

Agile And Project Portfolio Management Ppm Deloitte

If you ally craving such a referred **agile and project portfolio management ppm deloitte** ebook that will present you worth, acquire the certainly best seller from us currently from several preferred authors. If you desire to comical books, lots of novels, tale, jokes, and more fictions collections are after that launched, from best seller to one of the most current released.

You may not be perplexed to enjoy every books collections agile and project portfolio management ppm deloitte that we will very offer. It is not on the costs. Its about what you obsession currently. This agile and project portfolio management ppm deloitte, as one of the most enthusiastic sellers here will unconditionally be in the middle of the best options to review.

Software Engineering Methods in Intelligent Algorithms - Radek Silhavy 2019-05-07

This book presents software engineering methods in the context of the intelligent systems. It discusses real-world problems and exploratory research describing novel approaches and applications of software engineering, software design and algorithms. The book constitutes the refereed proceedings of the Software Engineering Methods in Intelligent Algorithms Section of the 8th Computer Science On-line Conference 2019 (CSOC 2019), held on-line in April 2019.

Implementing Project Portfolio Management - Dr. Panos Chatzipanos 2018-10-18

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.

Project Portfolios in Dynamic Environments - Brian Hobbs 2012-05-01

Project Portfolios in Dynamic Environments: Organizing for Uncertainty is a comprehensive report of research that addresses this important, rising issue. Authors Yvan Petit and Brian Hobbs present the results of their investigation in a report that significantly advances the theory and also offers tips for practice. Currently, those applying project portfolio management tend to focus on the selection, prioritization, and strategic alignment of projects. Little attention is afforded the potential disturbances to project portfolios such as new projects, terminated projects, delayed projects, incorrect planning due to high uncertainty, and changes in the external environment. Yet, these factors can have highly disruptive, even show-stopping influence. This research seeks to answer: How is uncertainty affecting project portfolios managed in dynamic environments?

Zarządzani e portfel em projekt ów w organi zacji - Paweł Cabała 2018-02-12

Celem niniejszej monografii jest przegląd, analiza i ocena koncepcji zarządzania portfelem projektów w organizacji. Podejście portfelowe do zarządzania projektami lokuje omawianą problematykę w dziedzinie zarządzania strategicznego. Motywem przewodnim rozważań jest przyjęcie tezy o rosnącym znaczeniu projektów w kształtowaniu oraz implementacji strategii współczesnych organizacji. Książka zawiera trzynaście rozdziałów, które zostały zgrupowane w trzech częściach zatytułowanych: koncepcje, metody oraz zastosowania. Monografia jest skierowana do szerokiego grona odbiorców, w szczególności do tych przedstawicieli środowiska naukowego, którzy prowadzą badania na pograniczu zarządzania projektami i zarządzania strategicznego. Zagadnienia poruszane w książce mogą także zainteresować przedstawicieli praktyki gospodarczej, zwłaszcza osób zajmujących kierownicze stanowiska w organizacjach zarządzanych przez projekty.

The Alchemy of Growth - Mehrdad Baghai 2000-06-30

Growth unleashes benefits beyond the economic. It revitalizes organizations and invigorates the people in them, creating energy, a sense of purpose, and the glow of being on a winning team. Like the alchemy of old, it seeks to transform the everyday into the exalted by means that seem little short of magical. Yet growth is often elusive, achieved at unacceptable costs, or managed in fits and starts. Based on over three years of research and application at high-performing companies around the world, The Alchemy of Growth is a comprehensive, practical approach to initiating, achieving, and sustaining profitable growth—today and tomorrow. As the book shows, the secret is to manage business opportunities across three time horizons at once: extending and defending core businesses, building new businesses, and seeding options for the

future. The Alchemy of Growth offers managers at all levels the tools and concepts for investing in the right initiatives, capabilities, and talent to propel their companies into the future.

Advances in Production Management Systems. The Path to Intelligent, Collaborative and Sustainable Manufacturing - Hermann Lödding 2017-08-28

The two-volume set IFIP AICT 513 and 514 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2017, held in Hamburg, Germany, in September 2017. The 121 revised full papers presented were carefully reviewed and selected from 163 submissions. They are organized in the following topical sections: smart manufacturing system characterization; product and asset life cycle management in smart factories of industry 4.0; cyber-physical (IIoT) technology deployments in smart manufacturing systems; multi-disciplinary collaboration in the development of smart product-service solutions; sustainable human integration in cyber-physical systems: the operator 4.0; intelligent diagnostics and maintenance solutions; operations planning, scheduling and control; supply chain design; production management in food supply chains; factory planning; industrial and other services; operations management in engineer-to-order manufacturing; gamification of complex systems design development; lean and green manufacturing; and eco-efficiency in manufacturing operations.

