

# Mastering Project Portfolio Management A Systems Approach To Achieving Strategic Objectives

If where an organization allocates its resources determines its strategy, why is it that so few companies actively manage the resource allocation process? "Optimizing Corporate Portfolio Management: Aligning Investment Proposals with Organizational Strategy" goes beyond platitudes about why you should use corporate portfolio management (CPM) by offering a practical methodology to bring this powerful discipline to your organization. "Optimizing Corporate Portfolio Management" takes an expansive view of where CPM can be utilized by demonstrating that it can be used across any business line, product group or functional area, e.g., IT, R&D, innovation, marketing, salesforce, capital expenditure, etc. CPM is appropriate anywhere discretionary investments are being selected and executed. As a result, other terms used to describe portfolio management such as IT portfolio management, enterprise portfolio management, and project portfolio management are all merely subsets or slices of CPM. The book is written by Anand Sanwal, an expert on CPM, who has led American Express' CPM discipline (referred to as American Express Investment Optimization). American Express' CPM efforts are widely recognized as the most extensive, substantial and progressive deployment of CPM across any organization. Sanwal avoids academic theories and consultant jargon to ultimately deliver pragmatic and proven recommendations on how to make CPM a reality. The book features a foreword by Gary Crittenden, former CFO and EVP of American Express, and several case studies from leading financial services, technology, and government organizations utilizing CPM. Additionally, the book has received significant praise from thought leaders at Google, HP, American Express, The CFO Executive Board, Gartner, Accenture Marketing Sciences, The Wharton School of Business and many others. Project Portfolio Management Project Portfolio Management (PPM) goes beyond the typical project management approach to offer a set of proven business practices that can help executives, program managers, and project managers bring projects into alignment with the strategies, resources, and executive oversight of the overall enterprise. Step by step, this book shows how to take a project from the inception of a vision to the realization of benefits to the organization. Project Portfolio Management draws on project management expert Harvey A. Levine's years of research and distills the knowledge and best practices from dozens of leaders in the field to show how to select and implement the projects that will garner the best results. Throughout this important resource, Levine tackles the many challenges associated with PPM, including Ranking value and benefits Determining the size of the portfolio pipeline Assessing the impact of uncertainty on projects and portfolios Understanding the benefit and risk relationship Establishing a portfolio governance capability Managing the portfolio to maximize benefits Implementing PPM Using Project Portfolio Management as a guide, project managers can create a healthy portfolio of projects that will ultimately improve an organization's effectiveness in using limited resources to support its goals. This bold new text approaches project portfolio management from a fresh new lens of delivering immediate value. In today's hyper-paced business climate, the need for portfolio management has grown exponentially but the time to deliver results has

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dramatically shortened. This book recognizes that and explains how an impactful portfolio is attainable using a back-to-basics approach. It also walks readers through the actual implementation of each portfolio component using a popular platform called Smartsheet. Every section of this practical desk reference provides guidance for getting your portfolio up and running quickly to achieve immediate results. It also presents a detailed look at successful portfolio governance; explores the important relationship between the portfolio office, CIO, and finance department; and supplies effective funding strategies for project portfolios.

Organizational Project Portfolio Management: A Practitioner's Guide offers a generic, practical methodology and tool kit to design, build, and manage a balanced portfolio at any level of the enterprise. These techniques can be used irrespective of business industry, where the portfolio management group is located within the organizational hierarchy, or the type of projects contained. Key Features Discusses how the principles of financial portfolio management are applicable to project portfolios, and outlines the three key steps to achieving a profitable project portfolio: 1) Defining your project investment strategy, 2) Selecting the right projects, and 3) Effectively managing them Presents a model and PPM methodology for a balanced portfolio based on concepts similar to a framework known as the 'balanced scorecard' that allows you to create a balance along any project characteristic such as size, risk, and development time Demonstrates how earned value management techniques can be effectively applied at the portfolio level and addresses risk and uncertainty Explains how to reprioritize projects when resources become limited, utilize key metrics to monitor and manage portfolio performance, and determine whether a project should be continued or terminated Uses a case study to illustrates how you can apply the methods and tools presented throughout the text and includes case study exercises to enhance the learning process WAV TM offers downloadable charts for managing resources, discounted cash flow and Monte Carlo simulation spreadsheets, and worksheets for portfolio and project case examples in the book - available from the Web Added Value™ Download Resource Center at [www.jrosspub.com](http://www.jrosspub.com).

