

A Compendium Of Pmo Case Studies Reflecting Project Business Management Concepts A Validation Of Project Business Management Pbm And The Pbm Model For Driving Business Benefits And Value

A must-read for any project management professional or student. Projects are the life blood of any organization. Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge (PMBOK(R)) and the Project Management Professional Exam(R), the fourth edition of The AMA Handbook of Project Management provides readers with a clear overview of a complex discipline. Covering everything from individual projects to programs and strategic alignment, it addresses: Project initiation and planning Communication and interpersonal skills Scheduling, budgeting and meeting business objectives Managing political and resource issues Implementing a PMO Measuring value and competencies. The book compiles essays and advice from the field's top professionals and features new chapters on stakeholder management, agile project management, program management, project governance, knowledge management, and more. Updated with fresh examples, case studies and solutions to specific project management dilemmas, it remains an essential reference to the critical concepts and theories all project managers must master.

This book explores various paradigms of risk, domain-specific interpretation, and application requirements and practices driven by mission and safety critical to business and service entities. The chapters fall into four categories to guide the readers with a specific focus on gaining insight into discipline-specific case studies and state of practice. In an increasingly intertwined global community, understanding, evaluating, and addressing risks and rewards will pave the way for a more transparent and objective approach to benefiting from the promises of advanced technologies while maintaining awareness and control over hazards and risks. This book is conceived to inform decision-makers and practitioners of best practices across many disciplines and sectors while encouraging innovation towards a holistic approach to risk in their areas of professional practice.

A hands-on guidebook for making your strategy work with effective Balanced Scorecard design, deployment, and maintenance Execution Excellence is the practitioner's guide to real-world implementation. Designed by a Balanced Scorecard (BSC) thought leader with 30 years of experience and over 300 global implementations under his belt across a range of industry sectors, this guide gives you a hands-on framework for putting the BSC methodology into action. Clear, concise, and easy to read, this book skips the theoretical exposition to get right to the point—how can companies use BSC to effectively deploy strategy and drive individual and enterprise performance? You'll find the answers here. The discussion outlines the ways in which firms commonly fail in implementing BSC. These failures can be traced back to common design and implementation flaws: making the process too complicated and focusing on the BSC process rather than the outcome. The discussion will also cover design optimization across a range of key industry sectors. You'll gain expert insight into avoiding these missteps and the practical tools and perspective you need to implement BSC correctly the first time. While the Balanced Scorecard framework is widely accepted and praised, about half of firms that implement it fail to realize the full benefits. The fault lies not with the framework, but with the design, and more importantly—execution. This book gives you the information and tools you need to adopt BSC successfully. Design a BSC that truly and simply reflects your strategy Customize the BSC to reflect your industry's uniqueness Define clear measurements and

