

# DOWNLOAD PDF PROJECT PORTFOLIO MANAGEMENT A VIEW FROM THE MANAGEMENT TRENCHES

## Chapter 1 : Project Portfolio Management: A View from the Management Trenches by James S. Pennypacker

*Written by ten successful project portfolio managers from companies including AAA, Boeing, Franklin Templeton, Johnson & Johnson, Safeway, and the UK Government, this easy-to-follow guide takes you through the project portfolio management process.*

It provides a framework for issue resolution and risk mitigation, as well as the centralized visibility to help planning and scheduling teams to identify the fastest, cheapest, or most suitable approach to deliver projects and programs. Portfolio Managers define Key Performance Indicators and the strategy for their portfolio [2].

**Pipeline Management**[ edit ] It is the determination of whether and how a set of projects in the portfolio can be executed with finite development resources in a specified time. Fundamental to pipeline management is the ability to align the decision-making process for estimating and selecting new capital investment projects with the strategic plan. These can include financial resources, inventory, human resources, technical skills, production, and design.

**Change Control** [ edit ] The capture and prioritization of change requests that can include new requirements, features, functions, operational constraints, regulatory demands, and technical enhancements. PPM provides a central repository for these change requests and the ability to match available resources to evolving demand within the financial and operational constraints of individual projects.

**Financial Management**[ edit ] With PPM, the Office of Finance can improve their accuracy for estimating and managing the financial resources of a project or group of projects. In addition, the value of projects can be demonstrated in relation to the strategic objectives and priorities of the organization through financial controls and to assess progress through earned value and other project financial techniques.

**Risk Management** [ edit ] An analysis of the risk sensitivities residing within each project, as the basis for determining confidence levels across the portfolio. The integration of cost and schedule risk management with techniques for determining contingency and risk response plans, enable organizations to gain an objective view of project uncertainties. Another more senior audience had emerged, sitting at management and executive levels above detailed work execution and schedule management, who required a greater focus on process improvement and ensuring the viability of the portfolio in line with overall strategic objectives.

**Enterprise Project Portfolio Management**[ edit ] Enterprise Project Portfolio Management EPPM is the practice of taking a top-down approach to managing all project-intensive work and resources across the enterprise. This contrasts with the traditional approach of combining manual processes, desktop project tools, and PPM applications for each project portfolio environment.

**Business Drivers for EPPM**[ edit ] The PPM landscape is evolving rapidly as a result of the growing preference for managing multiple capital investment initiatives from a single, enterprise-wide system. The project portfolio roadmap details the links of the planned components, their contribution to the strategic goals of organization. The key aims of EPPM can be summarized as follows:

- Prioritize the right projects and programs: EPPM can guide decision-makers to strategically prioritize, plan, and control enterprise portfolios.
- It also ensures the organization continues to increase productivity and on-time delivery - adding value, strengthening performance, and improving results.
- Build contingencies into the overall portfolio: Do more with less: For organizations to systematically review project management processes while cutting out inefficiencies and automating those workflows and to ensure a consistent approach to all projects, programs, and portfolios while reducing costs.
- Ensure informed decisions and governance: Extend best practice enterprise-wide: Understand future resource needs: EPPM software also allows an organization to establish complete project capacity.

**Project Portfolio Optimization**[ edit ] An example of defining funding priority by the chart: A key result of PPM is to decide which projects to fund in an optimal manner. Project Portfolio Optimization PPO is the effort to make the best decisions possible under these conditions.