Mastering Project Management Integration and Scope gives managers powerful insights and tools for addressing the most crucial success factor in any project: completely and accurately defining project objectives and deliverables, and transforming your definitions into effective requirements and an integrated project plan. This book is part of a new series of six cutting-edge project management guides for both working practitioners and students. Like all books in this series, it offers deep practical insight into the successful design, management, and control of complex modern projects. Using real case studies and proven applications, expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome. Individually, these books focus on realistic, actionable solutions, not theory. Together, they provide comprehensive guidance for working project managers at all levels, as well as indispensable knowledge for anyone pursuing PMI/PMBOK certification or other accreditation in the field.

Every CEO in the world, if questioned, will always complain that there are a lot of ideas to implement, but, unfortunately, insufficient resources to accomplish them. This book provides a solution to this dilemma by supplying techniques to assess the value of projects, prioritize projects, and decide which projects to implement and which to

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postpone. In addition, it describes various methods of balancing project portfolios and different strategic alignment models. The book provides thirty real-life project portfolio management case studies from pharmaceutical, product development, financial, energy, telecommunications, not-for-profit and professional services industries. When Fortune Magazine estimated that 70% of all strategies fail, it also noted that most of these strategies were basically sound, but could not be executed. The central premise of Strategic Project Management Made Simple is that most projects and strategies never get off the ground because of adhoc, haphazard, and obsolete methods used to turn their ideas into coherent and actionable plans. Strategic Project Management Made Simple is the first book to couple a step-by-step process with an interactive thinking tool that takes a strategic approach to designing projects and action initiatives. Strategic Project Management Made Simple builds a solid platform upon four critical questions that are vital for teams to intelligently answer in order to create their own strong, strategic foundation. These questions are: 1. What are we trying to accomplish and why? 2. How will we measure success? 3. What other conditions must exist? 4. How do we get there? This fresh approach begins with clearly understanding the what and why of a project - comprehending the bigger picture goals that are often given only lip service or cursory reviews. The second and third questions clarify success measures and identify the risky assumptions that can later cause pain if not spotted early. The how questions - what are the activities, budgets, and schedules - comes last in our four-question system. By contrast, most project approaches prematurely concentrate on the how without first adequately addressing the three other questions. These four questions guide readers into fleshing out a simple, yet sophisticated, mental workbench called "the Logical Framework" - a Systems Thinking paradigm that lays out one's own project strategy in an easily accessible, interactive 4x4 matrix. The inclusion of memorable features and concepts (four critical questions, LogFrame matrix, If-then thinking, and Implementation Equation) make this book unique.

This unique guide and professional reference presents a structured framework for practitioners and students of project, program, and portfolio management to enhance their strategic and analytic capabilities in the evolving discipline of project portfolio management (PPM). It provides a practical, step-by-step approach to building competencies in categorizing, evaluating, optimizing, prioritizing, and managing an IT, pharmaceutical, biotech or other complex R&D-oriented portfolio of investments. Learn powerful techniques for successfully managing modern projects, programs, and portfolios in any environment, no matter how complex. Mastering Project, Program, and Portfolio Management addresses several make-or-break issues associated with successful project management: organizational structure, linkages between project management and operations, and definitions and interrelationships amongst projects, programs and portfolios. Unlike other books, which address these issues only in passing, this book drills down to offer practical, real-world concepts, in-the-trenches insights, and proven applications. You'll learn how to: Plan projects and strategies to reflect your organization's needs and structures Develop and implement a successful Project Management Office (PMO) Organize projects, programs, and portfolios Systematically maximize the business value of project management This book is part of a new series of six cutting-edge project management guides for both working

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practitioners and students. Like all books in this series, it offers deep practical insight into the successful design, management, and control of complex modern projects. Using real case studies and proven applications, expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome. Individually, these books focus on realistic, actionable solutions, not theory. Together, they provide comprehensive guidance for working project managers at all levels, as well as indispensable knowledge for anyone pursuing PMI/PMBOK certification or other accreditation in the field.