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ownership that suit your strategy Develop a framework for efficient data collection and reporting Implement effective reviews to keep your business on track Use your Balanced Scorecard data to close performance gaps Developed in the early 1990s, the Balanced Scorecard framework has been recognized as one of the most seminal business ideas in the last 75 years. Thousands of companies around the world use BSC to create and maintain a performance-oriented enterprise, yet just as many try and fail. Execution Excellence shows you what you need to know and do to become a BSC success story. Praise for EXECUTION EXCELLENCE "Execution Excellence is a very clear roadmap for any manager serious about improving performance with a team. Sanjiv has decades of experience solving problems with real-world companies and the challenges they face. This is a superb summary of his learning, communicated in concise, specific and easy to understand steps. I highly recommend it." —RON SANDERS, President, Warner Bros. Worldwide Home Entertainment "This book is full of sensible, practical advice on how to improve your business using the powerful tools of the Balanced Scorecard. Businesses of all types can see how to achieve their goals more effectively and quickly if they adopt the techniques shown here. Read and prosper!" —JON MOULTON, Founder and Managing Partner, Better Capital "Sanjiv certainly did not disappoint. The book is certainly a compendium of incredible experience he has had as a Consultant in different circumstances. It makes for extremely interesting reading. It is full of substance with practical and implementable suggestions and explains in an incredibly simple and straight forward manner how a tool like the Balance Scorecard can help in terms of framing and implementing business strategy in today's complex and multi dimensional business world." —AKHIL GUPTA, Vice Chairman, Bharti Enterprises "If you ever wondered how great generals manage their troops, this is your chance. Sanjiv is the general when it comes to implementing the BSC, having seen him in board rooms. If you are passionate about execution, then this is your back pocket guide. If you want more, read between the lines." —SALEH LOOTAH, Chairman, Ssl Holdings, Former Board Member, Dubai Islamic Bank "Sanjiv's thirty year experience in helping firms drive enterprise and individual performance, and bringing alignment between these components comes clearly through in this book. The insights are practical, global, and across industry sectors. A must read!" —LEENA NAIR, Chief Hr Officer, Unilever This book, through the included full-text case studies, provides the reader actual information on how project, program, and portfolio management offices (PMOs) are being structured and operated by current project management organizations. This book explores the actual business actions taken by well-known enterprises that shared, in a business case study format the "what" and the "how" they used to developed and manage their project management organization. Through their included case studies, they provide the reader the actual "how-it-is-being-done" by current project management organizations. Knowing what specific actions have been taken by others and what PMO organizational models they applied, provides the user with information on how to proceed after executive management gives the go-ahead to establish a PMO. This knowledge can be used immediately by enterprises, of any size or type, to implement a Project Business Management Organization and to establish Project Business Management enterprise-wide.

The issue of what defines project success (or failure) is complex and often elusive, and dependent on the perceptions of different stakeholders. In this enlightening book Emanuel Camilleri examines the key factors bearing on perceived success or failure. This book is not just about project management, it goes much deeper into the topic of project success by prescribing a project success framework. In chapters dedicated to factors such as leadership, teams, communication, information management and risk management, the author shines a light on the key behaviours in which project managers and others engage and how those behaviours predict success or failure. Practising project managers, project board members and sponsors, struggling to manage conflicting stakeholder expectations, complexity and

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ambiguity, will learn which factors are vital to determining successful outcomes. Finally, having highlighted the particular skills, abilities and attributes identified by the research, Dr Camilleri offers a diagnostic model for assessing an organization's preparedness for undertaking and successfully managing major projects. Project Success provides a valuable contribution to the literature on this subject, and its application delivers practical guidance that will be welcomed by project professionals at all levels.

Humanity has long been fascinated by the planet Mars. Was its climate ever conducive to life? What is the atmosphere like today and why did it change so dramatically over time? Eleven spacecraft have successfully flown to Mars since the Viking mission of the 1970s and early 1980s. These orbiters, landers and rovers have generated vast amounts of data that now span a Martian decade (roughly eighteen years). This new volume brings together the many new ideas about the atmosphere and climate system that have emerged, including the complex interplay of the volatile and dust cycles, the atmosphere-surface interactions that connect them over time, and the diversity of the planet's environment and its complex history. Including tutorials and explanations of complicated ideas, students, researchers and non-specialists alike are able to use this resource to gain a thorough and up-to-date understanding of this most Earth-like of planetary neighbours.

Executives in the most forward-thinking businesses are taking project management beyond specific projects in manufacturing, product development, and IT, and adopting its powerful methods company-wide. This book describes in detail the four key functions, also known as the Four Pillars of the EPMO House of Excellence, that are crucial to building an effective Enterprise Project Management Office (EPMO).

The Ultimate Guide to Successful Large Industrial Projects! In a light, witty and easily readable style, this amazing short book exposes the workings of project-management organizations for large projects with a clarity and a depth never achieved before. Short enough to be easily readable during a trip, it describes clearly what are the steps to follow in terms of organization, tender preparation, project execution and controls, and project close-out. Foreword by Tom Ehret: "It contains a large amount of the experience of someone who not only understands Large Industrial Projects and how they are evaluated, but has also run them, has sorted many out, and has made them into successes. Even more remarkable is the fact that those who have worked with him and learned from him, continue to perform remarkable things within ever more daring Large Industrial Projects. This is clearly the most valuable endorsement."

