

Nicolai Andler

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Tools F R Projektmanagement Workshops Consulting

Dirk H. Hartel



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Tools for Project Management, Workshops and Consulting Nicolai Andler, 2016-08-15 This book is of the kind you always wanted but didn't think would or could ever exist the universal field theory of problem solving Tom Sommerlatte Typically today's tasks in management and consulting include project management running workshops and strategic work all complex activities which require a multitude of skills and competencies This standard work which is also well accepted amongst consultants gives you a reference or cookbook style access to the most important tools including a rating of each tool in terms of applicability ease of use and effectiveness In this considerably enlarged third edition Nicolai Andler presents 152 of such tools grouped into task specific categories Definition of a Situation Problem Information Gathering Creativity Information Consolidation Goal Setting Strategic Technical and Organisational Analysis Evaluation and Decision Making Project Management Checklists and Application Scenarios further enhance the use of this toolbox Information provided by this book is comprehensive and sufficiently wide in scope combined with a practical level of detail without being too academic reliable and proven in numerous real implemented cases easy to apply due to many different search options checklists application scenarios and guiding instructions Written by a professional consultant business analyst and business coach this book is a unique reference work and guide for those wanting to learn about or who are active in the fields of consulting project management and problem solving in general both in business and engineering business coaches and management trainers workshop moderators consultants and managers project managers lecturers and students

Tools for Project Management, Workshops and Consulting Nicolai Andler, 2008-11-21 Typically today's management tasks include project management running workshops and working with consultancies all complex activities which require a multitude of skills and competencies This book gives you a reference or cookbook style access to the most important skills in a user friendly format Nicolai Andler presents in his book about 100 of such tools arranged according to task complexes To make personal use of the tools as easy as possible they are grouped into task specific categories entitled Define Situation Gather Information Creativity Goal Setting Organisational Analysis Technical Analysis Strategic Analysis Decision Making Project Management Checklists and Questions as well as Scenarios Elements of information this book covers Relevant and appropriate for your needs Up to date and as timely as possible Comprehensive and sufficiently wide in scope combined with a practical level of detail without being too academic Reliable information from numerous tested sources and real implemented cases Accessible and easy to use due to many different search options and self help guides This book is a unique reference work and guide for those wanting to learn about or who are active in the fields of consulting project management and problem solving in general It presents cookbook style access to most important skills including a rating of each tool in terms of applicability ease of use and effectiveness

Tools für Projektmanagement, Workshops und Consulting Nicolai Andler, 2013-06-14 Projektmanager F 1 4hrungskr fte oder Berater m 1 4ssen alle ihre Aufgaben und

Probleme zielgerichtet schnell und mit einem optimalen Ergebnis lösen Je nach Aufgaben und Problemtyp gibt es dafür eine oder mehrere optimale Techniken oder Methoden die mit unterschiedlichem Aufwand erlernt und angewendet werden können Nicolai Andler präsentiert in seinem erfolgreichen Buch für diese Auflage wieder deutlich erweiterten Standardwerk 145 Tools gegliedert nach den Aufgabenkomplexen Situationsanalyse und Problemdefinition Informationssammlung und Bewertung Kreativität Ideengenerierung und Bewertung Zielformulierung Strategische organisatorische und technische Analysen IT Analysen Evaluation Priorisierung Entscheidungstechniken Projektmanagement und Kontrolle Das Buch richtet sich an Projektmanager und Mitarbeiter an Berater an Trainer und an Führungskräfte aus allen Bereichen sowie an Studenten die gerne mehr Instrumente beherrschen möchten als die BCG Matrix Mindmap oder Brainstorming Es bietet ihnen eine umfassende Sammlung der wichtigsten Tools und zeigt ihnen wann man welches Tool einsetzt und wie man es anwendet Dieses Buch enthält eine strukturierte Darstellung der wichtigsten Tools und Techniken die in PM Workshops und Consulting verwendet werden erklärt jedes Tool und bietet praktische Beispiele bietet eine Bewertung aller Tools bezüglich Anwenderfreundlichkeit Aufwand und Nutzen zeigt Ihnen welches Tool das Beste für Ihre aktuelle Aufgabe ist und wie es verwendet wird