Business Driven Project Portfolio Management covers the top 10 risks that threaten project portfolio management success and offers practical alternatives to help ensure achievement of desired results. Written from a business perspective, it contains the executive insights, management strategy, tactics, processes and architecture needed for the successful implementation, ongoing management, and continual improvement of project portfolio management (PPM) in any organization. Key Features: --Presents actionable tools, techniques and solutions to the top 10 PPM risks and execution difficulties that most organizations and program management offices (PMOs) face --Includes real case examples that organizations and PMOs of all shapes and sizes seeking to effectively management project portfolios will find beneficial --Shares insightful and practical advice from executives of leading PPM providers, coupled with the wisdom of highly experienced operational executives who manage PMOs, use PPM applications, and are responsible for PPM success --WAV offers downloadable PPM-related episodes of The PMO Podcast™, an executive overview presentation of the book's content, solutions to end-of-chapter questions for professors, and 100 practical tips for implementing PPM within your organization — available from the Web Added Value™ Download Resource Center at [www.jrosspub.com](http://www.jrosspub.com)

Streamline project workflow with expert agile implementation The Project Management Profession is beginning to go through rapid and profound transformation due to the widespread adoption of agile methodologies. Those changes are likely to dramatically change the role of project managers in many environments as we have known them and raise the bar for the entire project management profession; however, we are in the early stages of that transformation and there is a lot of confusion about the impact it has on project managers: There are many stereotypes and misconceptions that exist about both Agile and traditional plan-driven project management, Agile and traditional project management principles and practices are treated as separate and independent domains of knowledge with little or no integration between the two and sometimes seen as in conflict with each other Agile and "Waterfall" are thought of as two binary, mutually-exclusive choices and companies sometimes try to force-fit their business and projects to one of those extremes when the right solution is to fit the approach to the project It's no wonder that many Project Managers might be confused by all of this! This book will help project managers unravel a lot of the confusion that exists; develop a totally new perspective to see Agile and traditional plan-driven project management principles and practices in a new light as complementary to each other rather than competitive; and learn to develop an adaptive approach to blend those principles and practices together in the right proportions to fit any situation. There are many books on Agile and many books on traditional project management but what's very unique about this book is that it takes an objective approach to help you

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understand the strengths and weaknesses of both of those areas to see how they can work synergistically to improve project outcomes in any project. The book includes discussion topics, real world case studies, and sample enterprise-level agile frameworks that facilitate hands-on learning as well as an in-depth discussion of the principles behind both Agile and traditional plan-driven project management practices to provide a more thorough level of understanding.

Randal Wilson gives managers powerful insights and tools for structuring and managing any project based on business strategy and how that project will be used. Starting with project objectives, it demonstrates how to establish processes that optimally group actions at each stage of the project lifecycle -- thereby maximizing the likelihood of success. Mastering Project Management Strategy and Processes is part of a new series of six cutting-edge project management guides for both working practitioners and students. Like all books in this series, it offers deep practical insight into the successful design, management, and control of complex modern projects. Using real case studies and proven applications, expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome. Individually, these books focus on realistic, actionable solutions, not theory. Together, they provide comprehensive guidance for working project managers at all levels, as well as indispensable knowledge for anyone pursuing PMI/PMBOK certification or other accreditation in the field.

This book is written in simple, easy to understand format with lots of screenshots and step-by-step explanations. If you are a Project manager or a consultant, who wants to master the core concepts of Primavera P6 and the new features associated with version 8, then this is the best guide for you. This book assumes that you have a fundamental knowledge of working in the Primavera P6 environment.

Certifications in project management are like birthdays: everybody has one. You need something more to distinguish yourself in this profession. This book is a practical guide for project and program managers who want to increase their skills by incorporating relevant theory, formulas, and tools from Master of Business Administration (MBA) curriculum. The book provides an overview of core classes taught in most MBA programs, but in a way that makes the material practical for project practitioners. Readers will learn new tools to improve critical decision making, formulas and techniques for making recommendations to leadership, and an assortment of theories for up leveling their project management skills.

This paper aims to show portfolio managers the added value of using a project and portfolio management (PPM) tool when defining the portfolio that will be authorized. After an overview of some portfolio management principles, a high-level presentation of the PPM software marketplace will be given and some insights will be shared to help you answer one key question: What is the best tool? The paper concludes with an example of how one of the leading PPM software packages helps define a portfolio via weighted ranking and scoring techniques using a simple three-step approach.