Managing the Pmo Lifecycle - Waffa Karkukly 2012-11-20

What goes into the set-up, build-out, and sustainability of PMOs, the drivers, the benefits, and the know-how? Managing the PMO Lifecycle talks through the PMOLC (PMO Lifecycle) and steps to help set-up, build-out, and sustain PMOs. The book's main purpose is to be a guide for all those wishing to know about PMO. Alongside practical advice and ideas the author includes elements of her research from a survey conducted through PMO leaders to provide results on PMOLC complexity and flow. The text also takes on controversial topics such as virtual PMO's, PPM practices, and outsourcing along with case studies from well-known organizations that shed light on existing and emerging practices.

Project Portfolio Management in Theory and Practice - Jamal Moustafaev 2016-10-04

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 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.

Agile Transformation - Scott M Graffius 2019-06-06

Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. Scott M. Graffius' first book, Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions, provides readers with practical information they can use to get benefits from the

most popular agile framework, Scrum. It presents top practices from successful implementations based on Scott's hands-on experience and 116 diverse sources such as the Scrum Alliance, the Project Management Institute, MIT, the IEEE, Gartner, and the Software Engineering Institute. BookAuthority named Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions "One of the Best Scrum Books of All Time." The publication garnered 17 first place awards from national and international competitions. Scott and his book have been featured in Yahoo Finance, Computer Weekly, the PM World Journal, Learning Solutions, Innovation Management, and additional media publications. In Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change, Scott shares a behind-the-scenes account of a successful agile implementation at a global entertainment company. The story is based on actual events and it's told from Scott's perspective as an agile coach. The transformation dramatically improved the way the organization works and delivers business value. New capabilities and practices enabled the enterprise to adapt to its changing environment, move faster, and drive innovation, which made it more competitive and prosperous.

Harvard Business Review Project Management Handbook - Antonio Nieto-Rodriguez 2021-10-19

The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

Improving Forecasts with Integrated Business Planning - Ganesh Sankaran 2019-03-05

This book provides both a broad overview of the forecasting process, covering technological and human aspects alike, and deep insights into algorithms and platform functionalities in the IBP toolbox required to maximize forecast accuracy. Rich in technical and business explanations, it addresses short-, medium- and long-term forecasting processes using functionalities available in demand planning and demand sensing. There are also several theoretical concepts underpinning the algorithms discussed; these are explained with numerical examples to help demystify the IBP forecasting toolbox. Beyond standard procedures, the book also discusses custom approaches (e.g. new segmentation criteria, new outlier detection and correction methods) and new methods (e.g. the use of Markov chains for forecasting sporadic demands), etc. It subsequently benchmarks common practices using these innovative approaches and discusses the

results. As measurement is an important precondition for improvement, an entire chapter is devoted to discussing process improvement and value using the Six Sigma methodology. In closing, the book provides several useful tips and tricks that should come in handy during project implementation.

Tel ecommuni cat i ons Strat egi c Pl anning - United States. Federal Aviation Administration 1991

Agile Management - Ángel Medinilla 2012-10-09

If you have tried to implement Agile in your organization, you have probably learned a lot about development practices, teamwork, processes and tools, but too little about how to manage such an organization. Yet managerial support is often the biggest impediment to successfully adopting Agile, and limiting your Agile efforts to those of the development teams while doing the same old-style management will dramatically limit the ability of your organization to reach the next Agile level. Ángel Medinilla will provide you with a comprehensive understanding of what Agile means to an organization and the manager's role in such an environment, i.e., how to manage, lead and motivate self-organizing teams and how to create an Agile corporate culture. Based on his background as a "veteran" Agile consultant for companies of all sizes, he delivers insights and experiences, points out possible pitfalls, presents practical approaches and possible scenarios, also including detailed suggestions for further reading. If you are a manager, team leader, evangelist, change agent (or whatever nice title) and if you want to push Agile further in your organization, then this is your book. You will read how to change the paradigm of what management is about: it is not about arbitrary decisions, constant supervision and progress control, and the negotiation of changing requirements. It is about motivation, self-organization, responsibility, and the exploitation of all project stakeholders' knowledge. We live in a different world than the one that most management experts of the 20th century describe, and companies that strive for success and excellence will need a new kind of manager - Agile managers.

