INTERNATIONAL STANDARD

ISO 21503

First edition
2017-08

Project, programme and portfolio management — Guidance on programme management

Management de projets, programmes et portefeuilles — Recommandations sur le management de programmes

This document is a preview generated by EVS

Reference number
ISO 21503:2017(E)

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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.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 258, *Project, programme and portfolio management*.

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Introduction

This document provides guidance on concepts, prerequisites and practices of programme management that is important for, and has an impact on, the performance of programmes.

This document is intended for use by

— executive and senior management and those individuals involved in the sponsorship of programmes,

— individuals managing and participating in programmes,

— developers of national or organizational standards, and

— developers of programme management methods and processes.

This document can be tailored to meet the needs of any organization or individual, so that they can better apply concepts, prerequisites and practices of programme management.

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Project, programme and portfolio management — Guidance on programme management

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1 Scope

This document provides guidance on programme management. This document is applicable to any type of organization including public or private and any size or sector, as well as any type of programme in terms of complexity.

This document provides high-level descriptions of relevant terms, definitions, concepts, prerequisites and practices, including roles and responsibilities that form good practice in programme management. It does not provide guidance on processes, methods and tools.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following address:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
programme
temporary structure of interrelated *programme components* (3.3) managed together that provides advantages, contributes to the achievement of strategic and operational objectives, and realizes benefits

3.2
programme management
coordinated activities to direct the interrelated *programme components* (3.3) to achieve programme objectives and to realize benefits

3.3
programme component
project, *programme* (3.1) or other related work

3.4
programme benefit
assessable outcome by managing interrelated *programme components* (3.3) together to achieve strategic and operational objectives

4 Concepts of programmes and programme management

4.1 General

This clause describes the concepts of programmes and programme management. It provides guidance to executive and senior management on how programme management should be integrated in an organization or organizations.

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