



THE ILL/WILEY SERIES IN PROJECT MANAGEMENT

What **Executives** Need
to Know About
**PROJECT
MANAGEMENT**

Harold Kerzner, Ph.D.
Frank P. Saladis, PMP

What Executives Need To Know About Project Management

Dick Billows



What Executives Need To Know About Project Management:

What Executives Need to Know About Project Management International Institute for Learning, Harold Kerzner, Frank P. Saladis, 2011-11-29 As project management has evolved and matured so has the executive's role in project management To ensure the success of individual projects and the organization as a whole today's executives are increasingly involved in activities such as capacity planning portfolio management prioritization and strategic planning specifically for project management In fact more and more executives are becoming certified Project Management Professionals PMPs What Executives Need to Know About Project Management offers executives a guide to project management focusing on what they need to know and what they need to do It provides step by step guidance to help executives get effective well resourced project management teams in place and ensure the success of any individual project The book begins with basic principles including a detailed discussion of the three best practices that enable executives to ensure effective project management Developing an environment where project management is viewed as a profession Securing key personnel for project management positions Creating opportunities for rewards and advancement through successful project management Next the book explores how executives serve as executive sponsors in project management teams setting forth solutions to the many problems and challenges they face in this role including managing disagreements delegating authority and accelerating projects The authors explain how the role of the executive sponsor changes depending upon the life cycle phase of the project For example during the project initiation and planning phases the sponsor may take on a very active role ensuring that proper objectives are established and that the project plan satisfies the needs of the business as well as the needs of the client During the execution phase the sponsor may take on a less active role however the book shows how executive sponsors need to become involved when roadblocks appear crises occur and conflicts arise over priorities among projects Throughout the book helpful illustrations clarify complex concepts and processes

What Functional Managers Need to Know About Project Management International Institute for Learning, Harold Kerzner, Frank P. Saladis, 2011-11-29 Discover how functional managers can apply the Kerzner Approach to project management As a functional manager today you need to become more involved in project management That doesn't mean you need to become a project manager but rather you need to know how to perform specific project related tasks work with project team members understand each other's priorities and problems and resolve issues jointly Now here's the book that gives you everything you need to know about your role in project management clearly and succinctly Based on principles set forth in the bestselling Project Management A Systems Approach to Planning Scheduling and Controlling Tenth Edition this easy to follow guide focuses on the pivotal role you play as an executive in project management It introduces the acclaimed Kerzner Approach demonstrating how it empowers functional managers with the skills needed to ensure that projects are completed successfully on time and on budget The International Institute for Learning Wiley Series in Project Management features the most innovative tested and proven

approaches to project management all explained in clear straightforward language The series offers new perspectives on solving tough project management problems as well as practical tools for getting the job done Each book in the series is drawn from the related IIL course and is written by noted project management experts

Medical Informatics: An Executive Primer Ken Ong, MD, MPH, Editor, Project Management Excellence H. James Harrington, Thomas McNellis, 2006 *Project Management for Executives* Steve Houseworth PhD PMP, 2011-11-17 Insurance Financial IT executive says you clearly paint what success looks like and call out solid characteristics of structure rigor within the discipline VP of Technology at digital publisher says I have found this book to be a valuable resource as Dr Houseworth has made the complex subject of project management very approachable His many examples slogans and other techniques help the reader quickly grasp and remember key project management concepts Throughout the book Dr Houseworth has distributed little gems of insight that are practical and can immediately be applied I wholeheartedly recommend this book In todays competitive environment you can no longer fail to meet organizational objectives if you do someone else will take your place Thats why you need to add value by successfully completing projects on time Author Dr Steve Houseworth a certified project management professional provides a step by step plan that makes it a cinch to get the job done right the first time around By sharing practical case studies he helps executives improve project management skills Go beyond typical project management theory and discover ways to set up and protect projects so they succeed use exercises slogans and customized tools to influence work culture facilitate processes effectively so that work gets done faster and better understand whats important to executives in order to wield influence Youll understand both how projects work and how executives can support project success Work smarter and take steps to improve performance with *Project Management for Executives*

