

THE STANDARD FOR
**PORTFOLIO
MANAGEMENT**

FOURTH EDITION



The Standard For Portfolio Management

Project Management Institute PMI



The Standard For Portfolio Management:

The Standard for Portfolio Management Project Management Institute, 2017 Portfolio management is an integral part of the organization's overall strategic plan. The increasing acceptance of portfolio management indicates that the application of appropriate knowledge, processes, skills, tools, and techniques to select the right work may have a significant impact on program, project, and organization success. While project and program management continue to focus on doing the work right, portfolio management maintains a concern with doing the right work. The Standard for Portfolio Management Fourth Edition is an expansion of and companion to information provided in A Guide to the Project Management Body of Knowledge (PMBOK

The Standard for Portfolio Management, 2008. **The Standard for Portfolio Management** Project Management Institute, 2013. **The Standard for Portfolio Management**, 2017-11-15. The Standard for Portfolio Management Fourth Edition has been updated to best reflect the current state of portfolio management. It describes the principles that drive accepted good portfolio management practices in today's organizations. It also expands the description of portfolio management to reflect its relation to organizational project management and the organization. **The Standard for Portfolio Management, Third Edition**, 2013. **Portfolio Management** Sorin Dumitrascu, 2017-07-13.

Overview Sometimes work seems to combine unlimited needs with limited available resources. A situation like this sets up a world of immediate crises, rapidly shifting priorities, and reactive instead of proactive management. And these difficulties make it hard to focus on anything except the task right in front of you. But managing work on a portfolio level takes projects, programs, and portfolios and groups them together to facilitate their management. This ensures that they produce the planned benefits and meet the strategic business objectives that you're striving toward. Managing from a portfolio perspective can give you both the high-level and wide-angle viewpoints needed to bring all the work under control. Portfolio management as set out by the Project Management Institute (PMI) can reduce the chaos by enabling an organization to do the right work at the right time. Portfolio management processes help to ensure the organization addresses the projects and programs that are the most essential to strategy execution and effective corporate performance. While projects and programs are critical to organizational success, portfolio management extends beyond the simple completion of these components and focuses on strategic objectives and outcomes. It changes how people work together, even across organizational boundaries, to accomplish project-based work. Whether you are currently a portfolio manager or are just interested in the ideas involved in portfolio management, an increased understanding can give you a high-level perspective about how your work contributes to your company's goals. This high-level view is what portfolio management is all about. Instead of viewing projects and programs in isolation, it allows you to consider the dependencies and interactions among these portfolio components as well as between them and other organizational areas. This book is aligned to PMI's *The Standard for Portfolio Management*. The Standard for Portfolio Management expands on the work presented in A Guide to the

Project Management Body of Knowledge PMBOK Guide and the Organizational Project Management Maturity Model OPM3 The Standard for Portfolio Management is PMI's companion to the PMBOK Guide The Standard shows the links between portfolio management and program and project management and between portfolio management and the organization Just as the PMBOK Guide sets out the good practices for project management The Standard for Portfolio Management presents a documented set of processes showing generally accepted good practices in the area of portfolio management In this book you will be introduced to the core concepts involved in portfolio management You will discover how important it is to understand the management of portfolios as well as learn about the relationships between portfolio management and project and program management You will also find out about the role of portfolio management within organizations and about the roles and responsibilities of portfolio managers You will be introduced to the links and relationships between portfolio management and organizational strategy governance and operations and learn how metrics and reporting relate to it all

The Standard for Program Management - Fifth Edition Project Management Institute PMI, 2024-03-20 Programs are critical to organizations looking to optimize benefits and achieve strategic objectives From initiation to benefits realization program managers and teams unite the efforts of related projects to create more benefits than the sum of their component parts adding value through the principles of program management The Standard for Program Management Fifth Edition is the definitive standard for individuals and organizations seeking to enhance their program management practices This edition identifies the eight principles that guide behavior within program management practices and trends establishing the publication as a principle led standard A new program management performance domain Collaboration is introduced and incorporated with reorganized content for a streamlined approach to reading understanding and using the standard The Project Management Institute PMI offers this updated standard as a powerful tool for a broad range of organizations regardless of their project delivery approach This edition of The Standard for Program Management is closely aligned to and builds upon the knowledge captured in A Guide to the Project Management Body of Knowledge PMBOK Guide Seventh Edition It can equip anyone involved in program management with clear complete and relevant information to improve their practices This standard is an invaluable resource for portfolio program and project managers as well as senior managers and stakeholders This standard which is aligned with other PMI standards underwent a rigorous review process and is approved by the American National Standards Institute ANSI