Featuring contributions from more than 20 distinguished executives and subject matter experts, this unique reference challenges various traditional approaches and strategies for the PMO and explains how to set up a business-driven PMO using an extensively proven roadmap adaptable to any type or size organization. Terry O'Reilly, host of the popular radio show Under the Influence, provides the best stories about smart marketing for small business. In Terry's gifted presentation, This I Know is more than applied business techniques. It offers a unique view of contemporary life through the lens of advertising. Skillfully revealing the machinations behind the marketing curtains, O'Reilly explains how small business can harness the tricks of the trade that the biggest corporations use to create their own marketing buzz.

Today's business world is rife with competition, corporate downsizing, business restructuring, and pressures to implement the principles of project management. The benefits of Enterprise PMOs and Enterprise-Wide Project Management are legion, and proven to enhance a company's bottom line. However, many leaders

find themselves overwhelmed by the challenge of coordinating their project related efforts with their enterprise's strategic initiatives and business objectives. Project Business Management (PBM) experts Dennis Bolles and Darrel Hubbard provide an easy-to-follow, practical plan for establishing an executive-level Enterprise Project Management Organization, which lies at the core of successfully implementing Enterprise-Wide Project Management. You will learn how to develop, deploy, and implement those practices and processes of the project management discipline that are appropriate for your company. Practical and authoritative, *The Power of Enterprise PMOs and Enterprise-Wide Project Management* gives executive management the information needed to implement their strategic initiatives and related business objectives through the business focused completion of projects. Leaders will understand that the key to obtaining their desired benefits and value from projects is the business-focused project management of the enterprise's project, programs, and portfolios provided by an Enterprise PMO.

With international focus on good governance and parliamentary effectiveness, a standards-based approach involving benchmarks and assessment frameworks has emerged to evaluate parliament's performance and guide its reforms. The World Bank's has been a leader in the development of these frameworks, stewarding a global multi-stakeholder process aimed at enhancing consensus around parliamentary benchmarks and indicators with international organizations and parliaments across the world. The results so far, some of which are captured in this book, are encouraging: countries as diverse as Australia, Canada, Ghana, Sri Lanka, Tanzania and Zambia have used these frameworks for self-evaluation and to guide efficiency-driven reforms. Donors and practitioners, too, are finding the benchmarks useful as baselines against which they can assess the impact of their parliamentary strengthening programs. The World Bank itself is using these frameworks to surface the root causes of performance problems and explore how to engage with parliamentary institutions in order to achieve better results. The World Bank can identify opportunities to help improve the oversight function of parliament, thus holding governments to account, giving 'voice' to the poor and disenfranchised, and improving public policy formation in order to achieve a nation's development goals. In doing so, we are helping make parliaments themselves more accountable to citizens and more trusted by the public.

Senior executives and project managers from more than 50 world-class companies offer their best practices for successful project management implementation. The first two editions of the bestselling *Project Management Best Practices* helped project managers navigate the increasingly complex task of working within global corporations employing distant and diverse work teams. This new Third Edition includes the same valuable wealth of proven best practices, while following up on case studies from previous editions and offering new case studies on project management practices at large and small companies. The Third Edition offers insight from project managers and

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executives at more than fifty global companies in all sectors of the market. These industry-leading professionals offer insight and best practices for: Project risk management Project management for multinational cultures and cultural failures Focusing on value, as well as cost and schedule Integrated and virtual project teams Covering the latest developments in the project management field, Project Management Best Practices, Third Edition offers a must-have window into the issues and solutions facing corporate managers, project and team managers, engineers, project team members, and business consultants in today's global market.