Strat egi- Dri ven Tal ent Management Rob Silzer 2009-11-23

Organizations today understand that superior talent can create competitive business advantage. Executives are working with human resource managers and talent professionals to significantly improve their organization's ability to attract, develop, deploy, and retain the talent needed to achieve the organization's strategies. Effective CEOs and senior leaders are realizing that strong talent resources are as critical to business success as financial resources. This book in the SIOP Professional Practice Series provides an up-to-date review and summary of current and leading-edge talent management practices in organizations. A comprehensive book, Strategy-Driven Talent Management brings together an outstanding group of leading practitioners who present state-of-the-art ideas, best practices, and guidance on how to recruit, select, assimilate, develop, and retain exceptional talent and integrate talent management efforts with organizational strategy. Written for human resource professionals, industrial-organizational psychologists, and corporate executives, this key resource is a clear must-read guide to the emerging field of strategic talent management. Strategy-Driven Talent Management shows how to build competitive advantage through an integrated and strategic talent management program summarizes what it takes to attract, develop, deploy, and retain the best talent for the strategic needs of an organization reviews critical issues such as managing talent in global organizations and measuring the effectiveness of talent management programs includes case examples and CEO interviews from leading-edge companies such as PepsiCo, Microsoft, Home Depot, Cargill, and Allstate, which reveal how each of these organizations drives talent management with their business strategies This essential must-have HR resource offers insight into the future of strategic talent management, an extensive annotated bibliography and suggestions for preparing the next generation of organizational leaders.

Digital Entrepreneurship - Mariusz Soltanifar 2020-11-13

This open access book explores the global challenges and experiences related to digital entrepreneurial activities, using carefully selected examples from leading companies and economies that shape world business today and tomorrow. Digital entrepreneurship and the companies steering it have an enormous global impact; they promise to transform the business world and change the way we communicate with each other. These companies use digitalization and artificial intelligence to enhance the quality of decisions and augment their business and customer operations. This book demonstrates how cloud services are

continuing to evolve; how cryptocurrencies are traded in the banking industry; how platforms are created to commercialize business, and how, taken together, these developments provide new opportunities in the digitalized era. Further, it discusses a wide range of digital factors changing the way businesses operate, including artificial intelligence, chatbots, voice search, augmented and virtual reality, as well as cyber threats and data privacy management. "Digitalization mirrors the Industrial Revolution's impact. This book provides a complement of perspectives on the opportunities emanating from such a deep seated change in our economy. It is a comprehensive collection of thought leadership mapped into a very useful framework. Scholars, digital entrepreneurs and practitioners will benefit from this timely work." Gina O'Connor, Professor of Innovation Management at Babson College, USA "This book defines and delineates the requirements for companies to enable their businesses to succeed in a post-COVID19 world. This book deftly examines how to accomplish and achieve digital entrepreneurship by leveraging cloud computing, AI, IoT and other critical technologies. This is truly a unique "must-read" book because it goes beyond theory and provides practical examples." Charlie Isaacs, CTO of Customer Connection at Salesforce.com, USA "This book provides digital entrepreneurs useful guidance identifying, validating and building their venture. The international authors developed new perspectives on digital entrepreneurship that can support to create impact ventures." Felix Staeritz, CEO FoundersLane, Member of the World Economic Forum Digital Leaders Board and bestselling author of FightBack, Germany

Global Issues for Global Citizens Vinay Kumar Bhargava 2006-01-01

Written by 27 World Bank experts, this book draws on the Bank's unique global capabilities and experience to promote an understanding of key global issues that cannot be solved by any one nation alone in an increasingly interconnected world. It describes the forces that are shaping public and private action to address these issues and highlights the Bank's own work in these areas. Covering four broad themes (global economy, global human development, global environment, and global governance), this comprehensive volume provides an introduction to today's most pressing global issues -- from pove.

Retrospectives Antipatterns Aino Corry 2020-06-28

Retrospectives are indispensable for continuous learning and improvement in Lean, Agile, DevOps, and other contexts, but most of us have suffered through at least one retrospective that was a waste of time, or worse. Now, leading agile coach Aino Vonge Corry identifies 24 reasons that retrospectives fail and shows how to overcome each of them. Using the familiar patterns approach, Retrospectives Antipatterns introduces antipatterns related to structure, planning, people, distributed teams, and more. Corry shares traps she's encountered and mistakes she's made over more than a decade of leading retrospectives and then presents proven solutions. With her insights and guidance, you can run enjoyable retrospectives that deliver concrete improvements and real value--or at the very least recognise when you are making the same mistake as the author! Create a common language, actionable solutions, and proven plans for solving the retrospective problems you'll encounter most often Recognise symptoms, assess tradeoffs, and refactor your current situation into something better Plan more effectively: decide who should attend and facilitate, when to schedule your retrospective, and how much time to set aside Handle people problems: deal with negativity, silence, distrust, disillusionment, loudmouths, and cultural differences Facilitate better virtual retrospectives, with tips for online retrospectives included in each antipattern

