

The difference between **Projects** and **Operations**.



Projects: Time-bound activities to produce a goal:

Portfolio Management

Program Management

Project Management

Specific time-based activities to solve specific problem(s)

Aligned to org objectives

Typical industry Certification: PMP

Collection of similar projects

Aligned to divisional / org strategic goals

Typical industry Certification: PgMP

Total collection of programs

Rationalize costs and resource across enterprise

Centralized reporting

Aligned to corporate strategy

Certification: PfMP

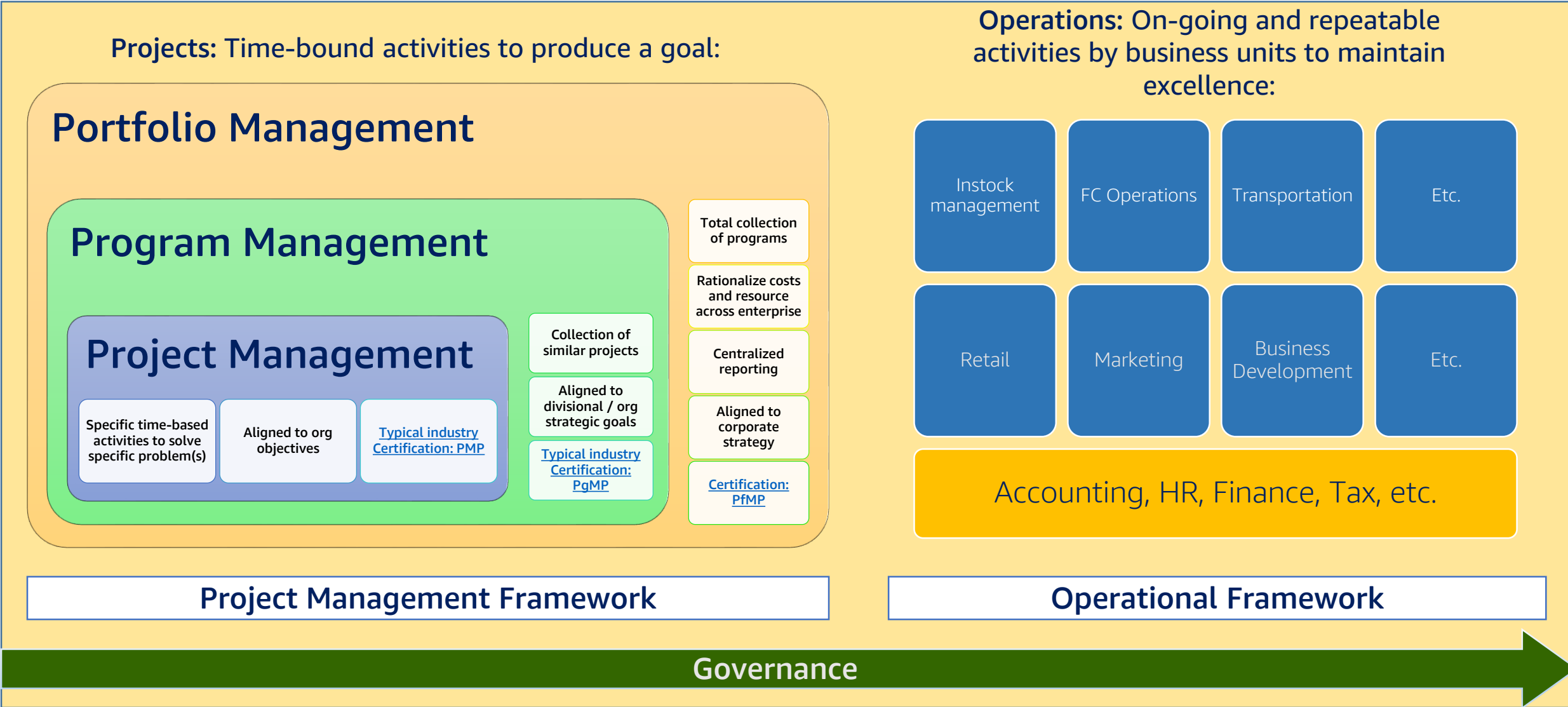
Project Management Framework

If you need to organize a one-off effort, with the goal of delivering a specific deliverable within a fixed budget and timeline, then this is most likely a project.

If your activity is a regular recurring activity, with identical or very similar outputs, then this is most likely operations, and should not be managed in a Project Management framework.



Both sets of activities benefit from a strong governance framework. Operational governance and PM governance share a number of traits, e.g. focus on defined goals, communications and reporting rhythm, etc. In other ways, they can be different, e.g. Project governance focuses on time-limited activities with date driven milestones. Operational governance tends to focus on established reporting intervals: Yearly, Quarterly, Monthly, etc.



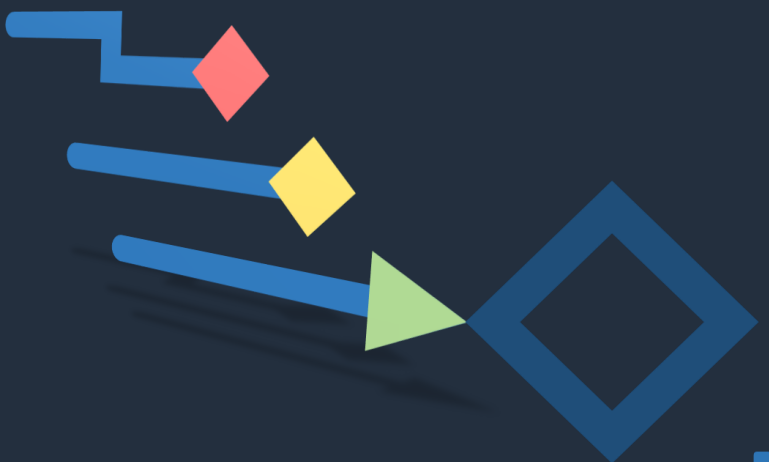
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Program Management
Competency Development Framework