This book covers all relevant techniques of diagnosis as well as interpretations of clinical signs in Clinical Neuro-Ophthalmology. All information is highly structured, highlighting 'definition', 'note' and 'pearl', so that it can also be used by the physician during the patient encounter. The included flow chart posters remind the physician of the most important information. This unique and practical guide offers invaluable and practical advice for physicians treating patients with neuro-ophthalmic problems.

This book makes a highly innovative contribution to overcoming the stigma and discrimination associated with mental illness – still the heaviest burden both for those afflicted and those caring for them. The scene is set by the presentation of different fundamental perspectives on the problem of stigma and discrimination by researchers, consumers, families, and human rights experts. Current knowledge and practice used in reducing stigma are then described, with information on the programmes adopted across the world and their utility, feasibility, and effectiveness. The core of the volume comprises descriptions of new approaches and innovative programmes specifically designed to overcome stigma and discrimination. In the closing part of the book, the editors – all respected experts in the field – summarize some of the most important evidence- and experience-based recommendations for future action to successfully rewrite the long and burdensome 'story' of mental illness stigma and discrimination.

The revised edition of the single-best source of project management case studies Project Management Case Studies, Second Edition presents the most comprehensive collection of project management case studies available today. Compiled by Harold Kerzner, the leading authority on project management, it offers more than ninety case studies that illustrate both successful implementation of project management by actual companies and pitfalls to avoid in a variety of real-world situations. Now with twenty-five new case studies, this new edition: Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications Covers cutting-edge areas of construction and international project management Presents best practices and pitfalls of project management implementation in the real world Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam Whether used with the latest edition of Harold Kerzner's landmark reference, Project

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Management: A Systems Approach to Planning, Scheduling, and Controlling, or on its own, Project Management Case Studies, Second Edition is a valuable resource for students, as well as practicing engineers and managers. Other powerful tools by Harold Kerzner: Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Ninth Edition (0-471-74187-6) Project Management Workbook and PMP®/CAPM® Exam Study Guide, Ninth Edition (0-471-76076-5) (CAPM, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Even in a well-managed multi-project environment, it is not unusual to see half of all projects completed either late, over budget or with cuts to original scope. However, the proven approach presented in Advanced Multi-Project Management has enabled large, medium, and even small organizations to consistently complete their projects faster, within original scope and budget, and increase the number of projects executed with the same resources by as much as 70%. The list of companies that have used this methodology for stunning results includes some of the biggest, well-known names in the world—Boeing, Rio Tinto, ABB, and Chrysler. This guide details the six gears that must work in unison to drive speed and predictability within an organization.

This book is a complete project management toolkit for project leaders in business, research and industry. Projects are approved and financed to generate benefits. Project Management: A Benefit Realisation Approach proposes a complete framework that supports this objective – from project selection and definition, through execution, and beyond implementation of deliverables until benefits are secured. The book is the first to explain the creation of organisational value by suggesting a complete, internally-consistent and theoretically rigorous benefit-focused project management methodology, supported with an analytical technique: benefit engineering. Benefit engineering offers a practical approach to the design and maintenance of an organisation's project portfolio. Building upon the authors' earlier successful book, Project Management for the Creation of Organisational Value, this comprehensively revised and expanded new book contains the addition of new chapters on project realisation. The book offers a rigorous explanation of how benefits emerge from a project. This approach is developed and strengthened — resulting in a completely client-oriented view of a project. Senior executives, practitioners, students and academics will find in this book a comprehensive guide to the conduct of projects, which includes robust models, a set of consistent principles, an integrated glossary, enabling tools, illustrative examples and case studies.