Agile Scrum - Scott Graffius 2016-04-05

EXPANDED AND UPDATED Deliver Products in Short Cycles with Rapid Adaptation to Change, Fast Time-to-Market, and Continuous Improvement -- Which Supports Innovation and Drives Competitive Advantage Shifting customer needs are common in today's marketplace. Businesses must be adaptive and responsive to change while delivering an exceptional customer experience to be competitive. There are a variety of frameworks supporting the development of products and services, and most approaches fall into one of two broad categories: traditional or agile. Traditional practices such as waterfall engage sequential development, while agile involves iterative and incremental deliverables. Organizations are increasingly embracing agile to manage projects, and best meet their business needs of rapid response to change, fast delivery speed, and more. With clear and easy to follow step-by-step instructions, Agile Scrum helps you: - Implement and use the most popular agile framework -- Scrum - Deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement - Support innovation and drive

competitive advantage Agile Scrum is for those interested or involved in innovation, project management, product development, software development or technology management. It's for those who have not yet used Scrum. It's also for people already using Scrum, in roles such as Product Owners, Scrum Masters, Development Team members (business analysts, solution and system architects, designers, developers, testers, etc.), customers, end users, agile coaches, executives, managers, and other stakeholders. For those already using Scrum, this guide can serve as a reference on practices for consideration and potential adaptation. Reactions to Agile Scrum have been incredibly positive. "A superbly written and presented guide to team-based project management that is applicable across a broad range of businesses from consumer products to high-tech." - IndieBRAG "Recommended." - The US Review of Books "The book is excellent." - Readers' Favorite "An all-inclusive instruction guide that is impressively 'user-friendly' in tone, content, clarity, organization, and presentation." - Midwest Book Review "A-type personalities (those inclined to avoid instruction manuals) and non-readers will rejoice upon discovering this guide which makes getting started with Agile Scrum a breeze." - Literary Classics Book Reviews "A must-have for a project manager wanting to introduce Scrum to the organization." - PM World Journal "A clear and authoritative roadmap for successful implementation." - BookViral Agile Scrum has received 17 FIRST PLACE WINS in national and international competitions: 5th Annual Beverly Hills International Book Awards - Business-General category 5th Annual Beverly Hills International Book Awards -Technology category 2016 London Book Festival - Business category Fall 2016 Pinnacle Book Achievement Awards - Business category 2017 Feathered Quill Book Awards - Informational (Business) category 2016 New Apple Book Awards - Technology category 2017 Independent Press Award - Technology category 11th Annual National Indie Excellence Awards - Technology category 2017 Pacific Rim Book Festival - Business category 2017 Bookvana Awards - Green/Conscious Business category 2017 Book Excellence Awards - Technology category 14th Annual Best Book Awards - Business Reference category 2017 New York City Big Book Awards - Technology category 2017 Royal Dragonfly Book Awards - Science & Technology category 2017 Human Relations Indie Book Awards - Workplace category 2018 Florida Book Festival - Business category 2018 Pacific Book Awards - Business category Agile Scrum -- get your copy today!

Project Management Best Practices: Achieving Global Excellence - Harold Kerzner 2018-02-07

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. Project Management Best Practices provides implementation guidance for every phase of a project, based on the real-world methodologies from leading companies around the globe. Updated to align with the industry's latest best practices, this new Fourth Edition includes new discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco, Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor's Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field.

PPM Manage Your Organization Masterfully with Project Portfolio Management Chris Garibaldi 2015-07-10

Project Portfolio Management (PPM) provides the ability to significantly reduce cost, increase delivery efficiency, save revenue for other investments, and more effectively employ the organization's workforce to strategically aligned initiatives. Deloitte Consulting LLP's PPM strategy team provides insights for technology and business leaders to better deliver for their respective businesses using PPM. PPM provides

direct visibility into a leader's organization, thus providing the information required to lead and make decisions authoritatively. It can be applied to many industries at varying levels of organizational maturity. By focusing on people first, then on process—and viewing technology as an enabler—you can use PPM to guide your business to maturity. If applied effectively, PPM helps one masterfully command his or her organization. Clearly stated and supported by real world examples, this guidebook helps leaders wield the power of PPM!

Agile Game Development with Scrum (Adobe Reader) - Clinton Keith 2010-05-23

Deliver Better Games Faster, On Budget—And Make Game Development Fun Again! Game development is in crisis—facing bloated budgets, impossible schedules, unmanageable complexity, and death march overtime. It's no wonder so many development studios are struggling to survive. Fortunately, there is a solution. Scrum and Agile methods are already revolutionizing development outside the game industry. Now, long-time game developer Clinton Keith shows exactly how to successfully apply these methods to the unique challenges of game development. Keith has spent more than fifteen years developing games, seven of them with Scrum and agile methods. Drawing on this unparalleled expertise, he shows how teams can use Scrum to deliver games more efficiently, rapidly, and cost-effectively; craft games that offer more entertainment value; and make life more fulfilling for development teams at the same time. You'll learn to form successful agile teams that incorporate programmers, producers, artists, testers, and designers—and promote effective collaboration within and beyond those teams, throughout the entire process. From long-range planning to progress tracking and continuous integration, Keith offers dozens of tips, tricks, and solutions—all based firmly in reality and hard-won experience. Coverage includes Understanding Scrum's goals, roles, and practices in the context of game development Communicating and planning your game's vision, features, and progress Using iterative techniques to put your game into a playable state every two to four weeks— even daily Helping all team participants succeed in their roles Restoring stability and predictability to the development process Managing ambiguous requirements in a fluid marketplace Scaling Scrum to large, geographically distributed development teams Getting started: overcoming inertia and integrating Scrum into your studio's current processes Increasingly, game developers and managers are recognizing that things can't go on the way they have in the past. Game development organizations need a far better way to work. Agile Game Development with Scrum gives them that—and brings the profitability, creativity, and fun back to game development.

