# Chapter 3 Project Management Suggested Solutions

"...Project management is surely one of the most important professions in the IT industry today. This collection of tips, techniques and guidelines helps IT project managers improve their project management skills on a daily basis. This project book highlights (1) Project Strategy, (2)Life-Cycle Development of a project and (3) Testing of an IT product...."

"This book collects the work of some of the best scholars and practitioners in the fields of e-government and project management, who explore how e-government projects can be managed, planned, and executed with effective project management techniques and methodologies"--Provided by publisher.

Drawing on best practices identified at the Software Quality Institute and embodied in bodies of knowledge from the Project Management Institute, the American Society of Quality, IEEE, and the Software Engineering Institute, Quality Software Project Management teaches 34 critical skills that allow any manager to minimize costs, risks, and time-to-market. Written by leading practitioners Robert T. Futrell, Donald F. Shafer, and Linda I. Shafer, it addresses the entire project lifecycle, covering process, project, and people. It contains extensive practical resources-including downloadable checklists, templates, and forms.

Projects are important to industry, but project performance continually disappoints stakeholder expectations. Organizations react to this performance problem in many ways, and purchase consultancy, training, methods and tools as possible solutions. There is no published evidence that any of these solutions are consistently successful in improving project performance. This thesis answers the question, "What can be done to improve project management practices, and thus project performance?" by demonstrating that a novel form of continuous action research can contribute such evidence.

As the use of project management to accomplish organisational goals continues to grow, skills related to understanding human behavior, evaluating organisational issues, and using quantitative methods are all necessary for successful project management. Meredith and Mantel have drawn from experiences in the workplace to develop a text that teaches the student how to build skills necessary for selecting, initiating, operating, and controlling all types of projects.

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.

There are plenty of books about project management, but this is the first one written for the people who have the most at stake: the senior executives who will ultimately be held accountable for the successes of the projects they approve and supervise. Top enterprise project management expert Michael Bender explains project management from the perspective that matters most to executives: adding value. Most books view project management from the inside, focusing primarily on lower-level issues, such as the creation of Work Breakdown Structures. A Manager's Guide to Project Management views it from above, explaining how project managers can best achieve the strategic goals of the business; the executive's role in successful project management; and the tools available to executives who want to gain greater value from project management. Drawing on his extensive experience, Bender shows how to: make sure project and enterprise goals align; structure organizations to support more effective project communication and decision making; integrate project processes with other organizational processes; oversee projects more effectively. This book contains a full section on understanding and managing projects as capital investments, including detailed coverage of building balanced project portfolios. Bender concludes with a sophisticated discussion of managing projects in global environments and optimizing resources where multiple projects must be managed.

Project Management Leadership is a comprehensive guide to the human factors involved in Project Management, in particular the leadership skills required to ensure successful implementation of current best practice. It provides the latest insights on team building, motivation, collaboration, and networking skills, and the way these can be harnessed to manage a successful project. Exercises and worked examples are provided throughout.

Learn from Other Projects to Avoid Pitfalls on Your Projects! Projects fail at an alarming rate, whether they are information technology, training, construction, or policy development projects. No matter the focus, each year we experience an abundance of challenged projects that either require super-human effort to resuscitate or die an untimely death. Great Lessons in Project Management is a treasure trove of lessons learned from troubled projects—and from projects that went well. This collection of stories describes the events surrounding a particular challenge a project manager faced or a tool that another used effectively. Project managers of all types of projects can draw on these stories to validate their own good practices and to avoid the pitfalls so many have encountered on their projects.

Many of the project management methods and techniques of the past are still being used today, even though the technology, management and environment have changed. Information Technology Project Management explores the need to employ a modern

project management approach to reflect today's environment. Focusing on IT projects, Lientz provides a comprehensive examination of the project management process, from the initiation of the project through to the planning, design, execution and closing. Key Features: • Detailed coverage of PMBoK and PRINCE2 methodologies • Explores the practical aspects of project management • Extensive case studies from a variety of industries • Checklists and scorecards to measure all aspects of the project management process • Coverage of HRM and other 'soft' elements of project management • Guidelines on preventing project problems and failure Based on the authors own extensive industry and teaching practice, Information Technology Project Management is an essential resource for undergraduate, postgraduate and MBA students studying project management. Earlier editions of this work were published as Breakthrough Technology Project Management.

