

Download Ebook Implementing  
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Management A Practice

# **Implementing Organizational Project Management A Practice**

This concise text introduces an  
integrated view of all project

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management-related activities in an organization, called Organizational Project Management (OPM). Practical cases from several organizations, as well as popular theories such as the Resource-

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Based Theory and Institutional Theory provide for an insightful yet realistic understanding of OPM as an integrative tool for organizations to improve their efficiency and effectiveness. The reader will learn how separate

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organizational functions, such as project, program and portfolio management and governance integrate in a cohesive manner. The authors describe how different approaches to competing in the marketplace

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links to strategies, and the ways of selecting the 'best' business opportunities for organizations and integrating them into existing workflows and structures. They develop and describe a model that shows how OPM works

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within organizations. The book is a valuable resource for top managers, reflective practitioners, academics, and postgraduate students in organization theory.

Project Management Institute

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has introduced Implementing  
Organizational Project  
Management: A Practice Guide  
to assist organizations in  
developing and defining effective  
project management  
methodologies. In a 2012 PMI

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market research project, more than half of the respondents identified a lack of published guidance on development of customized methodologies. This practice guide outlines practical knowledge and steps to define



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and develop a methodology in alignment with the foundational standards and framework that were first provided in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

## Download Ebook Implementing Organizational Project Management A Practice

"This book describes balanced leadership in projects. Based on an award winning global program of research studies on leadership reality in projects, this book shows that leadership changes constantly and is not as static as

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existing literature may suggests. Instead, leadership in projects is dynamically shifted between project managers, individual team members, and subteams, all balanced in situational contingency. Their leadership

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may be exercised through a vertical, horizontal, shared, or distributed leadership approach. However, it is balanced leadership that ensures the best suitable leadership approach is used in any given situation. For

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that, the book presents a project-specific leadership approach called horizontal leadership, a theory of balanced leadership, and the five building blocks that enable balanced leadership. These are nomination of team

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members, identification of potential leaders, selection and empowerment of leaders, empowered leadership and its governance, as well as leadership transition. Emphasis is also given to the coordination

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of these building blocks through the socio-cognitive space, shared by project manager and team. The book finishes with three real-life case studies that exemplify how balanced leadership unfolds in projects"--

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This comprehensive guide provides strategic project management best practices for engaging stakeholders and teams to gain buy-in and develop a culture of change. It demonstrates a variety of ways



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to effectively manage change from the early stages of a project beyond deployment to ensure desired organizational benefits are successfully achieved.

Governance of Portfolios,  
Programs, and Projects

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Knowledge Foundation  
A Systems Approach to  
Planning, Scheduling, and  
Controlling  
Selecting, Implementing, and  
Supporting Methodologies and  
Processes for Projects

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## A Closer Look

### Why Build and Improve?

Despite criticism for their serious shortcomings, maturity models are widely used within organizations. The appropriate applications of these models can

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lead to organizational and corporate success. Developing Organizational Maturity for Effective Project Management is a critical scholarly publication that explores the successes and failures of maturity models and

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how they can be applied competently to leadership within corporations. Featuring coverage on a wide array of topics such as project management maturity, agile maturity, and organizational performance, this publication is

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geared toward professionals, managers, and students seeking current research on the application of maturity models to corporate success.

What knowledge, skills and characteristics mark a good

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Organizational project  
management project manager?  
Who is responsible for ensuring  
appropriate resources (time,  
people and money) are allocated  
to Organizational project  
management? What are your

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results for key measures or indicators of the accomplishment of your Organizational project management strategy and action plans, including building and strengthening core competencies? Does our



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organization need more  
Organizational project  
management education? Are  
there any specific expectations or  
concerns about the  
Organizational project  
management team,

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Organizational project management itself? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company,

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organization and department.

Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to

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be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a

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different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future.