Lean Project Management Claus Hüßelmann, 2023-10-31 Many organisations face the challenge of making their project management more agile However the circumstances are often not suitable for this The desired agility either does not fit the existing projects or there is a lack of sufficient systematics Lean Project Management shows how the advantages of different Lean Project Management methods adaptive targeted and flexible can be combined In addition to the established methods of classic and agile project management proven methods and tools from Lean Management are used and further developed with a view to the requirements of project management such as Gemba 5S and more The book shows how an organisation can systematically professionalise its project management and make it more flexible in a targeted manner in order to achieve more value with less effort Aimed at students on postgraduate courses in business and project management as well as professional project managers working in organisations both large and small Lean Project Management is a clear and comprehensive guide to combining the best methods to achieve optimal results

Urban Agriculture for Growing City Regions Undine Giseke, Maria Gerster-Bentaya, Frank Helten, Matthias Kraume, Dieter Scherer, Guido Spars, Fouad Amraoui, Abdelaziz Adidi, Said Berdouz, Mohamed Chlaida, Majid Mansour, Mohamed Mdafai, 2015-09-07 This book demonstrates how agriculture can play a determining role in integrated climate optimised urban development Agriculture within urban growth centres today is more than an economic or social left over or a niche practice It is instead a complex system that offers multiple potentials for interaction with the urban system Urban open space and agriculture can be linked to a productive green infrastructure this forms new urban rural linkages in the urbanizing region and helps shape the city But in order to do this agriculture has to be seen as an integral part of the urban fabric and it has to be put on the local agenda Urban Agriculture for Growing City Regions takes the example of

Casablanca one of the fastest growing cities in North Africa to investigate this approach The creation of synergies between the urban and rural in an emerging megacity is demonstrated through pilot projects design solutions and multifunctional modules These synergies assure greater resource efficiency particularly regarding the use and reuse of water and they strengthen regional food security and the social integration of multiple spheres A transdisciplinary research approach brings together different scientific disciplines and local actors into a process of integrated knowledge production The book will have a long lasting legacy and is essential reading for researchers planners practitioners and policy makers who are working on urban development and urban agricultural strategies

Project Management in Logistics and Supply Chain

Management Dirk H. Hartel, 2022-03-28 This practice oriented guide comprehensively describes the basics of planning and implementing project management in logistics and supply chain management It also presents a range of methods and tools for assessing project risks and monitoring projects Containing ten detailed and practical examples involving Germany based global players like Porsche W rth Continental and SME the book shares valuable and well founded insights into systematic project management As such it is chiefly intended for career starters career changers and students in the field of logistics and supply chain management

Business Management Harald Meier, 2020-08-26 Any organization private or public profit or non profit requires effective management Being a manager is nowadays a mass profession however managers have often have not received systematic training In this book the essential basics of modern management are presented systematically and with practical examples The focus is on the scope of action as a manager responsible on any hierarchical and process level Step by step from corporate policy and environmental dynamis through strategic planning controlling and leadership up to organization career models and self management techniques Target group are graduates and specialists who are systematically preparing for a new management position e g in a General Management or an MBA program

Business Forecasting Michael Gilliland, Len Tashman, Udo Sglavo, 2021-05-11 Discover the role of machine learning and artificial intelligence in business forecasting from some of the brightest minds in the field In *Business Forecasting The Emerging Role of Artificial Intelligence and Machine Learning* accomplished authors Michael Gilliland Len Tashman and Udo Sglavo deliver relevant and timely insights from some of the most important and influential authors in the field of forecasting You ll learn about the role played by machine learning and AI in the forecasting process and discover brand new research case studies and thoughtful discussions covering an array of practical topics The book offers multiple perspectives on issues like monitoring forecast performance forecasting process communication and accountability for forecasts and the use of big data in forecasting You will find Discussions on deep learning in forecasting including current trends and challenges Explorations of neural network based forecasting strategies A treatment of the future of artificial intelligence in business forecasting Analyses of forecasting methods including modeling selection and monitoring In addition to the Foreword by renowned researchers Spyros Makridakis and Fotios Petropoulos the book also includes 16 opinion editorial Afterwords by a diverse

range of top academics consultants vendors and industry practitioners each providing their own unique vision of the issues current state and future direction of business forecasting Perfect for financial controllers chief financial officers business analysts forecast analysts and demand planners Business Forecasting will also earn a place in the libraries of other executives and managers who seek a one stop resource to help them critically assess and improve their own organization s forecasting efforts