Trends and Innovations in Information Systems and Technologies - Adriano Rocha 2020-05-18

This book gathers selected papers presented at the 2020 World Conference on Information Systems and Technologies (WorldCIST'20), held in Budva, Montenegro, from April 7 to 10, 2020. WorldCIST provides a global forum for researchers and practitioners to present and discuss recent results and innovations, current trends, professional experiences with and challenges regarding various aspects of modern information systems and technologies. The main topics covered are A) Information and Knowledge Management; B) Organizational Models and Information Systems; C) Software and Systems Modeling; D) Software Systems, Architectures, Applications and Tools; E) Multimedia Systems and Applications; F) Computer Networks, Mobility and Pervasive Systems; G) Intelligent and Decision Support Systems; H) Big Data Analytics and Applications; I) Human-Computer Interaction; J) Ethics, Computers & Security; K) Health Informatics; L) Information Technologies in Education; M) Information Technologies in Radiocommunications; and N) Technologies for Biomedical Applications.

Practice Standard for Work Breakdown Structures - Third Edition - Project Management Institute 2019-06-27

The Work Breakdown Structure (WBS) serves as a guide for defining work as it relates to a specific project's objectives. This book supplies project managers and team members with direction for the preliminary development and the implementation of the WBS. Consistent with A Guide to the Project Management Body of Knowledge (PMBOK® Guide)-Sixth Edition, the WBS Practice Standard presents a standard application of the WBS as a project management tool. Throughout the book, the reader will learn what characteristics constitute a high-quality WBS and discover the substantial benefits of using the WBS in every-day, real-life situations.

Os maiores desafios na implementação de projetos - Heitor Coutinho 2021-08-10

Apesar dos significativos avanços na área de gestão dos projetos nos últimos 40 anos, os índices de fracasso dos projetos no mundo ainda se mantêm elevados. Neste texto, Heitor Coutinho aborda com profundidade as cinco variáveis que mais afetam o sucesso dos projetos: complexidade, singularidade, competência técnica, velocidade e oposição. Enquanto algumas delas podem e devem ser evitadas se a situação permitir, como a complexidade e a velocidade, outras fazem parte da realidade das companhias e precisam ser bem respondidas em prol do bom resultado das iniciativas organizacionais. O autor traz o modelo do Diagrama Estrela para tratar desses cinco aspectos - o modelo contempla a identificação dos níveis de desafio e os fatores críticos para ser bem-sucedido na gestão de cada dimensão. Os temas são tratados de forma didática, com dicas práticas e exemplos.

Da estratégia ágil aos resultados - Coutinho Heitor 2019-10-14

Apesar dos significativos avanços na área de gestão dos projetos nos últimos 40 anos, os índices de fracasso dos projetos no mundo ainda se mantêm elevados. Heitor Coutinho, neste livro, mostra como aumentar significativamente - e de forma sustentável - os índices de sucesso das estratégias organizacionais em termos de projetos. Ele parte do princípio de que o conhecimento de uma única área é insuficiente para trazer retornos que se necessita. A obra apresenta, assim, fatores e variáveis críticos para o sucesso, que não estão presentes nos modelos (PMBoks) atualmente utilizados pelas organizações. Trata-se, portanto, de um conteúdo sobre Gestão Avançada de Projetos. Os principais programas executivos sobre esse assunto estão em Stanford, Oxford (mais recente) e na FDC. Com respeito ao conteúdo, seus oito capítulos tratam (1) do alcance de resultados pela compreensão sistêmica, passando pelo histórico da Gestão de Projetos, (2) da Estratégia Ágil, contemplando temas como Inteligência Coletiva e Ecossistema Empresarial, entre outros, (3) das metodologias (métodos tradicionais, ágeis, inovativos), (4) das melhores práticas (escopo, cronograma, riscos etc.), (5) dos desafios, contemplando os espectros da complexidade, singularidade, competência técnica, velocidade, oposição, (6) da mudança organizacional, (7) da governança da gestão de projetos e (8) da jornada do líder na construção de um legado relevante. Quanto à forma, vale destacar que os capítulos trazem ilustrações, QR codes com links para conteúdos pertinentes ao texto e referências bibliográficas. O autor fez a lição de casa e foi a seu limite na busca por um texto mais dialógico. As dicas dispersas ao longo do texto falam diretamente ao leitor!