Foreword by industry legend Harold Kerzner! This book describes a completely unique step-by-step, workflow-guiding approach to project management which simplifies activities by enforcing execution of all required processes on time, and redirecting to an alternative path in the event of project issues. Since compliance with all project management processes is enforced by the workflow, product quality is significantly

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improved and life cycle errors are almost eliminated. Project Workflow Management: A Business Process Approach is the first and only book in the marketplace which enables readers with no prior project management experience to manage the entire life cycle of any small to mid-sized project. It also equips mid- and senior-level project managers with directions and a detailed map to the effective management of complex projects and programs.

Learn powerful communications and stakeholder management techniques that dramatically improve your ability to deliver projects successfully! Unlike other project guides, which address these issues only in passing, Mastering Project Human Resource Management offers practical, real-world guidance, in-the-trenches insights, and proven applications. You'll learn how to:

- Identify stakeholders and initiate communications
- Plan for effective HR, communications, and stakeholder management
- Build, develop, and manage project teams capable of powerfully effective communication and stakeholder engagement
- Monitor, control, and optimize the effectiveness of your communication and engagement

This book is part of a new series of six cutting-edge project management guides for both working practitioners and students. Like all books in this series, it offers deep practical insight into the successful design, management, and control of complex modern projects. Using real case studies and proven applications, expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome. Individually, these books focus on realistic, actionable solutions, not theory. Together, they provide comprehensive guidance for working project managers at all levels, as well as indispensable knowledge for anyone pursuing PMI/PMBOK certification or other accreditation in the field.

PMBOK®, PRINCE2®, and Scrum are today's three most widely recognized project management standards. The most successful project managers know how to draw on all three, and often combine them to deliver their projects more effectively and efficiently. In Mastering Principles and Practices in PMBOK, Prince2, and Scrum, Jihane Roudias shows project managers how these methods complement each other, how to integrate them, and how to troubleshoot projects involving any or all of them. Roudias illuminates core project concepts, processes, and areas of knowledge in each methodology, guides you in synthesizing them, and reviews the types of difficulties you may encounter in each project process. Drawing on extensive personal experience, Roudias also emphasizes the importance of project risk management, monitoring, and evaluation systems – and demonstrates how to use them to make timely and informed decisions at every stage of your project. For every project management practitioner and student pursuing PMBOK/PMI, PRINCE2, and/or Scrum certification, or seeking to use these methodologies together to achieve better project performance.

As a companion guide to portfolio management, this book is primarily grounded with the Standard for Portfolio Management -4th Edition. This book is designed for three primary audience groups: Business Executives, Portfolio Leaders and Practitioners, and Portfolio Thinkers.

You have too many projects, and firefighting and multitasking are keeping you from finishing any of them. You need to manage your project portfolio. This fully updated and expanded bestseller arms you with agile and lean ways to collect all your work and decide which projects you should do first, second, and never. See how to tie your work to your organization's mission and show your managers, your board, and your staff what you can accomplish and when. Picture the work you have, and make those difficult decisions, ensuring that all your strength is focused where it needs to be. All your projects and programs make up your portfolio. But how much time do you actually spend on your projects, and how much time do you spend on emergency fire drills or waste through multitasking? This book gives you insightful ways to rank

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all the projects you're working on and figure out the right staffing and schedule so projects get finished faster. The trick is adopting lean and agile approaches to projects, whether they're software projects, projects that include hardware, or projects that depend on chunks of functionality from other suppliers. Find out how to define the mission of your team, group, or department, with none of the buzzwords that normally accompany a mission statement. Armed with the work and the mission, you'll manage your portfolio better and make those decisions that define the true leaders in the organization. With this expanded second edition, discover how to scale project portfolio management from one team to the entire enterprise, and integrate Cost of Delay when ranking projects. Additional Kanban views provide even more ways to visualize your portfolio.