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They are the person who asks the right questions to make Organizational project management investments work better. This Organizational project management All-Inclusive Self-Assessment enables You to be

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that person. All the tools you need to an in-depth Organizational project management Self-Assessment. Featuring 712 new and updated case-based questions, organized into seven core areas of process design, this

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Self-Assessment will help you identify areas in which Organizational project management improvements can be made. In using the questions you will be better able to: -  
diagnose Organizational project



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management projects, initiatives,  
organizations, businesses and  
processes using accepted  
diagnostic standards and  
practices - implement evidence-  
based best practice strategies  
aligned with overall goals -

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integrate recent advances in  
Organizational project  
management and process design  
strategies into practice according  
to best practice guidelines Using  
a Self-Assessment tool known as  
the Organizational project

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management Scorecard, you will develop a clear picture of which Organizational project management areas need attention. Your purchase includes access details to the Organizational project

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management self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. Your exclusive instant access details can be found in

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Improve Your Business Results  
Through Organizational Project  
Management Organizational  
project management (OPM)  
aligns project deliverables with  
strategy. Understanding this

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emerging process is essential for all stakeholders, from the corporate sponsor to project team members. OPM is a valuable new tool that can enhance your organization's successful execution of projects in alignment

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with strategic priorities. Under the editorship of Rosemary Hossenlopp, PMP, ten contributors from around the globe, representing a wide variety of industries, offer valuable insights on how OPM can give

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any organization the competitive edge. They discuss how to •  
Improve business outcomes •  
Better align project work with strategies • Set priorities •  
Organize project work Whether you direct projects, fund projects,



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or conduct project work,  
Organizational Project  
Management: Linking Strategy  
and Projects is vital to your  
understanding of this emerging  
business discipline.

Organizations continue to

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experience project issues associated with poor performance on requirements-related activities. This guide will give you the tools you need to excel in requirements development and management — components of the larger field of

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business analysis and a critical competence for project, program and portfolio management.

Requirements Management: A Practice Guide is a bridge between A Guide to the Project Management Body of Knowledge

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(PMBOK® Guide), which speaks to requirements development and management from a high-level perspective, and Business Analysis for Practitioners: A Practice Guide, which describes requirements development and

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management at a detailed and practical level. This practice guide is the middle ground, offering project managers, program managers, teams members and stakeholders the opportunity to learn more about the

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requirements process

Project Management  
Methodologies

How to Implement Effective and  
Efficient Project Management  
Practices and Policies

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Balanced Leadership

From Business Strategy to

Successful Project

Implementation

Right Projects Done Right

Agile Practice Guide -

First Edition has been

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developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and



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provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the

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Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile

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When was the  
Organizational project  
management start date? How  
can the value of  
Organizational project  
management be defined? To

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what extent does  
management recognize  
Organizational project  
management as a tool to  
increase the results? Is  
maximizing Organizational  
project management

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protection the same as  
minimizing Organizational  
project management loss?  
Who will provide the final  
approval of Organizational  
project management  
deliverables? Defining,

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designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role... In EVERY company, organization and

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department. Unless you are talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI,

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or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right



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questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people

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to do just that - whether  
their title is  
entrepreneur, manager,  
consultant,  
(Vice-)President, CxO  
etc... - they are the  
people who rule the

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future. They are the person who asks the right questions to make Organizational project management investments work better. This Organizational project

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management All-Inclusive  
Self-Assessment enables  
You to be that person. All  
the tools you need to an  
in-depth Organizational  
project management Self-  
Assessment. Featuring 712

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new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Organizational project

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management improvements  
can be made. In using the  
questions you will be  
better able to: - diagnose  
Organizational project  
management projects,  
initiatives,

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organizations, businesses  
and processes using  
accepted diagnostic  
standards and practices -  
implement evidence-based  
best practice strategies  
aligned with overall goals

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- integrate recent  
advances in Organizational  
project management and  
process design strategies  
into practice according to  
best practice guidelines  
Using a Self-Assessment



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tool known as the  
Organizational project  
management Scorecard, you  
will develop a clear  
picture of which  
Organizational project  
management areas need

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features a number of new  
cases covering value  
measurement in project

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international project management plus a "super case" on the Iridium Project, covering all aspects of project management Follows and supports preparation for

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the Project Management  
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Certification Exam Project  
Management Case Studies,  
Fourth Edition is a  
valuable resource for  
students, as well as

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practicing engineers and managers, and can be used on its own or with the new Eleventh Edition of Harold Kerzner's landmark reference, Project Management: A Systems

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Approach to Planning,  
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Controlling. (PMP and  
Project Management  
Professional are  
registered marks of the  
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Project Management

Implementation as

Management Innovation: A

Closer Look investigates

the processes involved in

implementing one

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particular type of  
management  
innovation—project  
management—and how these  
innovations must evolve  
and be modified in order  
to deliver value. The book

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was written by three internationally recognized project management researchers/practitioners. Their extensive experience in the classroom and in the field shows through in

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how they are able to  
present complex concepts  
and make them highly  
relevant to project  
managers of all levels.

