

By Dr Harold Kerzner

Updated for today's businesses—a proven model FOR assessment and ongoing improvement Using the Project Management Maturity Model, Second Edition is the updated edition of Harold Kerzner's renowned book covering his Project Management Maturity Model (PMMM). In this hands-on book, Kerzner offers a unique, industry-validated tool for helping companies of all sizes assess and improve their progress in integrating project management into every part of their organizations. Conveniently organized into two sections, this Second Edition begins with an examination of strategic planning principles and the ways they relate to project management. In the second section, PMMM is introduced with in-depth coverage of the five different levels of development for achieving maturity. Easily adaptable benchmarking instruments for measuring an organization's progress along the maturity curve make this a practical guide for any type of company. Complete with an associated Web site packed with both teaching and learning tools, Using the Project Management Maturity Model, Second Edition helps managers, engineers, project team members, business consultants, and others build a powerful foundation for company improvement and excellence.

The revised edition of the single-best source of project management case studies Project Management Case Studies, Second Edition presents the most comprehensive collection of project management case studies available today. Compiled by Harold Kerzner, the leading authority on project management, it offers more than ninety case studies that illustrate both successful implementation of project management by actual companies and pitfalls to avoid in a variety of real-world situations. Now with twenty-five new case studies, this new edition: Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications Covers cutting-edge areas of construction and international project management Presents best practices and pitfalls of project management implementation in the real world Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam Whether used with the latest edition of Harold Kerzner's landmark reference, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, or on its own, Project Management Case Studies, Second Edition is a valuable resource for students, as well as practicing engineers and managers. Other powerful tools by Harold Kerzner: Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Ninth Edition (0-471-74187-6) Project Management Workbook and PMP®/CAPM® Exam Study Guide, Ninth Edition (0-471-76076-5) (CAPM, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

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

In Human Factors in Project Management, author Zachary Wong—a noted trainer and acclaimed leader of more than 250 project teams—provides a summary of "people-based" management skills and techniques that can be applied when working in a team environment. This comprehensive resource brings together in one book new and current models in team motivation and integrates the most significant concepts in team motivation and behaviors into a single set of principles called "Human Factors." Wong shows how these factors can be applied to the most challenging issues facing project managers today including Motivating a diverse workforce Facilitating team decisions Resolving interpersonal conflicts Managing difficult people Strengthening team accountability Communications Leadership Authoritative strategies for implementing project management Senior managers at world-class corporations open their office doors to discuss case studies that demonstrate their thought processes and actual strategies that helped them lead their companies to excellence in project management in less than six years! Following the Project Management Institute's PMBOK® Guide, industry leaders address: * Project risk management * Project portfolio management * The Project Office * Project management multinational cultures * Integrated project teams and virtual project teams (PMBOK is a registered mark of the Project Management Institute, Inc.)

Strategic Planning A Practical Guide Peter Rea, Ph.D., Harold Kerzner, Ph.D. In today's business world, now more than ever, the only constant is change. With technology producing a steady stream of innovations, consumer preferences shifting rapidly, and world-wide free trade increasing, successful managers face a growing challenge to remain a step ahead of the future. From business students to corporate managers, anyone interested in this discipline will find no resource more insightful and engaging than Strategic Planning: A Practical Guide. From their extensive experience consulting with Fortune 500 companies, Rea and Kerzner have succeeded in crafting the definitive introduction to strategic planning and management policy and strategy—from the grass-roots principles to the practical applications utilized by organizations today. Examining the integral roles of finance, marketing, learning curves, research and development, inventory control, and manufacturing techniques, Strategic Planning presents a comprehensive overview of the development and implementation of contemporary strategic planning models applicable to both small and large businesses. Rather than teaching complex, integrated theory, the authors offer a straight-forward approach to demonstrate strategic planning and management policy techniques. With step-by-step methods on how to apply relevant material, along with discussion questions, and problems designed to highlight the practical application of particular issues, companies can successfully formulate and implement strategic initiatives to: * Establish a clear direction for the future * Make decisions across levels and functions * Improve organizational performance * Build teamwork and expertise * Aid executives in thinking and behaving strategically * And more!

