

Pertmaster User Guide

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.

Plant engineers are responsible for a wide range of industrial activities, and may work in any industry. This means that breadth of knowledge required by such professionals is so wide that previous books addressing plant engineering have either been limited to only certain subjects or cursory in their treatment of topics. The Plant Engineering Handbook offers comprehensive coverage of an enormous range of subjects which are of vital interest to the plant engineer and anyone connected with industrial operations or maintenance. This handbook is packed with indispensable information, from defining just what a Plant Engineer actually does, through selection of a suitable site for a factory and provision of basic facilities (including boilers, electrical systems, water, HVAC systems, pumping systems and floors and finishes) to issues such as lubrication, corrosion, energy conservation, maintenance and materials handling as well as environmental considerations, insurance matters and financial concerns. One of the major features of this volume is its comprehensive treatment of the maintenance management function; in addition to chapters which outline the operation of the various plant equipment there is specialist advice on how to get the most out of that equipment and its operators. This will enable the reader to reap the rewards of more efficient operations, more effective employee contributions and in turn more profitable performance from the plant and the business to which it contributes. The Editor, Keith Mobley and the team of expert contributors, have practiced at the highest levels in leading corporations across the USA, Europe and the rest of the world. Produced in association with Plant Engineering magazine, this book will be a source of information for plant engineers in any industry worldwide. * A Flagship reference work for the Plant Engineering series * Provides comprehensive coverage on an enormous range of subjects vital to plant and industrial engineer * Includes an international perspective including dual units and regulations

I first became interested in the methods of planning the sequence and timing of jobs on large-scale development projects, as a field officer involved in planning and implementing mechanised farming schemes in Uganda in the mid-sixties. This interest was reinforced by experience of agro-industrial projects in both Nigeria and Iran, when it became obvious that the lax traditional methods of both planning and controlling the implementation of agricultural and other rural development projects were very ineffective compared with those already in use in other disciplines. An extended spell as Resident Adviser on a World Bank project to strengthen planning and project management services in the agricultural sector in Sind Province, Pakistan, stimulated this interest further, and gave opportunities to develop the use of improved methods on some very complex schemes. This book

summarises the experience gained in adapting critical path methods, well established in other fields, to Third World development projects, with their peculiar problems. It would not have been possible to reach this point without the help and stimulation of discussions with a large number of colleagues, including John Joyce (then of Hunting Technical Services), Hatsuya Azumi (World Bank), and particularly Zaffar Sohrwardy and Akhtar Ali of Aarkays Associates in Karachi, during our work together. My thanks are also due to Yasin Mohammed, who typed most of the original draft; Anwar Mohammed and Irene Mills for final typing; and to my wife, Jill, for drawing the original figures.

Risk is a key issue for every project manager. How the various risks are handled can often define the final outcome of a project; it can determine its overall worth to both sponsors and contractors and its ultimate success or failure. Alan Webb's *The Project Manager's Guide to Handling Risk* is a concise, practical guide to the process for every project manager. Starting from an explanation of how our current ideas of risk have evolved, the author introduces the nature of risk and the basis of risk analysis; explores how and where different patterns of risk emerge within the life of a project, and explains the variety of tools and techniques for risk analysis and management and shows how to use them. The book also provides a comprehensive assessment of the current range of software tools that deals with the various aspects of risk management. Included with *The Project Manager's Guide to Handling Risk* is a free CD-ROM containing samples of available software packages.

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Project managers tend to believe their cost estimates - whether they have exceeded budgets in the past or not. It is dangerous to accept the engineering cost estimates, which are often optimistic or unrealistic. Though cost estimates incorporate contingency reserves below-the-line, these estimates of reserves often do not benefit from a rigorous assessment of risk to project costs. Risks to cost come from multiple sources including uncertain project duration, which is often ignored in cost risk analyses. In short, experience shows that cost estimating on projects is rarely successful - cost overruns routinely occur. There are effective ways to estimate the impact on the cost of complex projects from project risks of all types, including traditional cost-type risks and the indirect but often substantial impact from risks usually thought of as affecting project schedules. Integrated cost-schedule risk analysis helps us determine how likely the project will go over budget with the current plan, how much contingency reserve is required to achieve a desired level of certainty, and which risks are most important so the project manager can mitigate them and achieve a better result. *Integrated Cost-Schedule Risk Analysis* provides solutions for these and other challenges. This book follows on from David Hulett's highly-praised *Practical Schedule Risk Analysis*. It focuses on the way that schedule risk can generate cost risk, and how to handle this relationship. It also applies the Risk Driver Method to the analysis so that you can clearly and transparently identify the key risks, rather than just the most risky cost line items. With detailed worked examples and over 70 illustrations, *Integrated Cost-Schedule Risk Analysis* offers the definitive guide to this critically important aspect of project management from surely the world's leading

commentator.

Most suppliers lose around 16% of their customers each year. The reason? Poor service — whether perceived or real. Any technology-based support service, whether in-house, contracted or outsourced, stands to be accused of being insensitive to the requirements of its customers (or users). Equally, customers of a support service may have unrealistic expectations of what can be reasonably provided. Service Level Agreements (SLAs) can overcome these gulfs. A Service Level Agreement can create harmony between parties and can prevent disputes between customers and suppliers. It can justify investment and identify the "right" quality of service. It can mean the difference between business success and failure. SLAs are potentially a strategic tool to align all support services (particularly IT) directly to business mission achievement. In the past, few organizations used them in this way. Armed with this book and the companion SLA FRAMEWORK, more and more businesses are now succeeding. Where are SLAs going? Increasingly business-focused. Increasingly measured in real-time. Simple documents that cover complex service infrastructures. Providing a competitive edge. Embracing penalties. The brave, who commit to tight SLAs and perform against them will win the commercial spoils. This book provides the knowledge and tools based on fifteen years of intensive development to ensure your enterprise is among the winners.

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