

ICP 3 (INTEGRATED COMPLEX PROJECTS, PROGRAMS AND PORTFOLIOS)



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TRAINING CENTER



Introduction

ICP 3 (Integrated Complex Projects, Programs and Portfolios) Training Course prepares senior practitioners to manage complexity across three connected levels of delivery. Participants work through project, programme, and portfolio management, and the integration that makes them work as one system. The programme addresses the real difficulty of complex environments: interdependencies, competing priorities, and governance that must hold at scale. As a result, learners gain an integrated method rather than three separate disciplines. Furthermore, the course strengthens strategic alignment, governance judgement, and the reporting that keeps complex delivery visible to executives.

ICP 3 (Integrated Complex Projects, Programs and Portfolios) Course Objectives

- Distinguish projects, programmes, and portfolios and how each is governed.
- Apply PMBOK, PRINCE2, and PgMP-aligned practices to complex delivery.
- Manage interdependencies, interfaces, and shared resources across programmes.
- Build integrated schedules using critical path, critical chain, and resource levelling.
- Apply portfolio prioritisation models and investment selection criteria.
- Manage benefits realisation with benefits registers and benefits mapping.
- Apply risk management at project, programme, and portfolio levels.
- Design governance structures with stage gates, decision rights, and assurance.
- Apply earned value management (EVM) and integrated performance reporting.
- Manage stakeholder complexity with power-interest grids and engagement planning.

Course Methodology

- Interactive sessions built on complex delivery and portfolio cases.

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- Workshops on integration planning, portfolio prioritisation, and governance design.
- Group exercises on dependency mapping, benefits mapping, and risk escalation.
- Hands-on practice with integrated schedules, EVM reports, and portfolio dashboards.
- Simulation of a portfolio review and a programme recovery decision.
- Facilitator coaching and peer review on personal integration plans.

Who Should Take This Course

- Senior project and programme managers.
- Portfolio managers and PMO directors.
- Programme directors and transformation leaders.
- PMO analysts and delivery assurance professionals.
- Executives sponsoring complex programmes.
- Consultants advising on delivery governance and portfolio management.

ICP 3 (Integrated Complex Projects, Programs and Portfolios) Course Outlines

Day 1: Projects, Programmes, and Portfolios

- Definitions and boundaries between project, programme, and portfolio.
- PMBOK, PRINCE2, and PgMP-aligned practice compared.
- Complexity drivers: scale, uncertainty, interdependency, and pace.
- Roles and accountabilities across the three levels.
- Strategic alignment and the portfolio-strategy link.
- Governance structures at each level.
- Case discussion: a programme that failed at the integration point.





Day 2: Integration Planning and Scheduling

- Work breakdown structures and programme decomposition.
- Critical path and critical chain methods at scale.
- Resource levelling, capacity, and shared resource conflicts.
- Dependency mapping and interface management.
- Integrated master schedules and baselines.
- Milestone planning, stage gates, and delivery assurance.
- Workshop: building an integrated programme schedule.

Day 3: Portfolio Management and Prioritisation

- Portfolio objectives, balance, and risk appetite.
- Prioritisation models and weighted scoring criteria.
- Investment selection, funding cycles, and stage gates.
- Portfolio-level risk and interdependency management.
- Capacity, capability, and pipeline planning.
- Portfolio dashboards and reporting to the board.
- Simulation: reviewing a portfolio and rebalancing priorities.

Day 4: Benefits, Risk, and Performance Integration

- Benefits registers, benefits mapping, and realisation planning.
- Measuring benefits with baselines, targets, and indicators.
- Risk management across project, programme, and portfolio levels.
- Risk escalation, aggregation, and portfolio risk appetite.
- Earned value management (EVM): PV, EV, AC, CV, SV, CPI, SPI.

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- Integrated performance reporting and forecasting.
- Exercise: building an integrated performance and benefits report.

Day 5: Governance, Assurance, and Complex Stakeholders

- Governance design: decision rights, delegation, and assurance.
- Assurance reviews, health checks, and stage-gate governance.
- Change control and scope management at programme level.
- Stakeholder mapping with power-interest grids at scale.
- Escalation, recovery planning, and programme turnaround.
- Building delivery capability and the PMO's role.
- Capstone: presenting an integrated portfolio and programme governance plan.

Conclusion

By successfully completing ICP 3 (Integrated Complex Projects, Programs and Portfolios), participants will gain an integrated command of project, programme, and portfolio management with the governance that connects them. They will acquire skills in integration planning, portfolio prioritisation, benefits realisation, earned value reporting, and assurance across complex delivery. Gentex Training Center designs the programme to help senior practitioners run complex delivery as one governed system.

FAQs





Q1 What is the "ICP 3 (Integrated Complex Projects, Programs and Portfolios)" course about?

It prepares senior practitioners to manage complexity across three connected levels of delivery. The course spans projects, programmes and portfolios, integration planning and scheduling, portfolio management and prioritisation, benefits, risk and performance integration, and governance, assurance and complex stakeholders.

Q2 What are the key benefits of the "ICP 3 (Integrated Complex Projects, Programs and Portfolios)" course?

You gain an integrated method rather than three separate disciplines. The course improves integration planning and dependency management, strengthens portfolio prioritisation and funding decisions, sharpens benefits and earned value reporting, and gives you governance and assurance routines that hold at scale.

Q3 What skills will I gain from the "ICP 3 (Integrated Complex Projects, Programs and Portfolios)" course?

You will develop four core skills: integrated delivery planning across projects and programmes, portfolio prioritisation and investment management, benefits realisation with earned value performance reporting, and governance, assurance and complex stakeholder management.



Q4 What tools, methods, or standards are covered in the "ICP 3 (Integrated Complex Projects, Programs and Portfolios)" course?

The course covers PMBOK, PRINCE2 and PgMP-aligned practice, work breakdown structures and programme decomposition, critical path and critical chain methods, resource levelling and capacity planning, dependency mapping and interface management, integrated master schedules and baselines, milestone planning and stage gates, portfolio prioritisation models and weighted scoring criteria, investment selection and funding cycles, portfolio risk appetite and interdependency management, benefits registers and benefits mapping, baselines, targets and indicators, risk escalation and aggregation, earned value management (PV, EV, AC, CV, SV, CPI, SPI), integrated performance reporting and forecasting, governance design with decision rights and delegation, assurance reviews and health checks, change control and scope management, power-interest grids, escalation and recovery planning, and PMO capability building.

Q5 How is the "ICP 3 (Integrated Complex Projects, Programs and Portfolios)" course applied in real-world practice?

Participants apply it to real work such as building an integrated programme schedule, mapping dependencies across a programme, reviewing and rebalancing a portfolio, preparing a benefits and earned value report, and leading a programme recovery decision. The same methods support assurance reviews and board-level delivery reporting.