The Future of Project Management - Project Management Institute 1999

Annotation In addition, The Future of Project Management examines the challenges facing the longevity of project management as a profession. This is a book for anyone interested in project management--along with business leaders and others who enjoy exploring the future, understanding its implications, and learning to deal with change.

Practice Standard for Project Estimating - Second Edition - Project Management Institute Project Management Institute 2020-04-24

Project estimating plays a vital role in project management. Typically completed in the initial planning stages, accurate project estimation can be a difficult task. Organizations and project managers should use these initial estimates to baseline the project schedule and cost, then refine these estimates as the project develops. Accurate estimation and refinement of the estimates leads to better and earlier decision making, thus maximizing value. Developed within the framework of A Guide to the Project Management Body of Knowledge (PMBOK® Guide) &- Sixth Edition and other PMI standards, the Practice Standard for Project Estimating &- Second Edition focuses on providing models for the project management profession in both plan-driven and change-driven adaptive (agile) life cycles. This practice standard describes the aspects of project estimating that are recognized as good practice on most projects most of the time and that are widely recognized and consistently applied. PMI practice standards describe processes, activities, constraints, inputs, and outputs for specific discipline subject areas and are targeted to all practitioners within projectized organizations, not just project managers.

ArchiMate® 3.0 - A Pocket Guide - Glossary of terms 2016-07-18

ArchiMate®, an Open Group Standard, is an open and independent modeling language for Enterprise Architecture that is supported by different tool vendors and consulting firms. The ArchiMate language enables Enterprise Architects to describe, analyze, and visualize the relationships among architecture domains in an unambiguous way. This Pocket Guide is based on the ArchiMate® 3.0 Specification. It gives

a concise introduction to the ArchiMate language. What's more, it's authoritative with material derived from the official ArchiMate documentation. Topics covered include: A high-level introduction to the ArchiMate Specification and its relationship to Enterprise Architecture The high-level structure of the ArchiMate language, including an introduction to layering, and the ArchiMate Framework The Generic Metamodel for the language The relationships that the ArchiMate language includes to model the links between elements The Motivation Elements, which includes concepts such as goal, principle, and requirement The Strategy Elements, which includes concepts such as resource, capability, and course of action The Business Layer, which includes the modeling concepts relevant in the business domain The Application Layer, which includes modeling concepts relevant for software applications The Technology Layer, which includes modeling concepts relevant for system software applications and infrastructure The Physical Elements, which include concepts relevant for the modeling of physical concepts like machines and physical installations The relationships between different layers of the language The Implementation and Migration Elements, which include concepts to support modeling Enterprise Architecture-enabled transformation A summary of the changes from ArchiMate 2.1 to ArchiMate 3.0 A Glossary of terms

Gestão dialógica de mudança organizacional - Heitor Coutinho 2021-08-18

Mudanças são necessárias e inevitáveis, seja na vida pessoal ou profissional. E mudanças frequentes exigem diálogo. O diálogo busca suprir uma lacuna profunda nas relações empresariais: a falta de entendimento do outro, que é diferente de nós. Nas empresas, para gerenciar a resposta à mudança de forma interativa com os principais stakeholders é preciso dialogar e sempre se reavaliar. As organizações que não se reavaliarem constantemente, fazendo ajustes necessários a contextos mutáveis e com prontidão para evoluir, se colocarão em risco. Esta obra trata do impacto da gestão da mudança nos projetos de uma forma mais ampla, aborda as variáveis e práticas mais efetivas para lidar com ela e elucida a influência das culturas organizacionais no desempenho e no resultado dos projetos. O modelo apresentado nesse e-book representa uma abordagem integrada do conhecimento necessário à mudança bem-sucedida, que abrange desde o exercício da liderança à compreensão sobre os efeitos da cultura sobre os movimentos de transformação.

PRINCE2™ In Practice - Henny Portman 2009-05-15

There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice? The existing PRINCE2 report templates cannot be used easily. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This helps project managers and project executives to manage and control in an efficient manner.

Process Mining in Action - Lars Reinkemeyer 2020-03-14

This book describes process mining use cases and business impact along the value chain, from corporate to local applications, representing the state of the art in domain know-how. Providing a set of industrial case studies and best practices, it complements academic publications on the topic. Further the book reveals the challenges and failures in order to offer readers practical insights and guidance on how to avoid the pitfalls and ensure successful operational deployment. The book is divided into three parts: Part I provides an introduction to the topic from fundamental principles to key success factors, and an overview of operational use cases. As a holistic description of process mining in a business environment, this part is particularly useful for readers not yet familiar with the topic. Part II presents detailed use cases written by contributors from a variety of functions and industries. Lastly, Part III provides a brief overview of the future of process mining, both from academic and operational perspectives. Based on a solid academic foundation, process mining has received increasing interest from operational businesses, with many companies already reaping the benefits. As the first book to present an overview of successful industrial applications, it is of particular interest to professionals who want to learn more about the possibilities and opportunities this new technology offers. It is also a valuable resource for researchers looking for empirical results when considering requirements for enhancements and further developments.