Best practices for picking up the pieces when projects fail There are plenty of books available offering best practices that help you keep your projects on track, but offer guidance on what to do when the worst has already happened. Some studies show that more than half of all large-scale project fail either fail completely, or at least miss targeted budget and scheduling goals. These failures cost organizations time, money, and labor. Project Recovery offers wise guidance and real-world best practices for saving failed projects and recovering as much value as possible from the wreckage. Since failing project cannot be managed using the same lifecycle phases employed with succeeding projects, most project management professionals are unprepared to tackle the challenge of project recovery. This book presents valuable case studies and a recovery project lifecycle to help project managers identify and respond effectively to a troubled project. Includes case studies and best

practices for saving failing projects or recovering projects that have already failed Written by experience project manager Howard Kerzner, the author of Project Management Best Practices, Third Edition Features proven techniques for performing project health checks and determining the degree of failure and the recovery options available Includes a new recovery lifecycle that includes phases and checklists for turning around failing projects With comprehensive case studies, checklists, worksheets, and cross listings to the appropriate project management body of knowledge, Project Recovery offers a much needed lifeline for managers facing the specter of failure.

Actionable tools, processes and metrics for successfully managing innovation projects Conventional project management methods are oftentimes insufficient for managing innovation projects. Innovation is lost under the pre-determined scope and forecasted environments of traditional project management. There is tremendous pressure on organizations to innovate, and the project managers responsible for managing these innovation projects do not have the training or tools to do their jobs effectively. Innovation Project Management provides the tools, insights, and metrics needed to successfully manage innovation projects—helping readers identify problems in their organization, conceive elegant solutions, and, when necessary, promote changes to their organizational culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from market-disrupting new technology—that possess different characteristics and often require different tools. Best-selling author and project management expert Harold Kerzner integrates innovation, project management, and strategic planning to offer students and practicing professionals the essential tools and processes to analyze innovation from all sides. Innovation Project Management deconstructs traditional project management methods and explains why and how innovation projects should be managed differently. This invaluable resource: Provides practical advice and actionable tools for effectively managing innovation projects Offers value-based project management metrics and guidance on how to establish a metrics management program Shares exclusive insights from project managers at world-class organizations such as Airbus, Boeing, Hitachi, IBM, and Siemens on how they manage innovation projects Explores a variety of types of innovation including co-creation, value-driven, agile, open versus closed, and more Instructors have access to PowerPoint lecture slides by chapter through the book's companion website Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects is an essential text for professional project managers, corporate managers, innovation team members, as well as students in project management, innovation and entrepreneurship programs.

This work examines the use of teams as alternative organizational strategies for innovation, technology, and engineering management organizations. Large projects call for complex organisations of teams, and this provides a strategy and process for the use of such teams.

Project Management A Systems Approach to Planning, Scheduling, and Controlling John Wiley & Sons

It's been shown again and again that business components from R & D to systems, engineering to manufacturing can benefit from a project-centered management approach. Now, organizations that have had success at the departmental or divisional level are taking the project management approach to new levels, adopting PM standards into across-the-board management philosophies and business strategies. This new model is known as the Project Management Center of Excellence. PMCoEs need every group within the organization to work under the PM model, but more important, they need the proper tools to implement PM standards in new areas. A crucial tool in developing project management objectives across the company, this book covers: * Positioning project management as a business strategy * Creating and managing an organizational PM portfolio * Education, training, and internal PM certification programs * Classifying projects, benchmarking, and mapping a methodology

Foreword by industry legend Harold Kerzner! This book describes a completely unique step-by-step, workflow-guiding approach to project management which simplifies activities by enforcing execution of all required processes on time, and redirecting to an alternative path in the event of project issues. Since compliance with all project management processes is enforced by the workflow, product quality is significantly improved and life cycle errors are almost eliminated. Project Workflow Management: A Business Process Approach is the first and only book in the marketplace which enables readers with no prior project management experience to manage the entire life cycle of any small to mid-sized project. It also equips mid- and senior-level project managers with directions and a detailed map to the effective management of complex projects and programs.