Enterprises can no longer afford to continue to authorize, fund, or execute projects without a clear driving strategy. This paper shows that enterprises have identified opportunities to improve the alignment of project execution with corporate strategies and objectives that support the enterprise's mission and vision, through the use of executive-level PMOs. The executive PMO is being seen as the change agent and unifying force within the enterprise. It has the

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ability to influence outcomes, lead projects that are enterprise-wide, and encourage and drive collaborative cooperation among the various business units to deliver desired benefits and value. The research results were extracted from detailed full-text project management office case studies prepared and submitted in 2012 by both commercial and governmental enterprises in response to a formal questionnaire. The case studies are documented in the authors' book, *A Compendium of PMO Case Studies: Reflecting Project Business Management Concepts*. The extensive survey instrument was based upon the authors' Project Business Management (PBM) model and related Project Business Management Organization (PBMO) concept. The paper presents conclusions relating to the future of PMOs, which include challenges being experienced in implementation and maturation; types of benefits and values being delivered; roles, responsibilities, and authorities; and positioning within the enterprise.

To support the broadening spectrum of project delivery approaches, PMI is offering *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition* as a bundle with its latest, the *Agile Practice Guide*. The *PMBOK® Guide – Sixth Edition* now contains detailed information about agile; while the *Agile Practice Guide*, created in partnership with *Agile Alliance®*, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The *PMBOK® Guide – Sixth Edition* – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled *Approaches for Agile, Iterative and Adaptive Environments*, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the *PMI Talent Triangle™* and the essential skills for success in today's market. *Agile Practice Guide* has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition*, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

The *Practice Standard for Project Risk Management* covers risk management as it is applied to single projects only. It does not cover risk in programs or portfolios. This practice standard is consistent with the *PMBOK® Guide* and is aligned with other PMI practice standards. Different projects, organizations and situations require a variety of approaches to risk management and there are several specific ways to conduct risk management that are in agreement with principles of *Project Risk Management* as presented in this practice standard.

This book compiles the fundamentals, applications and viable product strategies

of biomimetic lipid membranes into a single, comprehensive source. It broadens its perspective to interdisciplinary realms incorporating medicine, biology, physics, chemistry, materials science, as well as engineering and pharmacy at large. The book guides readers from membrane structure and models to biophysical chemistry and functionalization of membrane surfaces. It then takes the reader through a myriad of surface-sensitive techniques before delving into cutting-edge applications that could help inspire new research directions. With more than half the world's drugs and various toxins targeting these crucial structures, the book addresses a topic of major importance in the field of medicine, particularly biosensor design, diagnostic tool development, vaccine formulation, micro/nano-array systems, and drug screening/development. Provides fundamental knowledge on biomimetic lipid membranes; Addresses some of biomimetic membrane types, preparation methods, properties and characterization techniques; Explains state-of-art technological developments that incorporate microfluidic systems, array technologies, lab-on-a-chip-tools, biosensing, and bioprinting techniques; Describes the integration of biomimetic membranes with current top-notch tools and platforms; Examines applications in medicine, pharmaceutical industry, and environmental monitoring.

Many organizations profit hugely by utilizing a Project Management Office (PMO); it means they achieve benefits from standardizing and following project management policies, processes, and methods. However, building an effective PMO is a complex process; it requires clear vision and strong leadership so that, over time, it will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects. Leading Successful PMOs will guide all project based organizations, and project managers who contribute to and benefit from a PMO, towards maximizing their project success. In it, Peter Taylor outlines the basics of setting up a PMO and clearly explains how to ensure it will do exactly what you need it to do - the right things, in the right way, in the right order, with the right team.

Although project team members play crucial roles in projects, they often do not possess the required mastery of project management methodologies. As a result, dialog between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension. Empowering Project Teams: Using Project Followership to

Introduces a realistic approach to leading, managing, and growing your Agile team or organization. Written for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Recognizes that today's organizations are living, networked systems; that you can't simply let them run themselves; and that management is primarily about people and relationships. Deepens your understanding of how organizations and Agile teams work, and gives you tools to solve your own problems. Identifies the most valuable elements of Agile management, and helps you improve each of them.