Implementing Project Portfolio Management Dr. Panos Chatzipanos, Dr. Te Wu, 2018-10-18 Implementing Project Portfolio Management addresses the how-tos of portfolio management It is designed for three primary audience groups Business Executives Portfolio Leaders and Practitioners and Portfolio Thinkers The authors provide insights on how to apply the performance management domains covered in the standard that are in practice today by introducing tools and templates into their discussion Far reaching in its impact on portfolio management practitioners thinkers stakeholders and the wider project management community this guide envisions

the continued transformation of portfolio management with the changing needs of organizations and advances in technology

Implementing Project Portfolio Management Te Wu, Panos A. Chatzipanos, 2018 The Standard for Portfolio Management Fourth Edition is a major update to the third edition. There are three major changes: 1 The new book is now a principle-based standard in which the applicability has achieved greater universality; 2 The breadth of the new standard is broader, encompassing a portfolio life cycle aligning with complexity and system theories, portfolio stakeholder management and portfolio value management; 3 The depth has also been increased to include a section on capability and capacity, a major rework on governance management and significant insights in value management and stakeholder management. As a principle-based standard, the how of portfolio management is largely removed, and thus even with a significant addition of concepts and practices, the new standard is nearly 20 percent shorter in length than the previous edition. This is a significant trade-off. To address the hows, select members of the core team decided to work together to write this book.

Implementing Project Portfolio Management: A Companion Guide to the Standard for Portfolio Management **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, 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 Portfolio Management Klaus Nielsen, 2021-09-27 Agile Portfolio Management deals with how an organization identifies, prioritizes, organizes and manages different products. This is done in a streamlined way in order to optimize the development of value in a manner that is sustainable in the long run. It ensures that a company provides their clients with the best value for their investment. A good portfolio manager understands and follows the agile principles while also considering the various factors needed to

successfully manage numerous teams and projects The project management offices of many organizations are faced with the reality of more and more agile deliverables as part of agile transformations however they lack the knowledge to perform these tasks Researchers and practitioners have a good understanding of project program and portfolio management from a plan based perspective They have common standards from Axelos PMI and others so they know the best practices The understanding of agile on a team level is fairly mature and the knowledge of more agile teams scaling is increasing However the knowledge of agile portfolio management is still limited The aim of this book is to give the reader an understanding of management of a portfolio of agile deliverables what the options are theory what we know research and what others are doing practice Many organizations in banking or insurance to name a few are in the middle of major agile transformations with limited knowledge of the practice In this book the author collects and analyzes common practices in various industries He provides both theory and through case studies the practical aspects of agile portfolio management *Computational Science and Its Applications - ICCSA 2016* Osvaldo Gervasi,Beniamino Murgante,Sanjay Misra,Ana Maria A.C.

Rocha,Carmelo M. Torre,David Taniar,Bernady O. Apduhan,Elena Stankova,Shangguang Wang,2016-06-30 The five volume set LNCS 9786 9790 constitutes the refereed proceedings of the 16th International Conference on Computational Science and Its Applications ICCSA 2016 held in Beijing China in July 2016 The 239 revised full papers and 14 short papers presented at 33 workshops were carefully reviewed and selected from 849 submissions They are organized in five thematical tracks computational methods algorithms and scientific applications high performance computing and networks geometric modeling graphics and visualization advanced and emerging applications and information systems and technologies **An**

Introduction to Project Modeling and Planning Gündüz Ulusoy,Öncü Hazır,2021-04-05 This textbook teaches the basic concepts and methods of project management but also explains how to convert them to useful results in practice Project management offers a promising working area for theoretical and practical applications and developing software and decision support systems DSS This book specifically focuses on project planning and control with an emphasis on mathematical modeling Models and algorithms establish a good starting point for students to study the relevant literature and support pursuing academic work in related fields The book provides an introduction to theoretical concepts and it also provides detailed explanations application examples and case studies that deal with real life problems The chapter topics include questions that underlie critical thinking interpretation analytics and making comparisons Learning outcomes are defined and the content of the book is structured following these goals Chapter 1 begins by introducing the basic concepts methods and processes of project management This Chapter constitutes the base for defining and modeling project management problems Chapter 2 explores the fundamentals of organizing and managing projects from an organization s perspective Issues related to project team formation the role of project managers and organization types are discussed Chapter 3 is devoted to project planning and network modeling of projects covering fundamental concepts such as project scope Work Breakdown Structure