The Complete Project Manager Randall Englund MBA, BSEE, NPDP, CBM, Alfonso Bucero CSE, MSc, PMP, 2012-04-01 The Complete Project Manager Integrating People Organizational and Technical Skills is the practical guide that addresses the soft project management skills that are so essential to successful project program and portfolio management Through a storytelling approach the authors explain the necessary skills and how to use them to create an environment that supports project success They demonstrate both the why and the how of creatively applying soft project management skills in the areas of leadership conflict resolution negotiations change management and more This guide has an accompanying workbook The Complete Project Manager s Toolkit sold separately 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

The Complete Project Manager Randall Englund, Alfonso Bucero, 2019-08-13 This is an important book it is a necessary book It comprehensively addresses the rapidly expanding role of the project manager a role that is striving to keep up with the corresponding expansion in the definition of project success from the Foreword by Michael O Brochta This new edition of a classic bestselling guide addresses the soft project management skills that are so essential to successful project program and portfolio management Mastering leadership negotiation conflict resolution change management and organizational politics has always been key to project manager success This book demonstrates the why and how of creatively applying soft project management skills in these areas and shows how to develop adjust and hone these skills given the forces and trends in today's business world Using real world stories and case studies to model how to implement these skills Englund and Bucero illustrate how the right mix of soft and hard professional skills can help create an environment that supports greater project success This second edition features new sections on agile project management ethics business analysis management across generations and between cultures and more It maps well to recent topic updates in the sixth edition of the Project Management Body of Knowledge This book is a valuable manual for all the complex interpersonal skills necessary for project managers success and will help them develop a more complete portfolio of skills knowledge and attitudes to serve as road maps to greater project success

Leading Megaprojects Mounir A. Ajam, 2020-01-06 The performance of megaprojects is questionable and a large percentage of them fail in one dimension or another The challenges that contribute to these failures are known Then why do these projects still fail at a high rate Leading Megaprojects A Tailored Approach examines the challenges facing megaprojects and more importantly successes in delivering megaprojects To close the performance gaps in megaproject deliveries the book presents a customizable model that professionals and organizations can use to increase the chance of successful project delivery To illustrate the model it uses examples and case studies primarily from capital projects with engineering and construction components The book also

explains how the approach can be applied to all projects regardless of industry or domain The book emphasizes the role of leadership because it takes the point of view that megaprojects cannot be successful without great leadership due to their massive size complexity number of parties and stakeholders involved and cost among other vital factors Leaders can define the path for a megaproject to guide seasoned managers and project managers to successful closure The tailored approach is based on a stage gate project life cycle model which covers projects from concept to success However it is not limited to a purist form of traditional project management It is a tailored methodological approach with an emphasis on leading the work end to end at the project level along with the management of every stage of the project Also it presents the integration of the business product delivery and operations management into a cohesive approach The book concludes with an in depth simulation showing how the model is can be tailored to deliver a megaproject successfully

Realizing Strategy through Projects: The Executive's Guide Carl Marnewick, 2018-01-02 Executives should not necessarily know the intricacies of project management but they should know how project management as a discipline can benefit the organization in implementing its strategies and realizing its vision The only way that executives can effectively apply project management to realize these goals is to have sound knowledge of the project management discipline The purpose of this book is to provide executives with a comprehensive overview of the discipline of project management It focuses on the benefits of project management to an organization The goal is to provide executives with a view as to how project management can deliver organizational strategies The various chapters focus on specific aspects within the project management discipline and how each aspect should be managed from a business perspective The book covers the entire spectrum of project management from a management and leadership perspective The focus is not necessarily on what needs to be done from a project management perspective but on what organizations and senior executives can do to facilitate projects The book covers The value of project management Project management as a strategic enabler Project program and portfolio management The role of the project management office in the successful delivery of projects programs and portfolios The benefits of project deliverables bring Sustainability of the organization Governance and the role of the project sponsor The book concludes with a comprehensive portfolio program and project management framework This holistic framework enables organizations to achieve value from project management and realize strategic goals