This open access book is an outcome of the collaboration between the Soil and Water Management & Crop Nutrition Section, Joint FAO/IAEA Division of Nuclear Techniques in

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Food and Agriculture, Department of Nuclear Sciences and Applications, International Atomic Energy Agency (IAEA), Vienna, Austria, and the International Center for Biosaline Agriculture (ICBA), Dubai, UAE. The objective of this book is to develop protocols for salinity and sodicity assessment and develop mitigation and adaptation measures to use saline and sodic soils sustainably. The focus is on important issues related to salinity and sodicity and to describe these in an easy and user friendly way. The information has been compiled from the latest published literature and from the authors' publications specific to the subject matter. The book consists of six chapters. Chapter 1 introduces the terms salinity and sodicity and describes various salinity classification systems commonly used around the world. Chapter 2 reviews global distribution of salinization and socioeconomic aspects related to salinity and crop production. Chapter 3 covers comprehensively salinity and sodicity adaptation and mitigation options including physical, chemical, hydrological and biological methods. Chapter 4 discusses the efforts that have been made to demonstrate the development of soil salinity zones under different irrigation systems. Chapter 5 discusses the quality of irrigation water, boron toxicity and relative tolerance to boron, the effects of chlorides on crops. Chapter 6 introduces the role of nuclear techniques in saline agriculture.

The use of drugs in food animal production has resulted in benefits throughout the food industry; however, their use has also raised public health safety concerns. The Use of Drugs in Food Animals provides an overview of why and how drugs are used in the major food-producing animal industries--poultry, dairy, beef, swine, and aquaculture. The volume discusses the prevalence of human pathogens in foods of animal origin. It also addresses the transfer of resistance in animal microbes to human pathogens and the resulting risk of human disease. The committee offers analysis and insight into these areas Monitoring of drug residues. The book provides a brief overview of how the FDA and USDA monitor drug residues in foods of animal origin and describes quality assurance programs initiated by the poultry, dairy, beef, and swine industries. Antibiotic resistance. The committee reports what is known about this controversial problem and its potential effect on human health. The volume also looks at how drug use may be minimized with new approaches in genetics, nutrition, and animal management. November

The development of a closed-loop cycle is a necessary condition so as to develop a circular economy model as an alternative to the linear model, in order to maintain the value of products and materials for as long as possible. For this motive, the definition of the value must be demonstrated for both the environment and the economy. The presence of these analyses should be associated with the social dimension and the human component. A strong cooperation between social and technical profiles is a new challenge for all researchers. End of life of products attract a lot of attention, and the final output could be the production of technologies suitable for managing this waste.

Deterrence Is A Policy That Fashions A Situation Whereby War Can Be Limited If Not Averted. It Rests On The Capability Of A Nation To Deter The Enemy, Ensure That The Credibility Of The Threat Is Maintained, And Respected, And Use That Capability When Necessary. Nuclear Weapons Deter, But There Is The Pursuit For The Absolute Means To Seek Foolproof Deterrence. Herein Lies The Dilemma. The Stakes Involved In A Nuclear War And The Use Of These Weapons Stimulate Varied And Worried Debates. To Justify A War, Arguments Tend To Get Grounded On Just War The Doctrine Of Just War Is Concerned Not With What Men Did In War But What They Ought To Do Or Refrain From Doing; The Jus Ad Bellum Or Justification Of War And The Jus In Bello Or The Limitation Of War.

This is the first comprehensive review of the world literature on filovirus research and provides the most extensive bibliography of the subject yet published. There is special emphasis on foreign literature that has never been summarized. Every aspect of filovirus research, including their history, epidemiology, clinical picture, pathology, molecular biology, and political aspects

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are reviewed in detail.

This comprehensive collection of up-to-the-minute research in the field of poisonous plants investigates the effects of toxins on animals and humans. It covers the effects of poisonous plants on the liver, the reproductive system, and the nervous system, as well as exploring the field of herbal medicine. In a specialized section devoted to control measures, the book highlights techniques such as vaccination and taste aversion, providing the reader with important information on safeguarding against disaster. This volume is an essential reference for veterinarians, researchers, toxicologists and chemists.