YOUR GUIDE TO PROJECT MANAGEMENT SUCCESS IN THE PUBLIC SECTOR There may be no simple formula for success in public-sector projects, but Public-Sector Project Management delivers the next best thing: a complete set of skill-building strategies that puts success well within your reach. Building on industry standards and best practices as well as almost thirty years of public-sector experience, this definitive sourcebook clearly explains how to manage projects in the public sector and navigate their many challenges. Here is where you'll find all the tools to accomplish your goals for any public-sector project, whether you are overseeing military and security operations, the construction of public infrastructure, improving agency processes, deploying new systems or public programs, or any other public initiative. The book describes both the obstacles and basic processes of public-sector project management and examines the differences between public-sector and private-sector projects, including the management of the wide array of public-sector stakeholders. Public-Sector Project Management is your comprehensive professional template for making a positive contribution to your agency or organization. Inside, you'll find: Expert guidance consistent with project management best practices In-depth coverage of public-sector constraints, including purchasing systems, legal mandates, political and media oversight, and complex rules and processes Specific strategies to enhance the management capability of public-sector managers and private-sector project managers working under government contracts Emphasis on the role of planning in managing customer, manager, and project team expectations, and coping with the overlapping systems of constraints that impede public-sector projects Techniques for managing contractors and vendors Tools for managing the complexity inherent in most public-sector projects Insightful case studies of notable and historic public-sector projects; chapter-ending discussion questions and exercises; numerous tables and figures; and key terms in the glossary

Senior executives and project managers from more than 50 world-class companies offer their best practices for successful project management implementation The first two editions of the bestselling Project Management Best Practices helped project managers navigate the increasingly complex task of working within global corporations

employing distant and diverse work teams. This new Third Edition includes the same valuable wealth of proven best practices, while following up on case studies from previous editions and offering new case studies on project management practices at large and small companies. The Third Edition offers insight from project managers and executives at more than fifty global companies in all sectors of the market. These industry-leading professionals offer insight and best practices for: Project risk management Project management for multinational cultures and cultural failures Focusing on value, as well as cost and schedule Integrated and virtual project teams Covering the latest developments in the project management field, Project Management Best Practices, Third Edition offers a must-have window into the issues and solutions facing corporate managers, project and team managers, engineers, project team members, and business consultants in today's global market.

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. Project Management Best Practices provides implementation guidance for every phase of a project, based on the real-world methodologies from leading companies around the globe. Updated to align with the industry's latest best practices, this new Fourth Edition includes new discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco, Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor's Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field.

This is the Eleventh Edition of the student workbook that accompanies the best selling "bible" of project management. The workbook contains additional problems and exercises to reinforce the concepts presented in the main text. It also serves as a self-study guide for the Project Management Professional (PMP®) certification exam to be based on PMI®'s PMBOK® Guide, 5E. Both as accompanying supplement to Kerzner's text and as standalone self-study guide, this workbook gives students key insights from the acknowledged world leader in project management. (PMI, PMBOK, CAPM, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.) A new edition of the most popular book of project management case studies, expanded to include more than 100 cases plus a "super case" on the Iridium Project Case studies are an important part of project management education and training. This Fourth Edition of Harold Kerzner's Project Management Case Studies features a number of new cases covering value measurement in project management. Also included is the well-received "super case," which covers all aspects of project management and may be used as a capstone for a course. This new edition: Contains 100-plus case studies drawn from real companies to illustrate both successful and poor implementation of project management Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking, and telecommunications Covers cutting-edge areas of construction and international project management plus a "super case" on the Iridium Project, covering all aspects of project management Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam Project Management Case Studies, Fourth Edition is a valuable resource for students, as well as 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 Approach to Planning, Scheduling, and Controlling. (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

There are many publications on PRINCE2. Most of these publications describe the theory of PRINCE2. This book however deals with a practical approach for formal reports: how it can be achieved that PRINCE2 works better in practice? The existing PRINCE2 report templates cannot be used easily. Of course the process approach in PRINCE2 remains viable, but in this book the PRINCE2 documents are the key. The reader gets a practical help for implementing PRINCE2. This helps project managers and project executives to manage and control in an efficient manner.