Project Management  
Implementation as



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Management Innovation: A  
Closer Look begins by  
exploring the book's key  
concepts, including  
"innovation events,"  
"intervention," and  
"simple" and "complex"

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innovation journeys.

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Projects  
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**The ever expanding  
market need for**

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information on how to  
apply project management  
principles and the  
PMBOK® contents to day-  
to-day business  
situations has been met  
by our case studies book

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by Harold Kerzner. That book was a spin-off from and ancillary to his best selling text but has gained a life of its own beyond adopters of that textbook. All

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indications are that the market is hungry for more cases while our own need to expand the content we control, both in-print and online would benefit from such

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an expansion of project management "case content". The authors propose to produce a book of cases that compliment Kerzner's book. A book that offers



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cases beyond the general  
project management areas  
and into PMI®'s growth  
areas of program  
management and  
organizational project  
management. The book

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will be structured to follow the PMBOK in coverage so that it can not only be used to supplement project management courses, but also for self study and

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training courses for the  
PMP® Exam. (PMI, PMBOK,  
PMP, and Project  
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respected authorities on  
the subject. From the  
intricate framework of  
organizational behavior

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and structure that can  
determine project  
success to the planning,  
scheduling, and  
controlling processes  
vital to effective  
project management, the



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covers every key  
component of the  
subject. This Tenth  
Edition features: New  
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changes, exiting a

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belief, and managing  
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studies, including a new  
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management 400

discussion questions

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PMBOK, PMP, and Project

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African nations have an  
underdeveloped  
industrial and economic  
base such as their water

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supply, electrical systems, roads, railways, etc. Massive funding is required to build each of these basic services to the levels of developed

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nations - funding they don't have. Many African countries rely on assistance from the government and global companies looking to invest or facilitate

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projects in the region.  
And for a variety of  
reasons, many of these  
projects fail or are  
inadequate to fulfil the  
needs of the nation. In  
order to facilitate

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their own economic  
development, African  
nations need to  
cultivate efficient  
project management  
practices and policies  
that will help them



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achieve their goal of  
sustainability. This  
book by a  
multidisciplinary  
project management  
consultant, contributes  
to the body of knowledge

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that each African  
country can attain and  
sustain economic  
development by  
suggesting how to  
eliminate and correct  
most causes of failures

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of projects in  
construction, water  
treatment, electricity  
and renewable energy. It  
suggests that they  
should also be able to  
obtain the sustainable

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harvesting of the  
benefits of project  
deliverables which have  
been planned for in  
order to implement the  
various aspects of their  
economic development.

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The suggestions in this book will make a difference in project delivery and are comprehensive enough to create a root-and-branch change which will affect

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the people involved in  
making decision on  
projects and their  
delivery. Thus, project  
management teams and  
their managers,  
organization decision

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**makers, companies  
looking to invest in the  
region, and politicians  
who plan the economy  
have to understand the  
causes of unhelpful  
practices and what needs**

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to be done in order to produce productive and effective delivery of long-term sustainable project. The principal goal of this book is to advise public and



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private companies, and  
international  
organizations conducting  
projects in Africa on  
how to prepare  
themselves, their  
businesses and

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enterprises to solve the problems that cause failure of projects and abandonment of project deliverables. The book also recommends the necessity for a

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commercial enterprise or  
government entity to  
prepare and develop its  
vision, mission, and  
strategic objects to  
constitute the basis of  
a business plan which

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should be implemented  
for successful  
operations. After first  
identifying various  
failed and abandoned  
projects in Nigeria,  
Ghana and South Africa,

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the author provides an  
analysis of why these  
projects failed or were  
abandoned. By using  
methodologies of  
Organizational Project  
Management (OPM),

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**Project Portfolio**

**Management (PPM) and**

**project management**

**techniques, he suggests**

**a framework for project**

**delivery which could be**

**used as a foundational**

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structure and platform  
that will address the  
problem and provide  
solutions for the  
achievement of  
successful and  
sustainable project

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delivery in Africa.