The one thing that all well-run, profitable construction projects have in common is that they benefit from good project managers. People who have the skills to plan the project, manage it and keep it on track whenever tight timescales, costs, people or other difficulties threaten to derail it. The good news is that there is no secret art to project management. These are the skills that any manager can learn and use. Project Management in Construction is a practical, easy-to-read guide to defining, organizing, planning, and executing a construction project so that it is completed to the satisfaction of the principal stakeholders. The book is part of the Leading Construction Series co-published by Gower and CITB-ConstructionSkills. The Leading Construction Series is part of a CITB-ConstructionSkills initiative to develop management skills within the industry. The books in this series are designed to be essentially practical, with a firm grounding in the construction industry.

This book is purposefully written in short, clear chapters to make project management more easily understood. The authors, all valued senior faculty of PM College, bring both their business experience and their academic backgrounds to make these chapters come alive. This updated edition offers more templates and content than the widely used earlier editions, and complies with the latest project management standard, the PMBOK Guide (5th edition). Topics covered include: guidelines for building a usable project plan; strategies to deal with conflict, change, uncertainty, and risk; and how to report on the progress of the project and keep everyone concerned happy. --

In this short publication we explore the considerations, challenges, and tools necessary to use Agile project management techniques in rapidly changing, short cycle, virtual environments. The book also explores what organizations need to address to become agile.

With project management becoming an increasingly global endeavor, a comprehensive and international student text that reflects this reality is essential. International Project Management does just that, systematically linking the key elements of cross-cultural management and the particularities of an international context, with the tools and techniques of project management.

Updated concepts and tools to set up project plans, schedule work, monitor progress-and consistently achieve desired project results.In today's time-based and cost-conscious global business environment, tight project deadlines and stringent expectations are the norm. This classic book provides businesspeople with an excellent introduction to project management, supplying sound, basic information (along with

updated tools and techniques) to understand and master the complexities and nuances of project management. Clear and down-to-earth, this step-by-step guide explains how to effectively spearhead every stage of a project-from developing the goals and objectives to managing the project team-and make project management work in any company. This updated second edition includes: * New material on the Project Management Body of Knowledge (PMBOK) * Do's and don'ts of implementing scheduling software* Coverage of the PMP certification offered by the Project Management Institute* Updated information on developing problem statements and mission statements* Techniques for implementing today's project management technologies in any organization-in any industry.

Provides a unique framework for effective project management skills in nursing This is the only resource designed to teach graduate-level nursing students the skills they need to be effective project managers. Using practical case examples and proven tips, the text presents step-by-step strategies for applying project management skills in varied settings and describes how to identify key concepts critical to project success. The second edition delivers new content to reflect the changing roles and responsibilities of today's APRN and is consistent with project management concepts defined by the American Organization of Nurse Leaders (AONL) and the American Nurses Association (ANA). Case scenarios are included in each chapter to reinforce practical applications, along with critical thinking questions and activities. The text addresses all phases of basic project management so that nursing professionals of all levels can easily apply proven processes to clinical practice. Examples and explanations of each step in the project management process are included with the added benefit of differentiating terminology used in the business operations of nursing professionals. New to the Second Edition: Delivers new content to reflect roles and responsibilities of today's APRN, nurse executive (NE), and other specialty roles that benefit from the organizing framework project management provides Reflects management concepts designated by the AONL and ANA Standards of Practice Includes case scenarios in each chapter to reinforce understanding of practical applications Provides critical thinking questions and activities in each chapter Covers quality improvement projects as they relate to the DNP project Key Features: Serves as a primary text for nursing informatics programs and project management courses and as a resource for MSN Capstones and DNP projects Presents the foundations of project management, with specific examples from a variety of roles to guide the novice project manager Underscores the similarities and differences between the project management and nursing processes Promotes the transition from bedside nurse to APRNs in leadership roles Supplemental instructor's manual and PowerPoints included