Projektmanagement Manfred Burghardt, 2018-03-05 Burghardts Projektmanagement ist ein umfassendes und bew hrtes Standardwerk f r Projektleiter Projektplaner und Projektmitarbeiter In verst ndlicher Form vermittelt es die Methoden und Vorgehensweisen im Management von Projekten Au erdem dient es als Nachschlagewerk f r alle die bereits seit l ngerem mit PM Aufgaben betraut sind F r die 10 Auflage wurde das Buch gr ndlich bearbeitet und aktualisiert insbesondere zu den Themen Kontraktmanagement Patentportfolio Multiprojektmanagement Funktionswertmethode Risikomanagement und analyse Vorgehensmodelle webbasierte Cloud und Notizdienste Kontakt und Berufsplattformen und PM relevante Normen Neue Kapitel behandeln das Agile Projektmanagement inklusive Scrum Performance Measurement die Projektrevision das Release sowie das Protokollmanagement Auch die Neuformulierungen der ISO 9001 und der IPMA Baseline ICB4 werden ausf hrlich erl utert Neben der gut strukturierten Darstellung des Themas bietet Projektmanagement einen umfangreichen Fragenkatalog zur Planung und Analyse von Projekten einen Vorschlag f r den Aufbau einer Projekttakte eine Liste mit englischsprachiger PM Terminologie ein aktuelles Glossar mit den relevanten Begriffen im PM einen ausf hrlichen Index mit rund 3000 Eintr gen sowie das Beiheft PM Checklisten mit fast 1000 Stichpunkten als Grundlage f r eigene projektspezifische Aufgabenkataloge

Multi-Resilience - Development - Sustainability Karim Fathi, 2022-11-25 The book deliberately written in generally understandable language for all interested readers paints a unique transdisciplinary overall picture of resilience as a national and international social factor of our time It shows that in terms of socio political significance the concept of resilience is in no way inferior to the older hitherto dominant concepts of sustainability and development indeed it actively complements them in some cases contradicts them but also completes them Resilience as a societal factor involves all sectors such as politics the economy science and civil society and thus represents an indispensable frame of reference in the overarching recent debate on the learning society Fathi analyzes the still little tapped topic of societal resilience from entirely new perspectives and with a stimulating thematic breadth A must read for anyone who wants to grasp this topic holistically Prof Dr Uwe Schneidewind

Innovation and Transformation Martin Kaschny, Matthias Nolden, 2018-05-30 This book discusses a six step transformation cycle in which the tasks of innovation management ranked according to their relevance for companies are placed in a systematic order Presenting an in depth discussion on innovation and transformation the authors delve into strategic themes such as business models and strategic positioning which are fundamental to the innovation process It also describes the underlying processes and roles of innovation management and the required organizational structures Following process organization and

organizational structure the authors highlight how the appropriate human resource strategy should look and the manner of personnel selection or development to be implemented The authors also provide tools and systems that are assigned to specific employees working with innovation management these deal with innovation audit knowledge management idea management financing and budgeting innovations marketing and property rights The book also sheds light on how the effectiveness of the innovation process can be monitored using indicator systems This is a handy resource for managers looking for a structured strategy and how to implement it to achieve optimal innovation management and reap its benefits

Systems Engineering & Management Volker Ahrens, 2025-04-29 This book shows step by step how to develop implement engineering and operate administration technical systems efficiently and effectively To this end it first explains how complex real systems are simplified i e modeled in order to make their relevant properties visible This is done in an interdisciplinary manner by taking into account not only technological but also sociological and psychological aspects Five generally valid process models are then explained which are sufficient to design and control systems in all their life phases Finally the problem solving cycle is explained in detail For each phase of development it explains what should be done when why and how in order to successfully complete the project References to project management are also made All the models methods procedures and tools explained have already proven themselves in practice many times over The book is therefore suitable as a guide for practitioners and for academic teaching Above all those who not only want to know what they should do but also want to understand why one works better than the other will not only find appropriate explanations but also numerous suggestions that encourage constructive and critical thinking and enable innovation

Digital Business Strategie für den Mittelstand Michael Kraewing, 2017-02-14 Die große Herausforderung für den deutschen Mittelstand liegt darin mittels digitaler Technologien bestehende Geschäftsmodelle auszubauen und neue zu entwickeln Doch wie gelingt die systematische Entwicklung und erfolgreiche Umsetzung einer individuellen Digital Business Strategie Michael Kraewing konkretisiert wie Sie die notwendigen Grundlagen im Unternehmen schaffen und die Umsetzung Schritt für Schritt realisieren Beispiele aus Japan China und USA unterstützen Sie bei der internationalen Ausrichtung Ihres Digital Business Inhalte Die Digital Business Strategie als Grundlage der digitalen Transformation Analyse der Ausgangssituation Ihres Unternehmens des Wettbewerbs und Ihrer Kunden Strategische Optionen Strategische Ziele Strategie als Prozess Formulierung und Umsetzung Ihrer Strategie Vision Organisation Change Management Kundenzentrierung Internationale Beispiele für Ihr Digital Business Japan China USA