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## Chapter 2 : Copyright - Project Portfolio Management: A View From The Management Trenches [Book]

*James Pennypacker has directed benchmarking projects on management topics, including strategy and projects, portfolio management, PMOs, and process maturity. He is the author/editor of several books, including Seven Steps to Strategy Execution, Project Portfolio Management Maturity Model, and Managing Multiple Projects.*

Together they are a powerful tool for project managers. Agile Practice Guide Author: It is especially useful for those project managers accustomed to a more traditional environment to adapt to a more agile approach. The author proposes a solution that lies in using the value management framework to link organizational strategy to portfolio content and to delivery mechanisms. Case study examples illuminate in-depth discussions explaining the value management framework, implementation and delivery techniques, portfolio leadership qualities, key roles and professional development, and change management. Also included is an overview of organizational maturity models as well as tools and techniques to implement, execute and measure their benefits and value contribution. Michael Hatfield explains how this dynamic can be observed and analyzed, and insights gleaned from the analysis. The Power of Capital Design for Evolvability, Guilherme Biesek and Nuno Gil cite research indicating the need for a formal framework to develop front-end strategies that ensure cost-effective management of the project through future change. Russ Martinelli, James M. The book explains the benchmarks and best practices that help shape a superior program manager, and provides case studies that illustrate the real-world application of management concepts. Yet, when you move beyond the project to the program, portfolio, PMO and even organizational level, that same level of risk command and control rarely exists. With this in mind, well-known subject matter expert and author Andy Jordan starts where most leave off. He explores risk management in detail at the portfolio, program, and PMO levels. It offers executives, managers, and all those involved in the projects of the organization, an understanding of the value a PMO can provide, the knowledge they need to determine the purpose of their PMO, and how to craft a PMO best suited to fulfill that purpose. Mastering Software Project Requirements: It describes what great requirements must look like and who the real audience is for documentation. It then explains how to generate consistent, complete, and accurate requirements in exacting detail following a simple formula across the full life cycle from vague concept to detailed design-ready specifications. It has become much more complex and evolved today. The infrastructure includes not only the data center facility, but also the entire organization by providing internet connectivity to customers, vendors, and company executives on the move. Mastering IT Project Management is the first book to detail how to create IT infrastructure rather than simply describe how to manage the IT function or software development. This unique and comprehensive reference covers all aspects needed to successfully manage this type of project in an organization. Readers will have free web-based access to over 1, questions including hundreds of situational questions, enabling users to perform practice tests by simulating actual question exams and arrange questions by knowledge area. Book Club The ProjectMangement. The book club occurs in three parts:

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### Chapter 3 : Read Project Portfolio Management: A View from the Management Trenches PDF Free - Video

*This book is written by ten members of the Enterprise Portfolio Management Council who come from a range of businesses and industries. The authors write from their perspectives "from the trenches".*

Project community experts, including Microsoft MVPs and partners, have submitted the following white papers for our "From the trenches" collection. These white papers contain useful information that can help you plan, implement, use, and maintain your enterprise project management EPM solution. Discusses using strategic drivers in Portfolio Management to effectively create a standard approach for making important project decisions. Describes various challenges you can face when planning to deploy the Enterprise Project Management solution in your environment. It also describes several different deployment scenarios that can be used, as well as important prerequisites that need to be considered. Describes how enterprise system implementations are initially planned to address a static problem, but need to be able to adapt and evolve in their changing environment in order to become successful. Describes the challenges facing someone who implements Enterprise Project Management EPM in an organization that uses a matrix project management environment. It also includes a sample governance plan that could be used as a starting point to set up your own governance strategy. Being a solutions buyer: It walks you through an exercise that can help create software evaluation criteria by effectively determining what problems need to be addressed by the software solution. Describes how project managers can share bad news about their projects most effectively and with the least damage to themselves. Describes best practices for recognizing when a project should be stopped, the benefits of doing so, and considerations you need to take into account when cancelling the project. It identifies phases and major points in an EPM Deployment plan, and it estimates times for each, based on a mid-sized organization with several hundred EPM system users. It also identifies factors that can affect the estimated duration times for each phase. It describes how the prettiness of a professional-looking dashboard might sometimes hide the need for users to look into the quality of the data "pedigree" and updated data, for example. It mentions how data for dashboards should go through an approval process to ensure high data quality and completeness. It includes a few techniques to prevent people from skewing data under their control to misrepresent the data that is displayed in the dashboard. And finally, it states some basic rules you should take into consideration when you create dashboards for EPM. Enterprise system best practices: It notes how, although enterprise systems strive to provide an easy-to-use interface at the user level, the technology and infrastructure required to provide it is often very complex. This white paper then describes how this complexity requires you to use some basic best practices that give you the best chance of maintaining a high degree of reliability in your enterprise system. Describes how organizations need to understand the problems they are trying to solve when deciding on implementing a project management system. Sometimes deploying a centralized project management system may not be the best answer. It uniquely describes factors to consider when you plan your deployment path. Describes the differences between a pilot program and a proof of concept, and what to consider and expect from an enterprise evaluation process. Describes challenges in different aspects of resource management and provides suggestions on creating a resource management system. Discusses ways to avoid issues during the implementation of an enterprise project management EPM solutions. The challenges of selecting enterprise software: It also describes problems that can occur if the "Proof of Concept" or "Pilot" method is used improperly. Finally, it provides some suggestions for creating your own effective enterprise selection process. It describes reasons why a company might choose to not involve an executive in the deployment, how executives should be involved in the deployment, and tips on how to effectively involve an executive in the deployment. The project management system maturity model: It describes how it might be more effective for companies to elect to use only certain aspects of a new project management system to a level with which they are comfortable, even though they are tempted to use every feature that is available to them. As the company continues to mature, it can become more advanced in its use

