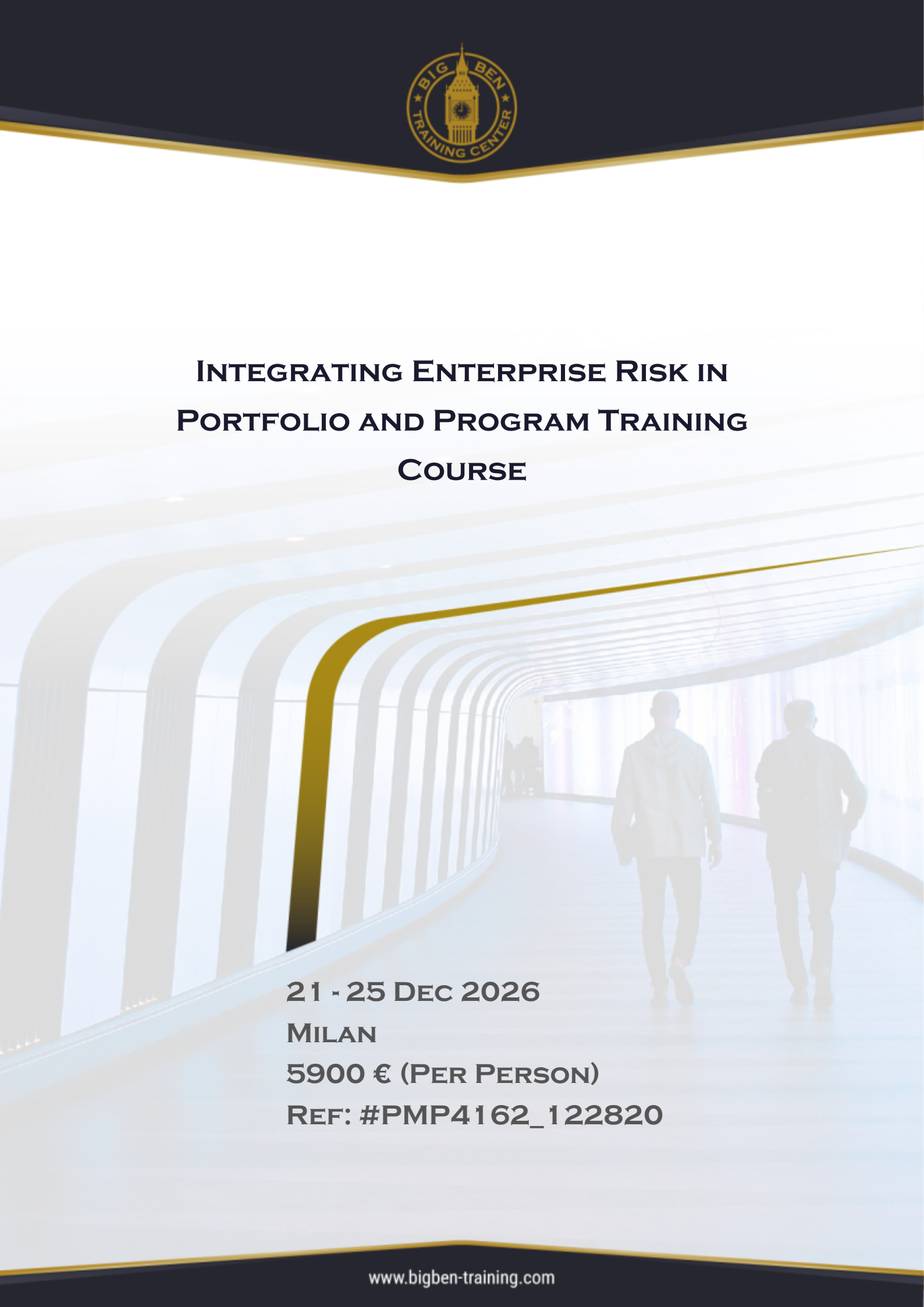
Integrating Enterprise Risk in Portfolio and Program Training Course



21 - 25 Dec 2026

Milan

5900 € (Per Person)

Ref: #PMP4162_122820

Course Introduction / Overview:

This advanced training course provides a comprehensive framework for integrating Enterprise Risk Management (ERM) principles directly into the context of portfolio and program management. Moving beyond traditional, siloed project risk management, this program focuses on the strategic alignment of risk practices with overarching business objectives. As detailed in frameworks like the COSO "Enterprise Risk Management — Integrating with Strategy and Performance", effective risk management is not merely about avoiding threats but about making informed decisions to create and preserve value. Participants will explore how to identify, assess, and manage risks at a collective level, understanding the complex interdependencies between projects within a program and programs within a portfolio. This course, offered by BIG BEN Training Center, delves into the nuances of risk appetite, risk aggregation, and strategic risk response, equipping leaders to build resilient and value-driven portfolios. The curriculum, influenced by the work of experts like David Hillson, emphasizes a proactive and holistic approach, ensuring that risk management becomes an integral component of strategic execution and governance, rather than a peripheral compliance activity.

Target Audience / This training course is suitable for:

- Portfolio Managers.
- Program Managers.
- Project Management Office (PMO) Directors and Staff.
- Chief Risk Officers (CROs) and Risk Managers.
- Senior Project Managers.
- Strategic Planners and Business Analysts.
- Executives and Senior Leadership involved in governance.
- Finance and Operations Managers.
- Consultants specializing in strategy and risk.

Target Sectors and Industries:

- Information Technology and Telecommunications.
- Banking, Finance, and Insurance.
- Construction and Engineering.
- Energy, Oil, and Gas.
- Pharmaceuticals and Healthcare.
- Aerospace and Defense.
- Governmental agencies and public sector organizations.
- Manufacturing and Industrial sectors.
- Consulting and Professional Services.