The all-inclusive guide to exceptional project management The Fast Forward MBA in Project Management is the comprehensive guide to real-world project management methods, tools, and techniques. Practical, easy-to-use, and deeply thorough, this book gives you answers you need now. You'll find the cutting-edge ideas and hard-won wisdom of one of the field's leading experts, delivered in short, lively segments that address common management issues. Brief descriptions of important concepts, tips on real-world applications, and compact case studies illustrate the most sought-after skills and the pitfalls you should watch out for. This new fifth edition features new case studies, new information on engaging stakeholders, change management, new guidance on using Agile techniques, and new content that integrates current events and trends in the project management sphere. Project management is a complex role, with seemingly conflicting demands that must be coordinated into a single, overarching, executable strategy — all within certain time, resource, and budget constraints. This book shows you how to get it all together and get it done, with expert guidance every step of the way. Navigate complex management issues effectively Master key concepts and real-world applications Learn from case studies of today's leading experts Keep your project on track, on time, and on budget From finding the right sponsor to clarifying objectives to setting a realistic schedule and budget projection, all across different departments,

executive levels, or technical domains, project management incorporates a wide range of competencies. The Fast Forward MBA in Project Management shows you what you need to know, the best way to do it, and what to watch out for along the way.

Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management results. It provides methods for best project selection, faster completion, optimal project portfolio management, and how to explicitly measure the PMO for rapidly increasing project ROI.

Gathering decades of research on communications and stakeholder relations, Mario Trentim, PfMP, CBAP, suggests a paradigm shift in the way project managers view their stakeholders. In this newly revised edition, Trentim goes beyond theory to offer real tools and valuable resources focused on presenting what works when it comes to stakeholder management. His light, conversational style pulls together a wide range of perspectives on various topics including: A Guide to the Project Management Body of Knowledge (PMBOK® Guide), agile, PRINCE2™, emotional intelligence, and soft systems methodology.

Essential strategies from Harold Kerzner on measuring project management performance The maze-like path of today's projects reflects a business environment that's growing in complexity. Factors influencing projects, such as new advancements in computer technology, an unpredictable economy, and the increase in stakeholder involvement make metrics and key performance indicators (KPI) for project management an important focus. Such measures are commonly used to help an organization define and evaluate how successful it is, typically, in terms of making progress towards its long-term organizational goals. Project Management Metrics, KPIs, and Dashboards helps functional managers gain a thorough understanding of what metrics are and how they can be best implemented to gain traction in a fast-paced and diverse working atmosphere. With content aligned with PMI's PMBOK® Guide, this book offers extensive coverage on KPIs and how they may be monitored, using techniques such as business dashboards to assist in prescribing meaningful business strategies. After reading this book, functional managers will bolster their awareness of what good metrics management really entails—and be armed with the knowledge to measure performance more effectively. This book begins with basic KPI principles, helping functional managers deal with such key issues as: Successfully integrating KPIs and metrics into managing a project within a business strategy Important business dashboard techniques used in monitoring performance What is really important to different stakeholders in a project Managing resistance to change Next the book explores the key questions to ask before implementing a dashboard or reporting system. Some of these questions include: What are your needs? What is involved in integration? What's involved in operations and maintenance? What does the system cost? How long will the system last? Throughout the book, helpful illustrations clarify complex concepts and processes. These illustrations are also available as PowerPoint slides for course and seminar presentations.

"It has often been said that 'to improve, one must be prepared to measure the improvement' and 'one must inspect what one expects.' The Kerzner Project Management Maturity Model has provided this tangible measure of maturity. The rest is up to a company to set the expectations and to inspect the results." --Bill Marshall, Nortel Global Project Process Standards (from the Foreword) Strategic planning for project management—a proven model for assessment and continuous improvement Harold Kerzner's landmark Project Management has long been the reference of choice for outstanding coverage of the basic principles and concepts of project management. Now, with the Project Management Maturity Model (PMMM) detailed in this new book, Kerzner has developed a unique, industry-validated tool for helping companies assess their progress in integrating project management throughout their organization. Strategic Planning for Project Management Using a Project Management Maturity Model begins by examining the principles of strategic planning and how they relate to project management. The second part of the book introduces the PMMM, detailing the five different levels of development for achieving maturity, along with benchmarking instruments for measuring an organization's progress along the maturity curve. These assessment tools can easily be customized to suit individual companies—a particularly valuable feature of the model. Offering vital guidance for making project management a strategic tool for competitive advantage, this book helps managers, engineers, project team members, business consultants, and others build a powerful foundation for company improvement and excellence.