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of the features that it needs to use. Discusses common mistakes that are made in project schedules and offers practical advice. It provides practical advice and recommendations that are relevant to any version of Microsoft Project. They say they want a resolution: It describes coming up with the best approach when you try to determine how long tasks should be and how many tasks there should be to optimize a project schedule. It discusses how different industries typically require different types of schedules for example, software development, EPM engineering, procurement, and construction , and plant shutdown. It also discusses several factors in choosing project resolution for example, length of project, resources involved, management or division of resources, speed and effort required in collecting data, and data update schedule. Discusses project management, portfolio management, and task management, and it compares the top-down and bottom-up management practices related to them. Describes the advantages to tracking project work, discusses tracking methods, and explains the difference between tracking time and tracking progress. Discusses how organizations should approach deploying and supporting an Enterprise Project Management solution. Discusses the evolution of project management systems, describes the use of Enterprise Project Management, and discusses the importance of understanding which project management solution is best for you. Want more Project resources?

## Chapter 4 : [blog.quintoapp.com](http://blog.quintoapp.com): Customer reviews: Project Portfolio Management: A View from the Manag

*Written by ten successful project portfolio managers from companies including AAA, Boeing, Franklin Templeton, Johnson & Johnson, Safeway, and the UK Government, this easy-to-follow guide takes you through the project portfolio management process. It's based on what actually works, giving you a clear.*

## Chapter 5 : Portfolio Management Tools & Solutions

*Written by ten successful project portfolio managers from companies including AAA, Boeing, Franklin Templeton, Johnson & Johnson, Safeway, and the UK Government, this easy-to-follow guide takes you through the project portfolio management process.*

## Chapter 6 : [project\\_portfolio\\_management\\_a\\_view\\_from\\_the\\_management\\_trenches](#)

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## Chapter 7 : [project\\_portfolio\\_management\\_a\\_view\\_from\\_the\\_management\\_trenches](#)

*This book is written by ten members of the Enterprise Portfolio Management Council who come from a range of businesses and industries. The authors write from their perspectives "from the trenches" and talk to their peers about how each step of the portfolio management process works.*

## Chapter 8 : Project Portfolio Management: A View from the Management Trenches by James S. Pennypac

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## Chapter 9 : Web Login Service

*Book Description. Written by ten successful project portfolio managers from companies including AAA, Boeing, Franklin*

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*Templeton, Johnson & Johnson, Safeway, and the UK Government, this easy-to-follow guide takes you through the project portfolio management process.*