Target Organizations Departments:

- Project Management Office (PMO).
- Strategic Planning and Corporate Strategy.
- Enterprise Risk Management (ERM).
- Finance and Treasury.
- Internal Audit and Compliance.
- Operations Management.
- Portfolio and Program Management.
- Information Technology (IT).
- Research and Development (R&D).

Course Offerings:

By the end of this course, the participants will have able to:

- Align program and portfolio risk management with the organization's overall ERM framework and strategic goals.
- Differentiate between project, program, and portfolio risks and apply appropriate management techniques for each level.
- Establish and apply risk appetite and tolerance thresholds for strategic portfolios.
- Implement robust risk identification and qualitative and quantitative analysis methods for complex programs.
- Develop effective risk aggregation techniques to provide a consolidated view of risk exposure at the portfolio level.
- Design and implement risk response strategies that optimize portfolio value and support benefits realization.
- Establish a strong risk governance structure and foster a proactive risk culture within the organization.
- Create insightful risk dashboards and reports for senior management and key stakeholders.
- Integrate risk considerations into portfolio balancing and prioritization decisions.
- Evaluate and enhance the organization's risk management maturity.

Course Methodology:

The training methodology at BIG BEN Training Center is designed to be highly interactive, practical, and engaging, ensuring participants can immediately apply their learning. This course moves beyond theoretical lectures to immerse attendees in a dynamic learning environment. The approach is built on a foundation of expert-led instruction, where seasoned professionals share deep insights and real-world experience in enterprise, portfolio, and program risk management. A significant portion of the course is dedicated to hands-on learning through a series of carefully selected case studies that mirror complex, real-world business challenges. Participants will work in collaborative groups to analyze these scenarios, develop risk strategies, and present their findings, fostering critical thinking and problem-solving skills. Interactive workshops, group discussions, and brainstorming sessions encourage the exchange of ideas and experiences among peers from diverse industries. Practical exercises and simulation activities provide a safe space to apply new tools and techniques. Continuous feedback from the instructor and peers is a core component, ensuring a rich and comprehensive learning journey that builds both competence and confidence.

Course Agenda (Course Units):

Unit One: Foundations of Strategic Risk Management

- The evolution from project risk to Enterprise Risk Management (ERM).
- Key frameworks and standards (COSO ERM and ISO 31000).
- Distinguishing risks at the project, program, and portfolio levels.
- The critical link between strategic objectives and risk management.
- Defining risk appetite and risk tolerance for the enterprise.
- Establishing a common risk language and taxonomy.
- The role of organizational culture in effective risk management.

Unit Two: Deep Dive into Program Risk Management

- Identifying and categorizing risks specific to complex programs.
- Managing risks related to inter-project dependencies and resource conflicts.
- Assessing risks to program benefits realization and value delivery.
- Developing the Program Risk Management Plan.
- Qualitative risk analysis techniques for programs.
- Introduction to quantitative risk analysis for program schedules and costs.
- Implementing program-level risk response and contingency planning.

Unit Three: Mastering Portfolio Risk Management

- Aligning portfolio risk management with strategic goals.
- Techniques for identifying strategic and enterprise-level risks impacting the portfolio.
- Risk aggregation and understanding consolidated risk exposure.
- Balancing the portfolio based on risk-return profiles.
- Using risk analysis in portfolio prioritization and selection.
- Managing systemic and concentration risks within the portfolio.
- Monitoring and controlling portfolio risk against established thresholds.

Unit Four: Advanced Risk Governance and Techniques

- Designing and implementing a risk governance framework.
- Roles and responsibilities of the PMO, risk committees, and leadership.
- Developing and using a Risk Management Maturity Model.
- Advanced quantitative techniques like Monte Carlo simulation for portfolio analysis.
- Managing emerging risks and environmental uncertainty.
- Fostering a proactive risk-aware culture across the organization.
- Integrating risk management into the stage-gate and decision-making processes.

Unit Five: Risk Communication, Reporting, and Integration

- Developing effective risk dashboards for different audiences.
- Communicating risk information to executive leadership and the board.
- Techniques for effective stakeholder engagement in the risk process.
- Integrating risk management software and tools.
- Conducting post-program and post-portfolio risk reviews.
- Lessons learned and continuous improvement in risk management practices.
- Capstone exercise: Developing an integrated risk management plan for a sample portfolio.

FAQ:

Qualifications required for registering to this course?

There are no requirements.

How long is each daily session, and what is the total number of training hours for the course?

This training course spans five days, with daily sessions ranging between 4 to 5 hours, including breaks and interactive activities, bringing the total duration to 20 - 25 training hours.

Something to think about:

How can an organization effectively balance risk-taking for strategic innovation against the need for risk mitigation within its portfolio?

What unique qualities does this course offer compared to other courses?

This training course distinguishes itself by moving beyond the conventional, siloed approach to risk management that often focuses exclusively on individual projects. Its primary unique quality is the dedicated focus on the strategic integration of Enterprise Risk Management (ERM) principles at the program and portfolio levels, a critical competency for modern organizations. While many courses teach risk management techniques, this program emphasizes how to align these practices with overarching business strategy to both protect and create value. It provides a holistic perspective, teaching participants how to aggregate risks from multiple projects and programs to understand the consolidated risk exposure of an entire portfolio. The curriculum is built around practical application, using complex case studies that challenge participants to make strategic decisions in scenarios mirroring real-world ambiguity. Rather than just presenting tools, the course cultivates a strategic mindset, enabling leaders to use risk information to balance their portfolios, make informed investment decisions, and drive competitive advantage. It bridges the gap between the technicalities of risk analysis and the strategic imperatives of executive leadership, making it uniquely valuable for those responsible for delivering enterprise-wide results.