Today's Most Effective  
Guide for Applying  
Project Management to  
Implement Organizational  
Strategies -- Now  
Updated and Expanded!



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**Project Management:**

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Implementation delivers  
complete guidance on  
applying the theory,  
processes, practices,  
and techniques of**

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project management to support strategic planning. Written by two world-renowned project management leaders, this new edition presents the latest methods for using

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flexible teams to  
implement organizational  
strategies -- especially  
changes to products,  
services, and processes.  
Designed for use in both  
large and small

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organizations, this  
updated classic ranges  
from the project  
management process...to  
project planning,  
monitoring, evaluation,  
and control...to

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continuous improvement  
through projects. This  
resource offers new  
material on project  
portfolio management,  
earned value, project  
management maturity,

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nontraditional teams,  
project partnering,  
project management  
outsourcing, and much  
more. The Fifth edition  
of Project Management:  
Strategic Design and

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**Implementation features:**  
Detailed coverage of all  
advances in project  
management theory and  
practice Helpful  
sections added to each  
chapter, including

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chapter summary,  
additional sources of  
information, discussion  
questions, project  
management principles,  
case study, assignment,  
and checklist Updated



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**examples and exercises  
on key project  
management topics A  
larger format with  
sidebars to highlight  
major issues This new  
material: chapters on**

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"The Evolution of  
Project Management" and  
"Successful Project  
Teams" Inside this  
Updated PM Classic:  
Introduction to Project  
Management \* The

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Strategic Context of  
Projects \*

Organizational Design  
for Project Management \*

Project Operations \*

Interpersonal Dynamics  
in the Management of

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Projects \* The Cultural  
Elements \* New Uses of  
Teams

Making the Best Use of  
Personal and Team  
Leadership in Projects  
Every Organization Can

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Project Management

Maturity Model

Project Management

Implementation as

Management Innovation

Implementing

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**Organizational Project**

**Management (OPM)**

**Maturity**

**Translational and**

**Transformational**

Improving organizational project  
management (OPM) is both a

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journey and an investment.

However, no one willfully undertakes a transformational journey that disrupts lives where the vision is not clear and the associated benefits are not defined. Benefits drive change.

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The conceptual understanding of potential benefits initiates and fosters change. Implementing Organizational Project Management: A Practice Guide (PMI, 2014) mentions at a high level that there are benefits



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associated with developing OPM capability. Understanding those benefits and the context of OPM maturity models is key to determining if OPM improvement is the desired solution. This paper serves as a primer for the

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identification or feasibility stage of the transformation initiative and supports "Step 1--Determine Commitment to Critical Success Factors" (p. 12) of Implementing Organizational Project Management. It is also intended to

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help the reader develop the business case in terms of costs and the potential benefits that underpin a feasibility analysis for an OPM initiative. Most importantly, it aids in senior management's validation of its

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vision and answer to the question,  
"Why change?"

Managing Change in  
Organizations: A Practice Guide  
is unique in that it integrates two  
traditionally disparate world  
views on managing change:

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organizational development/human resources and portfolio/program/project management. By bringing these together, professionals from both worlds can use project management approaches to

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effectively create and manage change. This practice guide begins by providing the reader with a framework for creating organizational agility and judging change readiness.

How-to guidance for defining and

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implementing a complex  
project performance environment  
Sharing his forty-five years of  
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experience, best-selling author and  
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presents a straightforward,

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responsibility, take action,  
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return on project investments It's  
time for your senior management  
team to take back control of your  
investments in projects and

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programs. Executive's Guide to Project Management shows you how to cultivate your part of the organization so that it can respond to a changing project environment with the infrastructure to support the

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project and program investment decisions.

The only constant is change—especially in today's business environment. Increasing globalization and the rise of new markets and technologies are

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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

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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

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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*



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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

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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

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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

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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

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templates, all of which make this volume a valuable resource, a must-have, for leaders of change in organizations.