WBS Organizational Breakdown Structure OBS Cost Breakdown Structure CBS project network modeling activity duration and cost estimating activity based costing ABC data and knowledge management Chapter 4 introduces deterministic scheduling models which can be used in constructing the time schedules Models employing time based and finance based objectives are introduced The CPM is covered The unconstrained version of maximizing Net Present Value NPV is also treated here together with the case of time dependent cash flows Chapter 5 focuses on the time cost trade off problem explaining how to reduce the duration of some of the activities and therefore reduce the project duration at the expense of additional costs This topic is addressed for both continuous and discrete cases Chapter 6 discusses models and methods of scheduling under uncertain activity durations PERT is introduced for minimizing the expected project duration and extended to the PERT Costing method for minimizing the expected project cost Simulation is presented as another approach for dealing with the uncertainty in activity durations and costs To demonstrate the use of the PERT a case study on constructing an earthquake resistant residential house is presented Classifications of resource and schedule types are given in Chapter 7 and exact and heuristic solution procedures for the single and multi mode resource constrained project scheduling problem RCPSP are presented The objective of maximizing NPV under resource constraints is addressed and the capital constrained project scheduling model is introduced In Chapter 8 resource leveling and further resource management problems are introduced Total adjustment cost and resource availability cost problems are introduced Various exact models are investigated A heuristic solution procedure for the resource leveling problem is presented in detail Also resource portfolio management policies and the resource portfolio management problem are discussed A case study on resource leveling dealing with the annual audit project of a major corporation is presented Project contract types and payment schedules constitute the topics of Chapter 9 Contracts are legal documents reflecting the results of some form of client contractor negotiations and sometimes of a bidding process which deserve closer attention Identification and allocation of risk in contracts project control issues disputes and resolution management are further topics covered in this Chapter A bidding model is presented to investigate client contractor negotiations and the bidding process from different aspects Chapter 10 focuses on processes and methods for project monitoring and control Earned Value Management is studied to measure the project performance throughout the life of a project and to estimate the expected project time and cost based on the current status of the project How to incorporate inflation into the analysis is presented In Chapter 11 qualitative and quantitative techniques including decision trees simulation and software applications are introduced Risk phases are defined and building a risk register is addressed An example risk breakdown structure is presented The design of risk management processes is introduced and risk response planning strategies are discussed At the end of the Chapter the quantitative risk analysis is demonstrated at the hand of a team discussion case study Chapter 12 covers several models and approaches dealing with various stochastic aspects of the decision environment Stochastic models generation of robust schedules use of reactive and

fuzzy approaches are presented Sensitivity and scenario analysis are introduced Also simulation analysis which is widely used to analyze the impacts of uncertainty on project goals is presented Chapter 13 addresses repetitive projects that involve the production or construction of similar units in batches such as railway cars or residential houses Particularly in the construction industry repetitive projects represent a large portion of the work accomplished in this sector of the economy A case study on the 50 km section of a motorway project is used for demonstrating the handling of repetitive project management How best to select one or more of a set of candidate projects to maintain a project portfolio is an important problem for project based organizations with limited resources The project selection problem is inherently a multi objective problem and is treated as such in Chapter 14 Several models and solution techniques are introduced A multi objective multi period project selection and scheduling model is presented A case study that addresses a project portfolio selection and scheduling problem for the construction of a set of dams in a region is presented Finally Chapter 15 discusses three promising research areas in project management in detail i Sustainability and Project Management ii Project Management in the Era of Big Data and iii the Fourth Industrial Revolution and the New Age Project Management We elaborate on the importance of sustainability in project management practices discuss how developments in data analytics might impact project life cycle management and speculate how the infinite possibilities of the Fourth Industrial Revolution and the new technologies will transform project management practices

How Successful Organizations Implement Change Emad E. Aziz, Wanda Curlee, 2017-10-02 The only constant is change especially in today s business environment Increasing globalization and the rise of new markets and technologies are forcing companies to compete in a more turbulent world than ever To survive and thrive organizations must be able to continuously evolve Unfortunately people tend to resist change Uncertainty can be daunting and people generally prefer to keep doing what they already know avoiding unfamiliar situations particularly in their work The good news is that change can be managed using the same processes many organizations already use in their day to day project management activities After all every project results in some type of change to an organization Building on the Project Management Institute s *Managing Change in Organizations* A Practice Guide and drawing on the project management expertise of a wide variety of authors *How Successful Organizations Implement Change* explains the critical aspects of the change management process and outlines the methods that project program and portfolio managers can utilize to bring effective change in a complex and transient business context For practitioners who are directly leading the change effort as well as those affected by it for executives formulating strategies even those managing operations and for academics researching or teaching others about organizational change management the examples provided in this book cover a broad range of industries and areas of business *How Successful Organizations Implement Change* combines the change management knowledge of experts academics researchers and practitioners with tools processes and templates all of which make this volume a valuable resource a must have for leaders of change in