Theorie und Management komplexer Projekte Dietmar Lucht, 2018-11-11 Im vorliegenden Buch wird die These aufgestellt dass der Versuch eine rigide alle Projekttypen erfassende Projektmanagement Methodik zu entwickeln nicht zielführend ist Zeitlich begrenzte Organisations Projekte mit einem überschaubaren Budget und wenigen involvierten Akteuren haben mit öffentlichkeitswirksamen Vorhaben im Infrastruktur Immobilien oder Großforschungsbereich kaum mehr gemeinsam als den Namen Inhouse Projekte mit einer vorübergehenden Veränderung der Linienorganisation sind anders zu

steuern als kommerziell ausgerichtete Unternehmungen der Projektindustrie Entscheidend aber ist der Grad ihrer Komplexität Projekte scheitern häufig große Projekte besonders oft Aber warum Aufbauend auf eine detaillierte Analyse wie Projektkomplexität zu fassen ist werden in diesem Buch die wichtigsten Projektmanagement Standards und Normen in Bezug auf die Anforderungen von Großprojekten untersucht Im Ergebnis wird deutlich dass sich Projekte mit einer geringen und mittleren Komplexität erfolgreich mit den klassischen Managementmethoden bearbeiten lassen überschreiten sie jedoch eine gewissen Komplexitätsschwelle bedarf es einer Erweiterung des Modellansatzes und davon ausgehend eines Projektmanagements 2.0 Das Buch hinterfragt die Kategorie Projekt unter Anwendung der Theorie sozialer Systeme sowie moderner Organisationstheorien neu auf ihren Inhalt ihre Spezifik und ihre Grenzen Es wird deutlich dass komplexe Projekte nur dialektisch in einer Dichotomie von Prozessablauf und temporärer Organisation zu verstehen sind Insbesondere ihre Ausprägung als zeitweiliges Organisations und rekursives Entscheidungssystem ist noch ein weitgehend blinder Fleck der bisherigen Projekttheorie Der Autor setzt auf Methodenpluralität Dem widerspricht nicht dass es auf einer aggregierten Ebene verallgemeinerungsfähige Denkansätze gibt wie Großprojekte zu bewältigen sind In einem abschließenden Kapitel werdendazu Ideen entwickelt und Charakteristika komplexer Projekte wie Zielkomplementaritäten iterative Projektablaufe und Prinzipal Agent Probleme untersucht

Arbeitsmethodik für Führungskräfte Arne Bernsmann, Lorenz Bohn, Cathrin Haußmann, Philipp Prigge, 2017-12-01 In diesem essential geben die Autoren Einblicke in die verschiedenen Aspekte des Selbstmanagements und vermitteln viele Tipps und Methoden um besser zu arbeiten Im Zeitalter von Mantras wie Thinking outside the box erscheint Selbstmanagement eigentlich nahezu irrelevant Die Autoren zeigen dass geschieht zu Unrecht Selbstmanagement umfasst nach ihrer Darstellung vor allem Zeitmanagement Arbeitsmethodik und Kommunikation und ist die Grundlage für jeglichen Erfolg Als Führungskraft muss man Prioritäten setzen Ressourcen sowie Kapazitäten verwalten und zuordnen Das Fazit der Autoren lautet Es ist unmöglich als Führungskraft andere Aufgabenbereiche erfolgreich zu meistern wenn nicht von Anfang an die Kernaspekte des Selbstmanagements verinnerlicht wurden Nach wie vor werden Karrieren auf hohem Leistungsvermögen aufgebaut und dies hängt von gutem Selbstmanagement ab