Organizational Project  
Management Maturity Model  
(OPM3)

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Templates and Forms Aligned  
with the Standard for Program  
Management - Second Edition  
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How Successful Organizations  
Implement Change  
Requirements Management  
Developing Organizational  
Maturity for Effective Project  
Management

*Assisting organizations in*

*Page 159/249*

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*improving their project  
management processes, the  
Project Management Maturity  
Model defines the industry  
standard for measuring  
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maturity. Project Management  
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*Institute*

*PMBOK® Guide is the go-to  
resource for project  
management practitioners.*

*The project management  
profession has significantly  
evolved due to emerging  
technology, new approaches*

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*and rapid market changes.  
Reflecting this evolution,  
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Management enumerates 12  
principles of project  
management and the PMBOK®  
Guide &- Seventh Edition is  
structured around eight*

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*project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project*

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*outcomes. This edition of the PMBOK® Guide:*

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);*
- Provides an entire section devoted to tailoring the development approach and*

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*information and standards  
application content based on  
project type, development  
approach, and industry  
sector.*

*The benefits of improving  
organizational project  
management (OPM) maturity in*

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*organizations that conduct projects are often implied or understood to be an obvious result of a project management improvement initiative. Although an organization will be better positioned and capable of*



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*delivering on project commitments as it moves up the maturity ladder, research shows that quantifiable benefit realization is often not automatically achieved and a significant number of*

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*improvement efforts partially or completely fail (i.e., they do not deliver the planned benefits). This paper discusses the value of using a program management approach to systematically manage and deliver OPM*

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*improvement benefits and identifies some of the lessons learned from implementation efforts. It identifies the four key requirements for any organization that wants to raise its maturity level:*

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*(1) executive support, (2) project management office, (3) process management infrastructure, and (4) program management best practices.*

*The Standard for Risk  
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*Agile Project Management*

*Executive's Guide to Project  
Management*

In early 2007, the Project Management Institute (PMI) piloted the now highly sought after Program Management Professional (PgMP) credential, reflecting the

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growing trend for organizations to coordinate the work done on numerous stand-alone projects into a cohesive program-type structure. Written by two successful PgMPs, Implementing Program Management "The Standard for Organizational Project Management - First Edition

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provides a framework and integrated approach using portfolio, program, and project management to deliver organizational strategy for better performance, better results, and a sustainable competitive advantage. This standard is one of PMI's



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foundational standards and it is aligned with A Guide to the Project Management Body of Knowledge (PMBOK.

Business Analysis for Practitioners: A Practice Guide provides practical resources to tackle the project-related issues associated with

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requirements and business analysis—and addresses a critical need in the industry for more guidance in this area. The practice guide begins by describing the work of business analysis. It identifies the tasks that are performed, in addition to the

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essential knowledge and skills needed to effectively perform business analysis on programs and projects.

In recent years, organizational project management (OPM) has emerged as a field focused on how project, program and portfolio

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management practices strategically help firms realize organizational goals. There is a compelling need to address the totality of project-related work at the organizational level, providing a view of organizations as a network of projects to be coordinated among

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themselves, integrated by the more permanent organization, and to move away from a focus on individual projects. This comprehensive volume provides views from a wide range of international scholars researching OPM at a cross-disciplinary level. It

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covers concepts, theories and practices from disciplines allied to management, such as strategic management, organization sciences and behavioural science. It will be a valuable read for scholars and practitioners alike, who are looking to enrich their understanding of

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OPM and further investigate this new phenomenon.

Organizational Project Management  
Third Edition

Business Analysis for Practitioners  
Standard for Organizational Project  
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Integrating Organizational Change

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Management and Project  
Management to Deliver Strategic  
Value

A Strategic Project Management  
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***A second edition provides***

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***tools for organizations to  
measure their maturity  
against a comprehensive  
set of best practices,  
providing updated  
coverage of current PMI  
standards, guidelines for***

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***promoting smoother  
transitions and strategies  
for eliminating redundancy.  
This is an update and  
expansion upon PMI's  
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***Project Risk Management.  
Risk Management  
addresses the fact that  
certain events or conditions  
may occur with impacts on  
project, program, and  
portfolio objectives. This***