The New One-Page Project Manager - Clark A. Campbell 2012-11-30

How to manage any project on just one piece of paper The New One-Page Project Manager demonstrates

how to efficiently and effectively communicate essential elements of a project's status. The hands of a pocket watch reveal the time of day without following every spring, cog, and movement behind the face. Similarly, an OPPM template reduces any project—no matter how large or complicated—to a simple one-page document, perfect for communicating to upper management and other project stakeholders. Now in its Second Edition, this practical guide, currently saving time and effort in thousands of organizations worldwide, has itself been simplified, then refined and extended to include the innovative AgileOPPM™. This Second Edition will include new material and updates including an introduction of the ground-breaking AgileOPPM™ and an overview of MyOPPM™ template builder, available on-line Includes references throughout the book to the affiliated sections in the Project Management Body of Knowledge (PMBOK®) Shows templates for the Project Management Office (PMO) This new and updated Second Edition will help you master the one-page approach to both traditional project management and Agile project management. (PMBOK is a registered marks of the Project Management Institute, Inc.)

Applications of Artificial Intelligence in Business, Education and Healthcare - Alan Hancock 2021-07-12
This book focuses on the implementation of Artificial Intelligence in Business, Education and Healthcare, It includes research articles and expository papers on the applications of Artificial Intelligence on Decision Making, Entrepreneurship, Social Media, Healthcare, Education, Public Sector, FinTech, and RegTech. It also discusses the role of Artificial Intelligence in the current COVID-19 pandemic, in the health sector, education, and others. It also discusses the impact of Artificial Intelligence on decision-making in vital sectors of the economy.

Principles of Information Systems - Ralph Stair 2009-01-07

Now thoroughly streamlined and revised, PRINCIPLES OF INFORMATION SYSTEMS, Ninth Edition, retains the overall vision and framework that made the previous editions so popular while eliminating outdated topics and updating information, examples, and case studies. In just 600 pages, accomplished authors Ralph Stair and George Reynolds cover IS principles and their real-world applications using timely, current business examples and hands-on activities. Regardless of their majors, students can use this book to understand and practice IS principles so they can function more effectively as workers, managers, decision makers, and organizational leaders. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Realize PPM Chris Garibaldi 2020-01-31

Project Portfolio Management (PPM) provides the ability to significantly reduce cost, increase delivery efficiency, save revenue for priority investments, and more effectively employ an organization's workforce to strategically aligned initiatives. Deloitte Consulting LLP's PPM practice provides insights for technology and business leaders to better deliver for their respective businesses using PPM. PPM provides direct visibility into a leader's organization, thus providing the information required to lead and make decisions authoritatively. It can be applied to many industries at varying levels of organizational maturity. By focusing on people first, then on process-and viewing technology as an enabler-PPM can guide a business to maturity. If applied effectively, PPM helps one deliver value in the digital age. Clearly stated and supported by real-world examples, this book helps leaders wield the power of PPM!

Project Management for Mining - Robin J. Hickson 2015-01-16

Before You Ever Put the First Shovel in the Ground—This Book Could Be the Difference Between a Successful Mining Operation and a Money Pit Opening a successful new mine is a vastly complex undertaking entailing several years and millions to billions of dollars. In today's world, when environmental and labor policies, regulatory compliance, and impact on the community must be factored in, you cannot afford to make a mistake. So the Society for Mining, Metallurgy & Exploration has created this road map for you. Written by two hands-on, in-the-trenches mining project managers with decades of experience who bring some of the world's most successful, profitable mines into operation on time, within budget, and ethically, Project Management for Mining gives you step-by-step instructions in every process you are likely to encounter. Beginning with a discussion of mining ethics and governance, this clearly written handbook walks you through all the project management steps—defining the scope, performing prefeasibility and feasibility studies, gaining societal acceptance, minimizing the impact and risks, creating workable schedules and budgets, setting in place the project execution plan, assembling the human resources, hiring

the contractors, and establishing project controls—and then on into the delivery of the engineering and design, construction, progress reviews, pre-launch commissioning, and ramping up for operation. Each chapter includes several useful aids such as figures, checklists, and flowcharts to guide you through every step, from conception through successful opening.

Strategic Project Management - Paul Roberts 2012-07-03

Strategic Project Management uses real life case examples to characterize and describe the organizational factors and conditions necessary for projects to thrive and to deliver the organization's strategic objectives. This characterization is formed around ten imperatives which senior managers can implement - both within individual projects and, even more crucially, within the institutions that sponsor them - using the tools provided. Accessible, practical and free of jargon, Strategic Project Management offers the solutions needed to successfully prioritize and manage a portfolio of projects, communicate aims, align priorities to organizational objectives, evaluate progress, manage supplier relationships and anticipate and mitigate the risks at every stage. Supported by a comprehensive package of online resources for project portfolio planning, management and analysis this book will help readers to build on their skills, knowledge and confidence to rise to the challenge of governing and delivering successful projects.