Master the crucial risk management and procurement tasks that are indispensable to project success! In *Mastering Risk and Procurement in Project Management*, expert project manager and seasoned professor Wilson addresses every stage of the project where risk management and procurement are relevant, especially planning, monitoring, and control. Teaching through relevant examples and case studies, Wilson explains: Why risk management and procurement are so crucial to achieving your project's goals The deep and surprising linkages that exist across risk management and procurement How to avoid common pitfalls How to integrate best-practice risk management and procurement throughout your PMBOK processes. Drawing on his own extensive experience, he offers in-depth coverage of topics ranging from contracting and risk monitoring to project close-out, and gives readers practical knowledge of critical processes and tasks in project management.

Processes don't drive projects; people do. Successful project management is ultimately about effective communication, and more broadly, effective people management. Most books, however, deal largely with process - the mechanical, methodological side, and play down the human side. *The Project Manager* is a fresh approach to project management: it moves beyond the formal methodologies and techniques to shed light on the core skills that will make you a great project manager. It puts the project manager centre stage and provides you with an invaluable set of experience-based lessons, tips, and advice to help you consistently deliver the results you want. Whether you are a project manager yourself, or someone who works with or recruits project managers, this book will be essential reading. **DISCOVER WHAT YOU NEED TO KNOW AND DO TO BE A GREAT PROJECT MANAGER**

This title suggests proactive processes for ensuring proper financial reporting of project investments in compliance with the new Sarbanes-Oxley Federal Law and techniques for preventing, detecting, and managing the risks of fraud.

Presents an introduction to the processes of portfolio management, discussing how to identify business goals, develop strategy, evaluate environmental and risk factors and successfully complete project objectives. Original.

Today, less than a third of projects deliver their specified business benefits on time and within budget. Nearly 20% of all projects fail outright, and under-delivery of benefits on the average project is as high as 50%. Acutely aware of this and without understanding the root causes of the problem, organizations are busy advancing capabilities and investing in methodologies and processes that increase complexity, but just deliver more failure. Using examples and lessons learned from high-risk environments where the price of project failure is death, this innovative and captivating guide provides powerful insights into the root causes of project failure and how to manage them. This essential reference for business leaders, portfolio owners, project and program managers, business analysts, and risk managers, explores the drivers of risk in projects, the

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relationship between our ambitions and our abilities, and provides pragmatic real-world solutions to this constancy of project failure that readers can apply directly to their organization.

As executives build and nurture their organization's strategic agility in today's turbulent, uncertain business environment, the ability to lead strategic change has become more critical than ever. The Strategic Project Leader: Mastering Service-Based Project Leadership, Second Edition will help project managers lead with confidence in temporary, ambiguous team structures that execute risk-laden work in an increasingly agile project environment. Like the first edition, this edition encourages readers to take ownership of their leadership agenda and become disciplined in the processes of building a framework of leadership skills. Readers are introduced to a new role: the service-based project leader. This role serves the entire project organization by creating a meaningful experience for team members, customers, and critical stakeholders. The book provides practical guidance to help you move from project manager to service-based project leader. Detailing a framework for developing and refining leadership skills, it explains how to build a leadership competency pyramid and then execute a self-directed plan for building leadership competencies. The leadership competency pyramid includes an intuitive model that will be helpful to project managers at any level. The book elaborates on the components of each layer of the pyramid and how each layer relates to the others. A chapter is dedicated to each layer of the pyramid, with supporting evidence for the necessity of each of these layers, as well as practical advice on how to build and practice these component layers. Have all basic functions of Project Portfolio Management been defined? Does Project Portfolio Management analysis isolate the fundamental causes of problems? How much are sponsors, customers, partners, stakeholders involved in Project Portfolio Management? In other words, what are the risks, if Project Portfolio Management does not deliver successfully? How do we maintain Project Portfolio Management's Integrity? What is Effective Project Portfolio Management? This astounding Project Portfolio self-assessment will make you the entrusted Project Portfolio domain master by revealing just what you need to know to be fluent and ready for any Project Portfolio challenge. How do I reduce the effort in the Project Portfolio work to be done to get problems solved? How can I ensure that plans of action include every Project Portfolio task and that every Project Portfolio outcome is in place? How will I save time investigating strategic and tactical options and ensuring Project Portfolio opportunity costs are low? How can I deliver tailored Project Portfolio advice instantly with structured going-forward plans? There's no better guide through these mind-expanding questions than acclaimed best-selling author Gerard Blokdyk. Blokdyk ensures all Project Portfolio essentials are covered, from every angle: the Project Portfolio self-assessment shows succinctly and clearly that what needs to be clarified to organize the business/project activities and processes so that Project Portfolio outcomes are achieved. Contains extensive criteria grounded in past and current

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successful projects and activities by experienced Project Portfolio practitioners. Their mastery, combined with the uncommon elegance of the self-assessment, provides its superior value to you in knowing how to ensure the outcome of any efforts in Project Portfolio are maximized with professional results. Your purchase includes access to the \$249 value Project Portfolio self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. Your exclusive instant access details can be found in your book.

