the organization's strategies to deliver organizational value.

This International Standard is intended to be used by:

- a) executives and senior managers responsible for setting and implementing organizational strategy and business planning;
- b) decision makers responsible for selecting, authorizing and governing projects, programmes and portfolios;
- c) teams and individuals responsible for implementing and managing the project and programme portfolios;
- d) project and programme managers and other stakeholders.

Project, programme and portfolio management — Guidance on portfolio management

1 Scope

This International Standard provides guidance on the principles of project and programme portfolio management. This International Standard is relevant to any type of organization including public or private and any size organization or sector.

The guidance presented in this International Standard is intended to be adapted to suit the specific environment of the project and programme portfolio.

This International Standard does not provide guidance on project management, programme management, or general business portfolio management (e.g. financial portfolio management).

2 Terms and definitions

For the purposes of this document, the following terms and definitions apply. For ease of readability, the term “portfolio” is used throughout this document to mean “project and programme portfolio”.

2.1

portfolio

collection of portfolio components grouped together to facilitate their management to meet, in whole or in part, an organization’s strategic objectives

2.2

portfolio component

project, programme, portfolio, or other related work

2.3

portfolio manager

person or organization responsible for applying portfolio management to a portfolio who may be supported by a portfolio management team

2.4

strategic alignment

result of selecting and adjusting portfolio components to contribute to accomplishing an organization’s strategic objectives

3 Principles of portfolio management

3.1 Context and need for portfolio management

An organization’s strategic objectives, as well as other organizational considerations such as market or financial, guide the decision to implement portfolio management. When deciding whether to adopt portfolio management, each organization’s context will depend on considerations such as:

- a) an evaluation of the impact of introducing portfolio management into the organization, including the organization’s capability to absorb changes in terms of structure, responsibilities and culture;
- b) an assessment of the threats and opportunities associated with the implementation of portfolio management.