Your ultimate go-to project management bible Perform Be Agile! Time-crunch! Right now, the business world has never moved so fast and project managers have never been so much in demand—the Project Management Institute has estimated that industries will need at least 87 million employees with the full spectrum of PM skills by 2027. To help you meet those needs and expectations in time, Project Management All-in-One For Dummies provides with all the hands-on information and advice you need to take your organizational, planning, and execution skills to new heights. Packed with on-point PM wisdom, these 7 mini-books—including the bestselling Project Management and Agile Project Management For Dummies—help you and your team hit maximum productivity by razor-honing your skills in sizing, organizing, and

scheduling projects for ultimate effectiveness. You'll also find everything you need to overdeliver in a good way when choosing the right tech and software, assessing risk, and dodging the pitfalls that can snarl up even the best-laid plans. Apply formats and formulas and checklists Manage Continuous Process Improvement Resolve conflict in teams and hierarchies Rescue distressed projects

This Handbook was the first APM Body of Knowledge Approved title for the Association for Project Management. Over the course of five editions, Gower Handbook of Project Management has become the definitive desk reference for project management practitioners. The Handbook gives an introduction to, and overview of, the essential knowledge required for managing projects. The team of expert contributors, selected to introduce the reader to the knowledge and skills required to manage projects, includes many of the most experienced and highly regarded international writers and practitioners. The Fifth Edition has been substantially restructured. All but two of the authors are new, reflecting the fast-changing and emerging perspectives on projects and their management. The four sections in the book describe: ¢ Projects, their context, value and how they are connected to organizational strategy; ¢ Performance: describing how to manage the delivery of the project, covering scope, quality, cost, time, resources, risk and sustainability ¢ Process: from start up to close down ¢ Portfolio: the project and its relationship to the organization The discrete nature of each chapter makes this Handbook a wonderful source of advice and background theory that is easy to consult. Gower Handbook of Project Management is an encyclopaedia for the discipline and profession of project management; a bible for project clients, contractors and students.

Project management is recognised as a core competency across health and community services environments, yet it can be challenging for new project staff and practitioners to balance the needs of stakeholders and ensure the best outcome for everyone involved. This wholly revised edition of Project Management in Health and Community Services presents the tools and techniques for effective practice, offering practical problem-solving strategies for managing projects based on real-life scenarios. The expert authors use case studies and examples from the field to illustrate topics such as the project life cycle, project planning, execution and evaluation, risk management, handling change and building effective teams. This edition also features a new chapter on the importance of incorporating evaluation into project design and implementation, and how evaluation can impact on future project design and development. Written by highly experienced authors and underpinned by the latest research, this is an essential resource for anyone studying or working in health and community services.

Methods of IT Project Management (Third Edition) is built around the latest version of the Project Management Body of Knowledge (PMBOK) and covers best practices unique to the IT field. It is designed for use in graduate, advanced undergraduate, and professional IT project management courses to prepare students for success in the IT field, and to prepare them to pass the Project Management Professional (PMP) certification exam given by the Project Management Institute (PMI), the world's leading certification in the field of project management. Unlike other project management texts, Methods of IT Project Management follows the IT project life cycle, from overview and initiation to execution, control, and closing. An enterprise-scale IT project (macro-case study) runs through the entire text. Each section presents mini-cases based on the larger case and focuses on new concepts presented in each section. Readers gain practical knowledge of IT project management workflows, at scale, while building technical knowledge and skills required to pass the PMP. Mini-case studies encourage deep retention, prompt rich in-class discussion, and challenge more advanced students and professionals alike. Unique skills covered can be put directly into practice. An appendix presents practice study questions and advice on preparing for and passing the PMP exam. The revised third edition includes expanded coverage of agile system development

methodologies, leadership and negotiation skills, and process maturity models.

Ongoing research shows that whilst 90 per cent of large companies are conducting global projects to take advantage of distributed skills, around-the-clock operations and virtual team environments, less than one third of them have effective, established practices to help project managers and team members working over a distance. As a consequence, most organisations struggle to reach the required levels of quality and effectiveness from these projects because their methods and practices are not adapted to a global multi-cultural environment, where most communication is in writing and asynchronous. Global Project Management describes how to adapt your organisation and your projects to thrive in this environment. The book goes beyond the recommendations on collaborative tools, to suggest the development of best practices on cross-cultural team management and global communication, recommend organisational changes and project structures, and propose alternatives for the implementation of the new practices and methods. The text is filled with real-life examples and techniques and illustrates how to apply the recommendations as part of the successful management of any global project.