This unique text provides a holistic systems approach to project portfolio management which includes people, processes, tools, and techniques that work synergistically to produce portfolio decisions with the best chance of success. Accompanied by decision support software and advanced decision making techniques, it guides readers step-by-step through the entire project portfolio management process. This professional guide is also ideal for executive continuing education programs, and as a primary text for graduate level academic courses.

Ethics plays a critical role in project management, but all too often, its importance is overlooked. This benign neglect can result in serious consequences to individuals and organizations, ranging from tarnished reputations to civil and criminal liability. Ethics and Project Management demonstrates the importance of making ethics a key consideration in managing projects and describes the impacts that occur when ethical transgressions arise. Providing the tools necessary for project managers to avoid an ethical lapse that can put themselves and their organization at risk, this volume:

- Defines ethics and places it within the project management context
- Discusses the contents of the Project Management Institute's code of ethics
- Enables project managers to recognize the trends that precipitate ethical dilemmas on a project
- Demonstrates how ethical concerns permeate the entire project life cycle
- Provides tips on establishing a governance protocol to ensure ethical compliance
- Explores legal issues that arise from unethical behavior
- Examines how ethical concerns on a project can have global implications, and how to operate in international settings with cultural differences

Each chapter ends with a Getting Started Checklist, facilitating immediate application of the concepts discussed and making it easy for project managers to determine whether they are in compliance with ethical standards. Providing a solid roadmap for the ethical health of a project, this volume is essential reading for all those concerned with avoiding the disastrous consequences of a cavalier approach to ethics. Praise for the book: ... a great desktop reference for any project manager. It is a must-have title to complete any project management library and I recommend it to both new and highly experienced project managers. —Gregg D. Richie, PMP, MCTS, CNP, Managing Principal, P8, LLC

Whether you are organising an important event or heading up a large team, running a project can be a daunting process. Spiralling costs and missed deadlines are part of everyday life for many project managers - in fact, more

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projects fail than succeed! But project management doesn't have to be this way. It is possible to manage projects that consistently meet deadlines and come in within budget. Brilliant Project Management shows you how. Drawing on over 30 years of experience, you'll discover how to ensure your projects succeed every time. In this new edition Barker & Cole have included a section highlighting valuable sources of information in the challenging world of project management, including their inside track on methods, training and professional associations. It's the ultimate guide to becoming a brilliant project manager. Brilliant Outcomes Make a success of any project. Deliver on your promises. Save money, time and your sanity!

Offers a collection of essays on philosophies and strategies for defining, leading, and managing projects. This book explains to technical and non-technical readers alike what it takes to get through a large software or web development project. It does not cite specific methods, but focuses on philosophy and strategy. In today's challenging commercial environment, many business projects are now categorized as strategic investment with the primary concern being value impact on an organization's bottom line. This title equips project managers with the skills necessary to effectively manage projects as strategic investments.

A career's worth of portfolio management knowledge in one thorough, efficient guide Portfolio Management is an authoritative guide for those who wish to manage money professionally. This invaluable resource presents effective portfolio management practices supported by their underlying theory, providing the tools and instruction required to meet investor objectives and deliver superior performance. Highlighting a practitioner's view of portfolio management, this guide offers real-world perspective on investment processes, portfolio decision making, and the business of managing money for real clients. Real world examples and detailed test cases—supported by sophisticated Excel templates and true client situations—illustrate real investment scenarios and provide insight into the factors separating success from failure. The book is an ideal textbook for courses in advanced investments, portfolio management or applied capital markets finance. It is also a useful tool for practitioners who seek hands-on learning of advanced portfolio techniques. Managing other people's money is a challenging and ever-evolving business. Investment professionals must keep pace with the current market environment to effectively manage their client's assets while students require a foundation built on the most relevant, up-to-date information and techniques. This invaluable resource allows readers to: Learn and apply advanced multi-period portfolio methods to all major asset classes. Design, test, and implement investment processes. Win and keep client mandates. Grasp the theoretical foundations of major investment tools Teaching and learning aids include: Easy-to-use Excel templates with immediately accessible tools. Accessible PowerPoint slides, sample exam and quiz questions and sample syllabi Video lectures Proliferation of mathematics in economics, growing sophistication of investors, and rising competition in the industry requires advanced training of investment professionals. Portfolio Management provides expert guidance to this increasingly complex field, covering the important advancements in theory and intricacies of practice.