Can the guru of project management stump you? Harold Kerzner has been a logic puzzle enthusiast for more than twenty years. In that time, he's found that not only do these brainteasers test his intellectual abilities, but they also improve his decision and problem-solving skills on the job. In this challenging new book, Kerzner's Project Management Logic Puzzles, Dr. Kerzner presents 100 logic problems specifically tailored to help project managers not only understand project management but exercise the skills they might use on a day-to-day basis. Included are such helpful features as a problem-solving framework, hints for solving the puzzles, and a complete set of solutions. Unlike other logic puzzle books, Kerzner's Project Management Logic Puzzles gives readers' minds a workout for solving tomorrow's project management problems with today's progressive thinking.

Today's projects are more complex and challenging than ever, and project managers need all the help they can get to succeed amid shifting priorities, interruptions, inadequate funding, expectations of multiple stakeholders, and other obstacles. A practical on-the-job resource for project managers in any industry, this fully revised and updated edition of The Project Management Tool Kit is packed with results-oriented, practical tips on: Activity definition and delegation • Estimating and refining project schedules and risks • Resource planning and funding • Selecting and using project metrics • Documentation and project monitoring • Working with new teams and new technology • Handling inherited projects • Forecasting project completion • Special situations, contingencies, and project cancellations • Project cause-and-effect analysis • And much more Complete with checklists, examples, and clear graphics, The Project Management

Tool Kit offers 100 practical, use-them-now strategies for mastering any project challenge.

THE #1 PROJECT MANAGEMENT CASE STUDIES BOOK NOW FEATURING NEW CASES FROM DISNEY, THE OLYMPICS, AIRBUS, BOEING, AND MORE After on-the-job experience, case studies are the most important part of every project manager's training. This Fifth Edition of Project Management Case Studies features more than one hundred case studies that detail projects at high-profile companies around the world. These cases offer you a unique opportunity to experience, first-hand, project management in action within a variety of contexts and up against some of the most challenging conditions any project manager will likely face. New to this edition are case studies focusing on agile and scrum methodologies. Contains 100-plus case studies from companies that illustrate both successful and not-so-successful project management Represents an array of industries, including medical and pharmaceutical, aerospace, entertainment, sports, manufacturing, finance, telecommunications, and more Features 18 new case studies, including high-profile cases from Disney, the Olympics, Boeing 787 Dreamliner, and Airbus 380 Follows and supports preparation for the Project Management Professional (PMP)® Certification Exam Experienced PMs, project managers in training, and students alike will find this book to be an indispensable resource whether used as a standalone or combined with the bestselling Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12th Edition. PMI, CAPM, PMBOK, PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.

From a global leader in management training—the definitive guide to improving employee engagement Retaining the best people is one of the most important—and undervalued—roles a leader performs. But executives and managers can't do this all by themselves; they need the support from all levels of an organization. Grateful Leadership provides key strategies and proven techniques for creating an environment in which gratitude is freely expressed—a culture of acknowledgment that delivers benefits at every level of the organization, beginning with the bottom line. Judith W. Umlas is SVP of Learning Innovations at International Institute for Learning, a global corporate training company, and runs the Institute's site, allPM.com, which serves more 100,000 project managers.

Get connected and improve outcomes with a more modern approach to project management Project Management 2.0 tackles the new emerging approach and toolset for practicing project management in a virtual world. Author Harold Kerzner is recognized as the thought leader in project management, and in this book, he shows how PM 2.0 offers better outcomes with a focus on new tools, better governance, improved collaboration, and more meaningful reporting using KPIs, metrics, and dashboards. This full color guide explores the impact PM 2.0 changes are having on organizations around the world, and provides a detailed comparison with PM 1.0 to help practitioners adopt new techniques and tools to use within their existing project management approach. At its core, PM 2.0 recognizes that a new generation of workers grew up in a Web 2.0 world of web-based project management tools that allow virtual or distributed teams to work together much more closely than in the past. Advances in technology and information flow have shown that traditional project management techniques are ineffective for many of today's projects. This book offers an alternative with PM 2.0, an updated approach that aligns more closely with the modern workflow. Discover the new project management tools that are changing the workflow Learn how to improve collaboration with stakeholders Explore new ideas and processes for better project governance Achieve more meaningful information reporting with traditional tools Project management is an integral component of successful business operations. With today's technology, teams are no longer limited by distance or time zones – so why are they being managed with approaches that are? This book provides a framework more relevant to the way people work today. For the project manager looking to increase efficiency and improve outcomes, Project Management 2.0 provides the information and tools that can make it happen.