In combining practice and theory, this textbook provides a management perspective on the 'business case' for sustainability. Drawing on examples from 20 frontrunner companies located in the Netherlands, it builds upon a unique research project in which CEOs and middle-managers gave access not only to their decision-making process, but also revealed how their perceptions shaped the transition process. This book identifies four different archetypes of business cases and related business models that business students and managers can use to identify phases and related attitudes towards sustainability. The book provides in-depth analysis and insight into:

- theoretical concepts and an overview of the relevant literature
- the different business cases for sustainability
- behavioural characteristics of each phase and the typical barriers between them
- more than 70 tipping points
- approaches to shaping stakeholder dialogue
- effective engagement of stakeholders in each phase of transition
- how companies move through the phases towards higher levels of sustainability
- insights of employees of the 20 companies whether the business case was really achieved
- summary of the interventions which have proved successful in these companies.

This book offers students as well as managers of vocational and academic institutions at undergraduate and postgraduate level insight into real-life transition processes towards sustainability.

Project management is recognised as a core competency across health and community services environments, yet it can be challenging for new project staff and practitioners to balance the needs of stakeholders and ensure the best outcome for everyone involved. This wholly revised edition of *Project Management in Health and Community Services* presents the tools and techniques for effective practice, offering practical problem-solving strategies for managing projects based on real-life scenarios. The expert authors use case studies and examples from the field to illustrate topics such as the project life cycle, project planning, execution and evaluation, risk management, handling change and building effective teams. This edition also features a new chapter on the importance of incorporating evaluation into project design and implementation, and how evaluation can impact on future project design and development. Written by highly experienced authors and underpinned by the latest research, this is an essential resource for anyone studying or working in health and community services.

Expert judgment is a major source of information that can provide vital input to project managers, who must ensure that projects are completed successfully, on time, and on budget. Too often, however, companies lack detailed processes for finding and consulting with experts—making it hard to match the required know-how with the project at hand. In *Expert Judgment in Project Management: Narrowing the Theory-Practice Gap*, Paul S. Szwed provides research that will help project managers become more adept at using expert judgment effectively.

It's been shown again and again that business components from R & D to systems, engineering to manufacturing can benefit from a project-centered management approach. Now, organizations that have had success at the departmental or divisional level are taking the project management approach to new levels, adopting PM standards into across-the-board management philosophies and business strategies. This new model is known as the Project Management Center of Excellence. PMCoEs need every group within the organization to work

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under the PM model, but more important, they need the proper tools to implement PM standards in new areas. A crucial tool in developing project management objectives across the company, this book covers: * Positioning project management as a business strategy * Creating and managing an organizational PM portfolio * Education, training, and internal PM certification programs * Classifying projects, benchmarking, and mapping a methodology

A Wall Street Journal Bestseller! What are venture capitalists saying about your startup behind closed doors? And what can you do to influence that conversation? If Silicon Valley is the greatest wealth-generating machine in the world, Sand Hill Road is its humming engine. That's where you'll find the biggest names in venture capital, including famed VC firm Andreessen Horowitz, where lawyer-turned-entrepreneur-turned-VC Scott Kupor serves as managing partner. Whether you're trying to get a new company off the ground or scale an existing business to the next level, you need to understand how VCs think. In *Secrets of Sand Hill Road*, Kupor explains exactly how VCs decide where and how much to invest, and how entrepreneurs can get the best possible deal and make the most of their relationships with VCs. Kupor explains, for instance:

- Why most VCs typically invest in only one startup in a given business category.
- Why the skill you need most when raising venture capital is the ability to tell a compelling story.
- How to handle a "down round," when startups have to raise funds at a lower valuation than in the previous round.
- What to do when VCs get too entangled in the day-to-day operations of the business.
- Why you need to build relationships with potential acquirers long before you decide to sell.

Filled with Kupor's firsthand experiences, insider advice, and practical takeaways, *Secrets of Sand Hill Road* is the guide every entrepreneur needs to turn their startup into the next unicorn.

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