Accelerating change and the context for projects -- Understanding project complexity -- Interface management introduction -- Basic interface management process -- Interface analysis -- Interface management planning -- Interface management implementation -- Managing interface activity during execution -- Interface management verification and closeout Agile portfolio management deals with how an organization identifies, prioritizes, organizes,

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and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that's sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A good portfolio manager understands and follows the agile principles while also considering the various factors needed to successfully manage numerous teams and projects. The project management office of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations, however they lack the knowledge to perform these tasks. Researchers and practitioners have a good understanding of project, program and portfolio management in a planned based perspective. They have common standards from Axelos, PMI and such, so they know the best practices. The knowledge of agile on a team level is fairly mature and the knowledge of more agile teams (scaling) are increasing. However, the knowledge of agile portfolio management is still limited. The aim of this book is to give the reader an understanding of portfolio management of a portfolio of agile deliverables, what the options are (theory), what we know (research) and what others are doing (practice). Many organizations in banking, insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice. In this book, the author collects and analyzes common practices in various industries. He provides both theory and through case studies the practical aspects of agile portfolio management.

Lead change through strategic alignment of project and process performance Practical and filled with expert advice, Strategic Project Portfolio Management: Enabling a Productive Organization presents a clear framework for your organization to complete impactful strategic projects. Providing executive-level guidance to build a powerful and efficient process from initial adoption to portfolio alignment, this essential resource contains case studies from small to global multinational organizations, arming you with the insights to ensure your strategic projects are given the resources they need to deliver business impact. This important guide Shows executives how to align their projects and processes with their business strategy for compelling competitive advantage Provides cases from best in class organizations, showing how they were able to achieve results by using processes outlined in the book Reveals how technology is the key to developing new collaborative platforms and innovative work management environments that have not been possible until now Defines a framework for assessing project portfolio management competence within your organization and driving momentum for compelling improvements Explores how to go beyond project portfolio management to a holistic work management system Strategic Project Portfolio Management: Enabling a Productive Organization offers the practical recommendations, guidance, and real world insights you need to immediately begin driving better project management strategy.

Marketing is about placing a new product or service into the market. Projects are about delivering new products and services. The merger of these two fields holds great promise for delivering value to organizations and their clients. Project managers can serve many markets ranging from investors who fund projects to that of clients who use new products and services. Marketing Projects is a guide for helping project managers have projects funded or deliver value to end users. It is also a guide for marketing managers new to the world of project management. The book begins by presenting the basics of both marketing and project management and highlights the aspects that are unique and relevant to both areas. It then explores marketing project feasibility and presents tools for assessing feasibility, which include the 6Ps of project management strategy: The project 4Ps: plan, processes, people, and power PRO: pessimistic, realistic, and optimistic scenarios POVs: points of vulnerability POE: point of equilibrium POW: product, organization, and work breakdown structures PWP: work psychodynamics This book illustrates how to use these tools to market new projects to potential sponsors and investors. It then explores marketing projects to end users. Crucial to the success of projects are the relationships between project managers and clients and the

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way marketing experts implement their strategies. This book explains how project managers can develop meaningful relationships with clients to foster trust and have positive interactions. Project managers excel at managing the processes for delivering new products and services. Marketers are keenly aware of latent, or unconscious needs, as well as those developing and emerging, and can provide project promoters and managers with exciting ideas. This book will help improve the mutual understanding between marketing and project managers, an effort ultimately benefiting end users, whether they be investors or customers. A better work atmosphere and a closer fit between marketing and project management objectives can only serve the interests of investors and end users, for whom marketers and project managers conceive and realize projects, one way or the other.

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