organizations **The Standard for Risk Management in Portfolios, Programs, and Projects (ITALIAN)** Project Management Institute Project Management Institute,2022-02-02 This is an update and expansion upon PMI's popular reference The Practice Standard for Project Risk Management Risk Management addresses the fact that certain events or conditions may occur with impacts on project program and portfolio objectives This standard will identify the core principles for risk management describe the fundamentals of risk management and the environment within which it is carried out define the risk management life cycle and apply risk management principles to the portfolio program and project domains within the context of an enterprise risk management approach It is primarily written for portfolio program and project managers but is a useful tool for leaders and business consumers of risk management and other stakeholders Project Management Under Internet Era Shaopei Lin,Dan Huang,2020-02-27 Taking account of modern digital era the emergence of Internet has brought a new scenario of ecology in project management PM its methodology platform procedures and tools are subjected to subversive changes So a monograph of Project Management Under Internet Era is urgently needed for renewing concepts in our PM community The concept of how PM is implemented on the virtual platform through Internet which is widely used in PM community based on knowledge economy meanwhile it is different from former industrial economy with solid assets as its resources and run the project on a real physical manner Beside the traditional PM this book presents how shall we accommodate to conventional PM and also accommodate to Internet environment it also discusses program management and portfolio management under Internet as well as the challenges of PM in the future From strategic point of view talent cultivation is extremely critical to PM development we need to cultivate our talents accommodating to the digital era and on the Internet platform This is the impetus and the reason of why this monograph is initiated which can be used as the textbook for graduate and undergraduate students in related majors also a reference book to the practitioners who are working on PM under Internet digital era *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 **Project Portfolio Management, Second Edition** Clive N. Enoch,2019-02-13 The focus of this book is aimed at providing a mechanism to determine the individual and cumulative contribution of portfolio components to strategic objectives so that the right decisions can be made regarding those components Project portfolio management PFM is a critically important discipline which organizations must embrace in order to extract the maximum value from their project investments Essentially PFM can be defined as the translation of

strategy and organizational objectives into projects programs and operations portfolio components the allocation of resources to portfolio components according to organizational priorities alignment of components to one or more organizational objectives and the management and control of these components in order to achieve organizational objectives and benefits The interest and contribution to the body of knowledge in project portfolio management has been growing significantly in recent years however a particular area of concern is the decision making during the management of the portfolio regarding which portfolio components to accelerate suspend or terminate Failing to determine how the individual and cumulative components of a portfolio contribute to an organization s strategic objectives leads to poorly informed decisions that negate the positive effect that a sound understanding of project portfolio management could have in an organization

Organisational Competence Baseline for Developing Competence in Managing by Projects IPMA,2015-01-01 What defines whether a project or programme is good or bad When we re striving for excellence in the execution of our projects and programmes what do we mean IPMA has given its extended definition in the PEB the Project Excellence Baseline This model is based on the well known EFQM model but is adapted to the field of project and programme management and after over 10 years of use has been adapted to the model we re using now Foreword Executive summary Table of Contents List of figures List of tables Abbreviations and Acronyms Terms Definitions 1 Introduction 2 Purpose and intended users 3 The organisational view of projects 3 1 Challenges for organisations in managing projects 3 2 An organisation in its context 3 3 From mission vision and strategy to results 3 4 Projects programmes and portfolios as means for results 4 Organisational competence in managing projects 4 1 Concept of organisational competence 4 2 Concept of organisational competence in managing projects 4 5 Groupings competence elements and interactions 5 1 Grouping of competence elements 5 2 Overview of competence elements 5 3 Interactions of competence elements **A pocket companion to PMI's PMBOK®**

Guide sixth Edition Anton Zandhuis,Thomas Wuttke,2019-04-10 Note This pocket book is available in the following languages English German Dutch This pocket guide is based on the PMBOK Guide Sixth Edition It contains a summary of the PMBOK Guide to provide a quick introduction as well as a structured overview of this framework for project management This pocket guide deals with the key issues and themes within project management and the PMBOK Guide as follows Key terms and definitions in the project management profession A short overview of the activities of PMI Inc the organization and its standards PMBOK Guide Standard for Project Portfolio Management Standard for Program Management and other standards The essentials of the Project Lifecycle and Organization What are the key project management knowledge areas and processes Main target Group for this pocket guide is anyone with an interest in understanding the PMBOK Guide framework or a systematic approach for project management The book is also very useful for members of a project management team in a project environment using the PMBOK Guide as a shared reference A complete but concise description of the PMBOK Guide for anyone involved in projects or project management

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The Standard For Portfolio Management Introduction

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