The landmark project management reference, now in a new edition Now in a Tenth Edition, this industry-leading project management "bible" aligns its streamlined approach to the latest release of the Project Management Institute's Project Management Body of Knowledge (PMI®'s PMBOK® Guide), the new mandatory source of training for the Project Management Professional (PMP®) Certification Exam. This outstanding edition gives students and professionals a profound understanding of project management with insights from one of the best-known and respected authorities on the subject. From the intricate framework of organizational behavior and structure that can determine project success to the planning, scheduling, and controlling processes vital to effective project management, the new edition thoroughly covers every key component of the subject. This Tenth Edition features: New sections on scope changes, exiting a project, collective belief, and managing virtual teams More than twenty-five case studies, including a new case on the Iridium Project covering all aspects of project management 400 discussion questions More than 125 multiple-choice questions (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Putting project management to work—best practices for achieving excellence. Harold Kerzner's landmark Project Management has long been the reference of choice for outstanding coverage of the basic principles and concepts of project management. Now this book takes the next step—converting theory into practice to address the application and implementation of project management in the real world. Informed by Harold Kerzner's extensive original research and accessible approach, it is essential reading for today's and tomorrow's professionals involved in project management. Features include: * Commentaries from managers at leading corporations who share their decision-making processes—including the successes and mistakes—for project management implementation * Twenty-five case studies highlighting crucial project management issues, problems, and solutions * Helpful end-of-chapter learning aids, including questions and puzzles

This title was first published in 2000: The author's masterly exposition of the principles and practice of project management has been pre-eminent in its field for four decades. It was among the very few early books to treat project

management holistically, rather than as a collection of separate techniques. It thus explains the entire project management process in great detail, demonstrating techniques ranging from the simplest of charts to sophisticated computer applications. Everything is reinforced throughout with case examples and diagrams. The text has been completely restructured and largely rewritten for this ninth edition, so that the sequence now follows even more closely the life-cycle of a typical project from its earliest definition to final close-out. Case examples and diagrams have all been reviewed, updated, augmented or replaced.

The industry validated Project Management Maturity Model developed by Dr. Harold Kerzner—updated and expanded Using the Project Management Maturity Model offers assessment tools for organizations of all sizes to evaluate their progress in effectively integrating project management along the maturity curve. This Third Edition includes maturity metrics, examples of Project Management Maturity Model (PMMM) reports, a new chapter on the characteristics of effective PMMM, assessment questions that align with the PMBOK® Guide—Sixth Edition, all-new illustrations that define advanced levels of maturity, assessment tools for organizations using traditional PM methods, and detailed guidance for organizations using Agile and Scrum. Using the Project Management Maturity Model: Strategic Planning for Project Management, Third Edition is broken down into three major parts. The first part discusses the principles of strategic planning and how it relates to project management, the definition of project management maturity, and the need for customization. The second part details the Project Management Maturity Model (PMMM), which provides organizations with general guidance on how to perform strategic planning for project management. The third part of the book looks at some relatively new concepts in project management such as how assessments can be made to measure the firm's growth using PM 2.0 and PM 3.0. Features customizable maturity model assessment tools for organizations of all sizes Includes assessment questions updated to line up with PMBOK® Guide—6th Edition Offers detailed guidance on applying the maturity model for Agile and Scrum Includes PowerPoint decks to aid in teaching the maturity model Using the Project Management Maturity Model: Strategic Planning for Project Management, Third Edition is an ideal book for senior level and middle level corporate managers, project and team managers, engineers, project team members, and business consultants. It also benefits both business and engineering students in courses on advanced project management.