Thorough PMP exam prep with plenty of hands–on practice PMP Project Management Professional Exam Deluxe Study Guide is your all–in–one preparation toolkit for the premier project management certification. Updated to cover the latest PMBOK and PMP exam, this book contains detailed discussion on a wide range of project management topics, concepts, and key terms, providing full coverage of all exam material. Each chapter includes hands–on exercises based on real–world scenarios, and sidebars that explain how the information presented applies to your current project. Comprehensive review questions allow you to assess your level of understanding, so you can pinpoint and strengthen weak areas before exam day. The online learning environment features electronic flashcards, additional practice questions, over two hours of audio instruction and review, plus two bonus CAPM exams that give you a glimpse of what you can expect when you prepare for the Certified Associate in Project Management certification. Gain confidence with Sybex: Get up to speed on 100% of the exam outline Apply the material to your current project Test your skills with leading edge prep software Get a feel for test day with two bonus practice exams If you?re ready to showcase your abilities and move to the next level of your career, PMP Project Management Professional Exam Deluxe Study Guide is the exam prep companion you need to succeed. ISO 21500, officially published in September 2012, is the first overarching guideline for project management that presents a common frame of reference and a process standard. This international standard firmly positions projects within the context of programs and project portfolios and is the basis for further development of the project management profession.This book explains the background, the value, the implementation and the application of ISO 21500 for each type of organization. It describes what you, as a customer, supplier, manager or member of project staff, can do or maybe should do with the guideline. The book supplies answers to the 100 most common asked questions about ISO 21500 with the focus on the value of the guideline for the project management practice.The target audience of this book includes:- Senior managers and project sponsors, so that they gain a better understanding of the principles and practice of project management and therefore provide appropriate support and guidance to their project managers, project management teams, and the project teams;- Project managers, project management teams, and project team members, so that they have a common base of comparison of their project standards and practices with those of others; - Developers of national or organizational standards, for use in developing project management standards, which are consistent at a core level with those of others.- Consultants, educators, coaches and trainers in the project management discipline. They can connect various generally known and bespoke project management methods, models and best practices to the ISO 21500 framework as a common frame of reference.

The AMA Handbook of Project Management Chapter 3: Project Management Process Groups–Project Management Knowledge in ActionProject Management LeadershipBuilding Creative TeamsJohn Wiley & Sons

"Robert Wysocki does it again, and again. He has evolved from a project management expert and guru to the preeminent thought leader on managing complexity in the 21st century! Wysocki's approach is to use an adaptive framework and decision-making tool which includes a robust project management methodology that seamlessly integrates change, and can be applied to all types of projects across industries. This adaptive complex project framework is aligned with the most contemporary principles of innovation, agility, and lean approaches to change, and represents the most advanced thinking in applied complex project management to date." —Kathleen Hass, Project Management and Business Analysis Practice Leader, Consultant, and PMI award-winning author of Managing Complex Projects: A New Model With technology continuing to invade the business world and the convergence of complexity, uncertainty, and constant change, a whole new class of projects has emerged for which traditional project management models such as Waterfall are totally insufficient. These are called complex projects. Extreme Project Management models and a variety of Agile Project Management models such as Scrum, Rational Unified Process, Feature-Driven Development, and Dynamic Systems Development Method have emerged, but project failure rates have not been measurably reduced. Effective Complex Project Management offers a proven solution to managing any project that must succeed in the face of organizational complexity and market uncertainty, in the form of an adaptive complex project framework. Developed, refined, and validated through 20+ years of client experiences and feedback from project management thought leaders, this framework and robust methodology has demonstrated a favorable impact on project and program management success rates. Dr. Wysocki demonstrates that for program and project managers to be consistently successful in managing complex projects, they need to include in their project management portfolio of processes an adaptive framework that continuously analyzes and adapts to changing and modifying conditions even to the point of changing project management models mid-project. The author's adaptive complex project framework is currently the only robust tool to offer an orderly approach to do just that. When applied and managed correctly, this intuitive framework that proceeds from ideation to set-up to execution has proven to deliver on the purpose of programs and projects without fail, in the form of desired business value.