Agile Project Management Jim Highsmith, 2009-07-10 Best practices for managing projects in agile environments now updated with new techniques for larger projects Today the pace of project management moves faster Project management needs to become more flexible and far more responsive to customers Using Agile Project Management APM project managers can achieve all these goals without compromising value quality or business discipline In Agile Project Management Second Edition renowned agile pioneer Jim Highsmith thoroughly updates his classic guide to APM extending and refining it to support even the largest projects and organizations Writing for project leaders managers and executives at all levels Highsmith integrates the best

project management product management and software development practices into an overall framework designed to support unprecedented speed and mobility The many topics added in this new edition include incorporating agile values scaling agile projects release planning portfolio governance and enhancing organizational agility Project and business leaders will especially appreciate Highsmith's new coverage of promoting agility through performance measurements based on value quality and constraints This edition's coverage includes Understanding the agile revolution's impact on product development Recognizing when agile methods will work in project management and when they won't Setting realistic business objectives for Agile Project Management Promoting agile values and principles across the organization Utilizing a proven Agile Enterprise Framework that encompasses governance project and iteration management and technical practices Optimizing all five stages of the agile project Envision Speculate Explore Adapt and Close Organizational and product related processes for scaling agile to the largest projects and teams Agile project governance solutions for executives and management The Agile Triangle measuring performance in ways that encourage agility instead of discouraging it The changing role of the agile project leader

The Complete Project Management Office Handbook Gerard M. Hill, 2013-09-05

This updated and completely revised edition of a bestseller extends the concepts and considerations of modern project management into the realm of project management oversight control and support Illustrating the implications of project management in today's organizations The Complete Project Management Office Handbook Third Edition explains how to use the project management office PMO as a business integrator to influence project outcomes in a manner that serves both project and business management interests Helping you determine if a PMO is right for your organization this edition presents a five stage PMO competency continuum to help you understand how to develop PMOs at different competency levels and associated functionalities It also identifies five progressive PMO development levels to help you identify which level is best for your organization Updates to this edition include A refinement of the 20 PMO functions that guide PMO setup and operations A new section that provides an effective evaluation of PMO maturity indicators based on the prescribed 20 PMO functions presented in the handbook A new section on Establishing a Project Management Office that details a comprehensive process for determining the needs purpose and functionality for a new PMO Best practices that have cross industry value and applicability The book includes checklists detailed process steps and descriptive guidance for developing PMO functional capability The up to date PMO model defined will not only help you better understand business practices in project management but will also help you to adapt and integrate those practices into the project management environment in your organization For anyone associated with start up and smaller PMOs the book explains what can be done to create less rigorous PMO functional capabilities It also includes helpful insights for those who need to specify and demonstrate quick wins and early PMO based accomplishments in their organization

Handbook of Research on Project Management Strategies and Tools for Organizational Success Moreno-Monsalve, Nelson Antonio, Diez-Silva, H.

Mauricio,Diaz-Piraquive, Flor Nancy,Perez-Uribe, Rafael Ignacio,2020-01-17 Project management tools can be used as an alternative to improve and strengthen a company s position in the market However the management of projects has been in constant transformation Elements such as time cost and scope on which it is based have been complemented with other trends such as the project team change management knowledge management good negotiation practices management of stakeholders sustainability etc In order to improve the competitiveness of their company and increase earned value managers must remain up to date on these latest transformations and best practices The Handbook of Research on Project Management Strategies and Tools for Organizational Success is a pivotal reference source that analyzes and disseminates new trends that will allow managers to improve their skills and strengthen the performance of their companies through obtaining better results in the projects undertaken While highlighting topics such as market growth risk management and value creation this book is ideally designed for project managers managers business professionals entrepreneurs academicians researchers and students seeking current research on improving the competitiveness of companies as well as increasing their earned value *The Complete Project Management Methodology and Toolkit* Gerard M. Hill,2009-10-15 Written by one of the nation s most highly regarded project management mentors The Complete Project Management Methodology and Toolkit provides a combined project and business management solution that any can be readily applied in any industry by both novice and certified project managers Aligned with common business practices Gerald Hill s method shows how to keep on schedule maintain areas of responsibility and evaluate a job s progress from conception to completion The text also offers a methodology implementation guide that gives additional insight into the recommended activities that can be customized to meet the needs of individual organizations *Strategic Leadership of Portfolio and Project Management* Timothy J. Kloppenborg,Laurence J. Laning,2012-06-19 As an executive your organization may have limited resources This book will instruct you and your leadership teams on implementing strategy through identifying selecting prioritizing resourcing and governing an optimal work portfolio You ll learn how to sponsor every project stage as well as leading project managers as direct reports Detailed advice is given for developing project management competency and utilizing input from customers employees and processes You ll learn how your organization can capitalize upon information technology to become competitive and to effectively implement business strategies as well as how to make portfolio and project decisions using both qualitative and quantitative data and reliable analysis methods *Project Management Communication Tools* William Dow,Bruce Taylor,2015 Project Management Communication Tools is the authoritative reference on one of the most important aspects of managing projects project communications Written with the project manager stakeholder and project team in mind this resource provides the best practices tips tricks and tools for successful project communications This book covers Communication Tools across all PMI Knowledge Areas and Processes Social Media and Project Management Agile Communication Tools Project Management Business IntelligenceUnderstand the right