The application of project management techniques is considered standard practice in today's business environment. What is not widely known is that the learning gap separating good project management from exceptional project management is not as great as one might think—yet, the difference in the return on value can be quite significant. Many factors determine how projects are approached, such as rapid shifts in technology, a fluctuating market, changes in a business's organizational structure, and politics. As these forces add to a project's complexity and duration, project managers must develop strategies that allow them to think outside the box and create new on-the-go methodologies. Managing Complex Projects delivers the tools necessary to take on an unpredictable economy with an adaptable battle plan proven to meet the differing needs of an ever-expanding set of partners and stakeholders involved in a project. This book shows how to solve some of the issues facing today's project manager, including: Dealing with multiple virtual teams located around the world Working with partners and stakeholders that may have limited project management tools and experience Adjusting to long-term projects in which the stakeholders may change Managing projects where stated goals and objectives differ among stakeholders This book shows how companies such as IBM, Hewlett-Packard, Microsoft, and Siemens are exploring new avenues to aid them in taking on complex projects by combining "hard" skills, such as risk management and scheduling, with "soft" skills that focus on interpersonal communication. Managing Complex Projects serves as a lifesaver for time-crunched project managers looking for new ways to maximize their efforts.

This important new text defines the steps to effective risk management and helps readers create a viable risk management process and implement it on their specific project. It will also allow them to better evaluate an existing risk management process, find some of the shortfalls, and develop and implement needed enhancements.

In the traditional view of project management, if a project manager completed a project and had adhered to the triple constraints of time, cost, and performance, the project was considered a success. Today, in the eyes of the customer and the parent or sponsoring company, if a completed project did not deliver its anticipated value, it would be seen as a failure. Today's changing economic climate, marked by an increasingly competitive global environment, is driving project managers to become more business oriented. Projects must now be viewed from a strategic perspective within the context of a business or enterprise that needs to provide value to both the customer and the organization itself. As a result, project managers are now required to possess the skills to complete a project within certain specifications, and also know how to create and deliver value. Responding to the needs of today's project managers, Value-Driven Project Management begins by changing the paradigm of project management. Rather than judge the success of a project from the perspectives of time, budget, and quality, the authors demonstrate why success is only achieved when planned business values are met, including: Internal value Financial value Future value Customer-related value The authors also offer best practices that allow you and your organization to create additional value in efficiency, customer satisfaction, and enhanced products and services. Finally, the book helps you incorporate value into clearly defined business objectives and "sell" the value-driven process to executives. Throughout the book, helpful illustrations clarify complex concepts and processes. Assigning valuable resources to projects that don't provide some tangible form of value to the organization and to the client is poor management and poor decision-making. On the other hand, selecting and implementing projects that will deliver value and an acceptable return on investment is effective management and decision-making, but is very challenging, especially when a project may not provide its target value for years to come. With Value-Driven Project Management in hand, you'll discover the tools you need to ensure that projects deliver true value upon their completion.

Assisting organizations in improving their project management processes, the Project Management Maturity Model defines the industry standard for measuring project management maturity. Project Management Maturity Model, Second Edition provides a roadmap showing organizations how to move to higher levels of organizational behavior, improving

Harold Kerzner's essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI's PMBOK® Guide and stresses value-driven project management PPT decks are

available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively. Winner of PMI's 2011 David I. Cleland Project Management Literature Award Detailing cutting-edge green techniques and methods, this book teaches project managers how to maximize resources and get the most out of limited budgets. It supplies proven techniques and best practices in green project management, including risk and opportunity assessments. With illustrative case studies and insights from acknowledged leaders in green project management, the text: Explains how to tap into green incentives, including grants, rebates, and tax credits Includes case studies that illustrate how to integrate green techniques and methods to generate cost savings and maximize resources Provides green techniques that take little time to implement, can benefit all types of projects, and can generate immediate savings to your project's bottom line Praise for: A first-of-its-kind book ... a must-read for senior executives as well as project managers. —Harold Kerzner, Ph.D., Senior Executive Director for Project Management at The International Institute for Learning ... an impressive piece of work. —Jean Binder, PMP, MBA, award-winning author (David I. Cleland Literature Award, 2008) This important book defines the green field and sets out the steps for those who want to be ahead of the crowd... —Dr. David Hillson, PMP, FAPM, FIRM, MCMI, Director of Risk Doctor & Partners ... an incredible call to arms to increase your project greenality for a better world, or a bigger pay check, if you're still cynical on this topic. —Bas de Baar, ProjectShrink.com ... an excellent job of making the reader aware of how much influence a single project manager, let alone an entire discipline, can have on improving our environment. —Professor Schwalbe, Department of Business Administration, Augsburg College

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