In today's business world, project managers not only have to be diligent in project planning and execution, but also need to have skills in persuasion, communication, and relationship management. Reflecting the changing landscape of projects today, Essential Project Management Skills empowers project managers to master the skills necessary to

The popular guide to the project management body of knowledge, now fully

updated Now in its eighth edition, this comprehensive guide to project management has long been considered the standard for both professionals and academics, with nearly 40,000 copies sold in the last three editions! Well-known expert Robert Wysocki has added four chapters of new content based on instructor feedback, enhancing the coverage of best-of-breed methods and tools for ensuring project management success. With enriched case studies, accompanying exercises and solutions on the companion website, and PowerPoint slides for all figures and tables, the book is ideal for instructors and students as well as active project managers. Serves as a comprehensive guide to project management for both educators and project management professionals Updated to cover the new PMBOK® Sixth Edition Examines traditional, agile, and extreme project management techniques; the Enterprise Project Management Model; and Kanban and Scrumban methodologies Includes a companion website with exercises and solutions and well as PowerPoint slides for all the figures and tables used Written by well-known project management expert Robert Wysocki Effective Project Management, Eighth Edition remains the comprehensive resource for project management practitioners, instructors, and students. (PMBOK is a registered mark of the Project Management Institute, Inc.) A comprehensive book on project management, covering all principles and methods with fully worked examples, this book includes both hard and soft skills for the engineering, manufacturing and construction industries. Ideal for engineering project managers considering obtaining a Project Management Professional (PMP) qualification, this book covers in theory and practice, the complete body of knowledge for both the Project Management Institute (PMI) and the Association of Project Management (APM). Fully aligned with the latest 2005 updates to the exam syllabi, complete with online sample Q&A, and updated to include the latest revision of BS 6079 (British Standards Institute Guide to Project Management in the Construction Industry), this book is a complete and valuable reference for anyone serious about project management. â€¢The complete body of knowledge for project management professionals in the engineering, manufacturing and construction sectors â€¢Covers all hard and soft topics in both theory and practice for the newly revised PMP and APMP qualification exams, along with the latest revision of BS 6079 standard on project management in the construction industry â€¢Written by a qualified PMP exam accreditor and accompanied by online Q&A resources for self-testing Mastering Project Management Integration and Scope gives managers powerful insights and tools for addressing the most crucial success factor in any project: completely and accurately defining project objectives and deliverables, and transforming your definitions into effective requirements and an integrated project plan. This book is part of a new series of six cutting-edge project management guides for both working practitioners and students. Like all books in this series, it offers deep practical insight into the successful design, management, and control of complex modern projects. Using real case studies and proven applications,

expert authors show how multiple functions and disciplines can and must be integrated to achieve a successful outcome. Individually, these books focus on realistic, actionable solutions, not theory. Together, they provide comprehensive guidance for working project managers at all levels, as well as indispensable knowledge for anyone pursuing PMI/PMBOK certification or other accreditation in the field.

In this short publication we explore the considerations, challenges, and tools necessary to use Agile project management techniques in rapidly changing, short cycle, virtual environments. The material was developed for global organizations that have existing Waterfall (PMBOK sequential) processes and expertise, and are looking to add in Agile competence, and become more agile as an organization.

Until now, books available for information systems project management focused either on information technology or production and operations. Information Systems Project Management reflects new thinking about the need for balance between technology topics and production-operations issues needed to manage successful IS projects.