Deutsche Nationalbibliografie
 Die deutsche Nationalbibliothek, 2008

Managementkompetenzen im Mittelstand Anne-Katrin Haubold, Torsten Gonschorek, Ingo Gestring, Ralph Sonntag, Rüdiger von der Weth, 2014-03-10 In acht einheitlich aufgebauten Kapiteln gibt das Handbuch einen Überblick über die wesentlichen Kompetenzfelder die für das erfolgreiche Management eines mittelständischen Unternehmens notwendig sind Geschäftsideen präsentieren und vermarkten Prozesse steuern Risiken managen Mitarbeiter und Verhandlungen führen Netzwerke aufbauen und interkulturelle Geschäftspartnerschaften pflegen Jedes Kapitel beginnt mit einer kurzen thematischen Einführung zum jeweiligen Fachbereich Es folgt eine ausführliche Darstellung der Besonderheiten des Themas für den Mittelstand Illustrierend wird ein Fallbeispiel aus dem deutschen Mittelstand dargestellt Nachfolgend wird mindestens ein Umsetzungsinstrument vorgestellt Abschließend wird auf weiterführende Literatur und

Weblinks sowie Weiterbildungsmöglichkeiten verwiesen

S-BPM ONE - Education and Industrial Developments

Stefan Oppl, Albert Fleischmann, 2012-03-21 This book constitutes the thoroughly refereed proceedings of the industrial track of the 4th International Conference on Subject Oriented Business Process Management S BPM ONE 2012 held in Vienna Austria in April 2012 S BPM as a discipline is characterized by a seamless approach toward the analysis modeling implementation execution and maintenance of business processes with an explicit stakeholder focus The 19 papers included were selected from the practically oriented submissions and they have gone through the same rigorous peer review process as their scientific counterparts

Prozesse optimieren mit RFID und Auto-ID Norbert Bartneck, Volker Klaas, Holger Schönherr, 2008-09-02 Radio Frequency Identification RFID ist die Technologie zur eindeutigen und kontaktlosen Identifizierung von Objekten jeglicher Art Magnetische Wechselfelder oder Radiowellen ermöglichen eine berührungslose Datenübertragung sowie schnelle und automatische Datenerfassung Daneben gewinnen auch optische Codes durch ihre spezifischen Vorteile weiter an Bedeutung RFID Auto ID Systeme kommen in ganz unterschiedlichen Branchen zum Einsatz von der Konsumgüterindustrie und Handel über die Automobilindustrie und Luftfahrt bis hin zur chemischen und pharmazeutischen Industrie Logistik oder Transportwesen Durch frühzeitige Planung und den Einsatz von RFID Auto ID in Beschaffung Fertigung und Logistik können neue Potenziale für Wettbewerbsvorteile genutzt werden Neben den Grundlagen zur RFID Auto ID Technologie werden in diesem Buch Applikationen aus unterschiedlichen Bereichen präsentiert die heute bereits in der Realität erprobt sind Sie zeigen die Herangehensweise den Prozess und die Auswahl von RFID und Auto ID Systemen für verschiedene Problemstellungen Ein Ausblick auf Trends und innovative Sicherheitslösungen zeigt mögliche künftige Anwendungsmöglichkeiten dieser Technologie

Entscheidungsorientiertes Management Barnim G. Jeschke, 2020-09-07 Managen heißt Entscheiden Ein dynamisches Unternehmensumfeld bringt fortlaufende Entscheidungsbedarfe hervor Die sich hieraus ableitenden Entscheidungssituationen sind aufgrund zugrundeliegender Zielsetzungen sowie der angewendeten Entscheidungsregeln zu bewältigen Eine tendenziell zunehmende Komplexität des unternehmerischen Umfeldes erfordert neben einem vergangenheitsbezogenen Erfahrungsschatz antizipativen Weitblick Dieses Buch verfolgt einen pragmatischen Ansatz Es gliedert sich gemäß den unternehmerischen Entscheidungsabläufen und integriert theoretische Hintergründe und Konzepte dort wo sie praktische Aspekte zu verdeutlichen und zu befruchten vermögen Und es beleuchtet die Hintergründe und Strukturen unternehmerischer Entscheidungssituationen um dann für die Analyse und Umsetzung hilfreiche Konzepte zu erörtern Schließlich werden dem Entscheider über die Erläuterung praxisorientierter Entscheidungsinstrumente konkrete Handlungsunterstützungen zur professionellen Entscheidungsfindung an die Hand gegeben Onlinematerial zum Buch Ein begleitendes Web Based Tutorial ist unter folgendem Link abrufbar Entscheiden in komplexen Situationen FOM Hochschule für ökonomische Management Videos zum Buch sind unter folgenden Links aufrufbar Kaufentscheidungsmodelle Youtube Präsumtive Ebene des 4x3 Kaufentscheidungsmodells Youtube Affektive

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