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***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***

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***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***

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***primarily written for  
portfolio, program, and  
project managers, but is a  
useful tool for leaders and  
business consumers of risk  
management, and other  
stakeholders.***

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***Project management (PM),  
traditionally employed to  
implement projects, has  
developed into  
Organizational Project  
Management, as  
organizations are***

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***increasingly using projects to deliver strategies. The emergence of program and portfolio management has also contributed to this move. PM researchers need to become more innovative***



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*in their research*

*approaches. They need to  
connect with the broader  
currents of social science in  
relevant fields, such as  
organization theory.  
Outside the specific field,*

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***there is a great deal that  
can usefully be imported,  
transformed, and  
translated so that it is fit  
for project management  
research purposes. More  
trans-disciplinary,***

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***translational, and  
transformational  
approaches for conducting  
project-related research  
are required, and this book  
goes a long way to  
providing foundations for***

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***them. The book encompasses reflections on fundamental questions underlying any research, such as the type of knowledge sought, as well as the epistemological and***

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***ontological assumptions. It broadens research methods and theory perspectives, drawing on contemporary approaches, such as action research, soft systems methodology, activity***

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***theory, actor-network  
theory, and other  
approaches adopted in  
related scientific and  
technological areas that are  
only recently being  
adopted. To achieve this,***

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***the book's editors have  
necessarily been  
eclectically interdisciplinary  
in their contributor list.  
They have included  
contemporary research  
methods and designs from***

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***areas allied to project  
research - such as  
organization science,  
organizational studies,  
sociology, behavioral  
science, and biology -  
providing innovative***



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***invitations to research  
design and methodological  
choice. Overall, this book  
makes a significant  
contribution to the  
maturation and  
development of project***

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***management research as a specialty in the broader social sciences, one that is a less-reliant handmaiden or under-laborer to purely technical issues, but which appreciates that any***

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***material construction is  
always a social construction  
as well, one that implies  
episteme and phronesis,  
knowledge and wisdom, as  
well as techne or  
technique. Project***

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***managers may not realize it, but the most important aspects of what they manage are the meanings, interpretations, and politics of projects, and not merely the technical aspects.***

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change and  
uncertainty, supplying  
highly customized  
products, synthesis of  
diverse technologies, and  
intra-enterprise and inter-***

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***as it applies to portfolios,  
programs, and projects is  
growing in importance to  
organizations, because  
appropriate governance is a  
factor in the success or  
failure of strategic***

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***initiatives and portfolios, as well as an organization's programs and projects. Implementing an effective governance framework can be challenging due to factors such as increasing***



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***business complexities,  
regulatory requirements,  
globalization, and rapid  
changes in technology and  
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Many organizations do not  
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practitioners on how to  
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expands upon the popular  
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This newly-created standard***

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***is a result of survey  
feedback that revealed  
acceptance of the approach  
and increasing interest in  
an expanded version. OPM  
is defined as the integration  
of people, knowledge, and***

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***processes, supported by  
tools across all functional  
domains of the  
organization. The approach  
further advances an  
organization's performance  
by developing and linking***

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***portfolio, program, and  
project management  
principles and practices  
with organizational  
enablers (e.g., structural,  
cultural, technological, and  
human resource practices)***

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***and business processes to support strategic objectives. OPM helps organizations deliver value through the following principles:***

- Aligning strategy***
- Consistent***

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***execution and  
delivery•Cross-functional  
collaboration•Adding value  
to the  
organization•Continuous  
training Although useful for  
any organization that is***

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***seeking to better meet its strategic objectives, this standard is particularly beneficial for organizations that do not have a unified project management approach.***

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management practice. It's  
no wonder that so many  
organizations suffer from  
an inability to adapt to the  
dynamic needs of  
stakeholders, customers***

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***and the marketplace.***

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organizations achieve  
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***these together,  
professionals from both  
worlds can use project  
management approaches to  
effectively create and  
manage change. This  
practice guide begins by***

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***providing the reader with a  
framework for creating  
organizational agility and  
judging change readiness.  
It then explores  
organizational change from  
three different management***

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the tested principles found  
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the reader with practical  
techniques on successfully  
designing, creating,***



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