"Best Practices for Managing BPI Projects provides process improvement project managers with a toolkit of good ideas and practices that will give them a real step up on mastering this critical discipline. I highly recommend it!" —Paul Harmon, Executive Editor, BPTrends, Author, Business Process Change, 3rd Edition "Based on real-world experience, this book provides a no-nonsense practical approach to running successful business process improvement projects, including the added complexity of managing organizational change. It has lots of useful templates, checklists, anecdotes, and practical advice to ensure your project executes as smoothly as possible." —Alexey Gerasimov, CTO, My Event Guru, Inc. While there are numerous project management books on the market and a number on business processes and initiatives, there has been a lack of comprehensive guides to successfully manage business process improvement (BPI) projects, until now. BPI projects are some of the most difficult and challenging to manage. Improving results for the business is not an easy task! Doing so requires understanding the vision and long-term goals of an organization. It also requires the ability to engage stakeholders and manage change. Best Practices for Managing BPI Projects is a guide for project managers who want to improve how they manage BPI projects. Using a simple step-by-step, six-phase approach, project managers and others involved in BPI initiatives will increase their confidence and their effectiveness in managing the complexities of business process improvement projects. Special focus is given to the necessary leadership skills required to be successful in driving change by improving processes within an organization to improve business results. Financially Focused Project Management is a comprehensive reference covering almost every aspect of effective project management and providing breakthrough proven financial methods to ensure profitability.

Facilities planning for tourism, hospitality and events (THE) is an important subject from both theoretical and applied perspectives, as land, property and resources represent major components of the foundation of the industry. As future managers, it is imperative that students have a sound basic knowledge of property and the various resources, systems and services associated with it. Covering important contemporary subjects such as sustainable planning and environmental management, this book considers the planning, development and management of facilities operations from several key perspectives, drawing upon the expertise of complementary experts in the design, management and development of THE facilities.

To support the broadening spectrum of project delivery approaches, PMI is offering A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition as a bundle with its latest, the Agile Practice Guide. The PMBOK® Guide – Sixth Edition now contains detailed information about agile; while the Agile Practice Guide, created in partnership with Agile Alliance®, serves as a bridge to connect waterfall and agile. Together they are a powerful tool for project managers. The PMBOK® Guide – Sixth Edition – PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market. Agile Practice Guide has been 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 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 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 Alliance.

DESCRIBES THE FUNDAMENTALS OF PROJECT MANAGEMENT FOR NURSES While many books exist on project management in health care, most are written from the perspective of a hospital's upper leadership. This is the first resource to encompass the specific knowledge base and skills required for graduate-level nurses and students to effectively perform the duties of a project manager. Based on proven project management principles, the text defines concepts specifically for APNs and APNs with a DNP degree, and enables them to apply processes used in the business operations side of a health care organization. The book describes the fundamentals of project design step by step, from needs assessment through project closing. It provides detailed examples of tools used by project managers, describes how to apply these tools in the management of a complex health care work environment, and identifies key concepts critical to project success. The text demonstrates how APNs can harness the skills and organizational frameworks they already use to manage patient care and outcomes to improve systems care and implement change in complex medical systems. It describes in depth the five basic concepts of project management, including the basics of monitoring timelines, design and planning, implementation, monitoring and control, and project closing. The book also discusses a variety of roles available to

APNs, including sample job descriptions requiring project management skills. Written in a clear and accessible format, the text is replete with practical examples demonstrating how current APNs and DNPs can utilize and apply project management skills as they implement a project at work or prepare a practicum assignment for graduation. KEY FEATURES: Encompasses the knowledge base and skills required specifically for APN project management Describes fundamentals of project design from start to finish Based on proven project management concepts in terminology familiar to APNs Includes practical examples from a variety of nursing roles to guide the novice project manager Provides key information to help the transition from bedside nurse to APN leader

Project Management for Performance Improvement Teams (or, PM4PITs, for short) provides practical guidance based on innovative concepts for project teams -- especially Performance Improvement Teams (PITs)—and their Project Managers on how to successfully complete individual projects and programs using an ingenious and scalable framework based on an innovative foundation fusing together elements of Project Management, Innovation Management, and Continual Improvement. This book lays out how Project and Program Managers and their teams can "do those right projects the right way," one project at a time. It details what continual improvement, change, and innovation are, why they are so important, and how they apply to performance improvement—both incremental and transformative. The authors examine the four types of work and workforce management in organizations, Strategic, Operations, Projects, and Crises, using four common comparative variables: Proactive/Preventive versus Reactive/Corrective, Temporary/Unique versus Ongoing/Repetitive, Innovative versus Maintaining the Status Quo, and Schedule Focus: Fiscal Year versus Short Term versus Long Term. These comparisons set the stage for the uniqueness of the third type: Projects (and Programs) that are fundamentally change-driven.

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