Estratégia ágil além da prática - Heitor Coutinho 2021-09-28

Essa obra aborda os princípios, fundamentos e o processo completo de formulação da estratégia ágil para mercados sujeitos à maior imprevisibilidade, incluindo a elaboração da composição única de valor do direcionamento estratégico. A estratégia ágil, adaptativa a dinâmica e à imprevisibilidade dos mercados, é um poderoso instrumento para a obtenção de vantagens competitivas sequenciadas. As vantagens tendem a ser temporárias, mas precisam acontecer ininterruptamente para a preservação de valor. Do propósito ao direcionamento, a abordagem estratégica focada na agilidade organizacional resultará em distinção no mercado nesse novo contexto, sem dúvida. Uma estratégia ágil é também inovativa por natureza e fomenta a criação de modelos de negócio capazes de romper com o paradigma prescritivo das estratégias clássicas. Sua abrangência vai além das bordas organizacionais, para contemplar ecossistemas e possibilitar vanguarda e diferenciais na modelagem de setores até então consolidados. Finalmente, são elucidados os mecanismos necessários à adaptabilidade e melhoria da gestão estratégica.

Innovation Project Management Harold Kerzner 2019-07-09

Actionable tools, processes and metrics for successfully managing innovation projects Conventional project management methods are oftentimes insufficient for managing innovation projects. Innovation is lost under the pre-determined scope and forecasted environments of traditional project management. There is tremendous pressure on organizations to innovate, and the project managers responsible for managing these innovation projects do not have the training or tools to do their jobs effectively. Innovation Project Management provides the tools, insights, and metrics needed to successfully manage innovation projects—helping readers identify problems in their organization, conceive elegant solutions, and, when necessary, promote changes to their organizational culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from market-

disrupting new technology—that possess different characteristics and often require different tools. Best-selling author and project management expert Harold Kerzner integrates innovation, project management, and strategic planning to offer students and practicing professionals the essential tools and processes to analyze innovation from all sides. Innovation Project Management deconstructs traditional project management methods and explains why and how innovation projects should be managed differently. This invaluable resource: Provides practical advice and actionable tools for effectively managing innovation projects Offers value-based project management metrics and guidance on how to establish a metrics management program Shares exclusive insights from project managers at world-class organizations such as Airbus, Boeing, Hitachi, IBM, and Siemens on how they manage innovation projects Explores a variety of types of innovation including co-creation, value-driven, agile, open versus closed, and more Instructors have access to PowerPoint lecture slides by chapter through the book's companion website Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects is an essential text for professional project managers, corporate managers, innovation team members, as well as students in project management, innovation and entrepreneurship programs.

FY 2022 - FY 2024 Medium-Term Budget - International Monetary 2021-05-27

Amidst the unfolding COVID-19 crisis, the Fund faces twin challenges. Signs of early crisis recovery are uneven across countries, and many face daunting crisis legacies. At the same time, longer term challenges from climate change, digitalization and increasing divergence within and between countries demand stepped up effort by the Fund within its areas of expertise and in partnership with others. FY 22-24 budget framework. Considering these challenges and following a decade of flat real budgets, staff will propose a structural augmentation for consideration by fall 2021 to be implemented over two to three years beginning in FY 23. Recognizing the importance of ongoing fiscal prudence, the budget would remain stable thereafter on a real basis at a new, higher level. FY 22 administrative budget. The proposed FY 22 budget sustains crisis response and provides incremental resources for long-term priorities within the flat real budget envelope. The budget is built on extensive reprioritization; savings, including from modernization; and a proposed temporary increase in the carry forward ceiling to address crisis needs during the FY 22 to FY 24 period. Capital budget. Large-scale business modernization programs continue to be rolled out, strengthening the agility and efficiency of the Fund's operations. In response to the shift towards cloud-based IT solutions, staff propose a change in the budgetary treatment of these expenses. Investment in facilities will focus on timely updates, repairs, and modernization, preparing for the post-crisis Fund where virtual engagement and a new hybrid office environment play a larger role. Budget sustainability. The FY 22-24 medium-term budget framework, including assumptions for a material augmentation, is consistent with a projected surplus in the Fund's medium-term income position and with continued progress towards the precautionary balance target for coming years. Budget risks. In the midst of a global crisis, risks to the budget remain elevated and above risk acceptance levels, including from uncertainty around the level of demand for Fund programs and ensuing staffing needs, as well as future donor funding for CD. Enterprise risk management continues to be strengthened with this budget.