communication tools for each stage of a project PMP Prep Questions Communications questions only Face to face communication Communication on virtual projects Preventing common communication problems And much more IT Project Management: A Geek's Guide to Leadership Byron A. Love, 2016-10-04 This book's author Byron Love admits proudly to being an IT geek However he had found that being an IT geek was limiting his career path and his effectiveness During a career of more than 31 years he has made the transition from geek to geek leader He hopes this book helps other geeks do the same This book addresses leadership issues in the IT industry to help IT practitioners lead from the lowest level Unlike other leadership books that provide a one size fits all approach to leadership this book focuses on the unique challenges that IT practitioners face IT project managers may manage processes and technologies but people must be led The IT industry attracts people who think in logical ways analytical types who have a propensity to place more emphasis on tasks and technology than on people This has led to leadership challenges such as poor communication poor relationship management and poor stakeholder engagement Critical IT projects and programs have failed because IT leaders neglect the people component of people process and technology Communications skills are key to leadership This book features an in depth discussion of the communications cycle and emotional intelligence providing geek leaders with tools to improve their understanding of others and to help others understand them To transform a geek into a geek leader this book also discusses Self leadership skills so geek leaders know how to lead others by leading themselves first Followership and how to cultivate it among team members How a geek leader's ability to navigate disparate social styles leads to greater credibility and influence Integrating leadership into project management processes The book concludes with a case study to show how to put leadership principles and practices into action and how an IT geek can transform into an effective IT geek leader *Moving from Project Management to Project Leadership* R. Camper Bull, 2010-04-29 Imagine if we were using the same medical techniques today that were used during the Industrial Revolution including the practice of bloodletting using leeches Medicine has come a long way since then So why do organizations and corporations cling to management techniques that are just as obsolete as the bleed and leech model In a global workpla **A Manager's Guide to Project Management** Michael B. Bender, 2009-06-03 There are plenty of books about project management but this is the first one written for the people who have the most at stake the senior executives who will ultimately be held accountable for the successes of the projects they approve and supervise Top enterprise project management expert Michael Bender explains project management from the perspective that matters most to executives adding value Most books view project management from the inside focusing primarily on lower level issues such as the creation of Work Breakdown Structures A Manager's Guide to Project Management views it from above explaining how project managers can best achieve the strategic goals of the business the executive's role in successful project management and the tools available to executives who want to gain greater value from project management Drawing on his extensive experience Bender shows how to make sure project and enterprise goals align

structure organizations to support more effective project communication and decision making integrate project processes with other organizational processes oversee projects more effectively This book contains a full section on understanding and managing projects as capital investments including detailed coverage of building balanced project portfolios Bender concludes with a sophisticated discussion of managing projects in global environments and optimizing resources where multiple projects must be managed **Successful Project Management** Larry Leon Richman, American Management Association, 2011

What Executives Need To Know About Project Management Book Review: Unveiling the Power of Words

In a world driven by information and connectivity, the ability of words has become much more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such is the essence of the book **What Executives Need To Know About Project Management**, a literary masterpiece that delves deep into the significance of words and their impact on our lives. Written by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book's key themes, examine its writing style, and analyze its overall effect on readers.

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