

# Managing Successful Programmes



# Managing Successful Programmes 2edition

**DJ Losen**



## **Managing Successful Programmes 2<sup>nd</sup> edition:**

*Managing Successful Programmes* Great Britain. Office of Government Commerce, 2003 Programme management is becoming an increasingly important aspect of managing business change whether within parts of an organisation across the whole organisation or involving a group of organisations The drivers for change may be internal such as improving the quality of products or external such as new government policy The second edition of this publication describes the OGC's approach for managing change effectively based upon best practice experience within government and across the private sector It provides an overview of the programme management framework and considers key principles including leadership benefits management stakeholder management and communication risk management programme planning and control business case management and quality management issues It then goes on to discuss the programme management lifecycle including the identification and detailed definition of the programme managing the project portfolio delivery and realisation of measurable business benefits and the close down of the programme and its infrastructure

**Better Practices of Project Management Based on IPMA competences, 2<sup>nd</sup> edition** John Hermarij, 2020-06-11 This book is replaced by a new version 3<sup>rd</sup> revised Edition Project management is a fast growing profession The IPMA Competence Baseline ICB version 3 dating from 2007 gives a clear description of this profession based on 46 competence elements This book gives the essential theoretical and practical background of each competence element based on the leading sources The structure of this book follows the order of the competence elements in the ICB version 3 divided into Technical competences Behavioral competences and Contextual competences For this reason it is the essential study book for everyone studying for the IPMA D and IPMA C exams and for those project managers that have committed themselves to a lifelong professional development In addition the book had to be applicable to groups of project managers originating from diverse cultures For this reason this is not a book that tells how a Westerner must behave in an Arab or an Asian country but one that looks at the different subjects covered in the ICB as seen from diverse cultural standpoints Each chapter is based on the same structure Definitions Introduction Process Steps Process steps Special topics Text boxes additional to the main text give additional explanation to the main text An elaborate Index of terms allows that this book can be used as the information source to all aspects of project management

**Building an Effective Cybersecurity Program, 2<sup>nd</sup> Edition** Tari Schreider, 2019-10-22 BUILD YOUR CYBERSECURITY PROGRAM WITH THIS COMPLETELY UPDATED GUIDE Security practitioners now have a comprehensive blueprint to build their cybersecurity programs Building an Effective Cybersecurity Program 2<sup>nd</sup> Edition instructs security architects security managers and security engineers how to properly construct effective cybersecurity programs using contemporary architectures frameworks and models This comprehensive book is the result of the author's professional experience and involvement in designing and deploying hundreds of cybersecurity programs The extensive content includes Recommended design approaches Program structure Cybersecurity technologies Governance Policies Vulnerability Threat

and intelligence capabilities Risk management Defense in depth DevSecOps Service management and much more The book is presented as a practical roadmap detailing each step required for you to build your effective cybersecurity program It also provides many design templates to assist in program builds and all chapters include self study questions to gauge your progress With this new 2nd edition of this handbook you can move forward confidently trusting that Schreider is recommending the best components of a cybersecurity program for you In addition the book provides hundreds of citations and references allow you to dig deeper as you explore specific topics relevant to your organization or your studies Whether you are a new manager or current manager involved in your organization s cybersecurity program this book will answer many questions you have on what is involved in building a program You will be able to get up to speed quickly on program development practices and have a roadmap to follow in building or improving your organization s cybersecurity program If you are new to cybersecurity in the short period of time it will take you to read this book you can be the smartest person in the room grasping the complexities of your organization s cybersecurity program If you are a manager already involved in your organization s cybersecurity program you have much to gain from reading this book This book will become your go to field manual guiding or affirming your program decisions      **Commercial Management** David Lowe,2013-05-31

Commercial Management theory and practice defines the role of commercial management within project oriented organisations providing a framework for and helping to develop a critical understanding of the factors that influence commercial management practice It also identifies generic aspects of this practice and provides a theoretical foundation to these activities by reference to existing and emergent theories and concepts as well as to relevant management best practice The book is structured into four parts Part 1 Introduction Commercial Management in Project Environments explores the nature of commercial practice within project oriented organisations at the buyer seller interface It presents a Commercial Management framework which illustrates the multiple interactions and connections between the purchaser s procurement cycle and a supplier s bidding and implementation cycles Additionally it outlines the principle activities undertaken by the commercial function identifies the skills and abilities that support these activities and reviews the theories and concepts that underpin commercial practice Finally it identifies areas of commonality of practice with other functions found within project oriented organisations plus sources of potential conflict and misunderstanding Part 2 Elements of Commercial Theory and Practice covers commercial leadership exploring strategy risk and uncertainty management financial decision making and key legal issues Part 3 Approaches to Commercial Practice addresses best practice management and commercial and contracting strategies and tactics Finally Part 4 Case Studies offers two extended case studies Football Stadia the Millennium Stadium Cardiff the Emirates Stadium Islington and Wembley Stadium London and Heathrow Terminal 5 The book provides a one stop shop to the many topics that underpin commercial management practice from both a demand buy side and a supply sell side perspective It will help develop an understanding of the issues influencing commercial

management leadership strategy risk financial legal best practice management and commercial and contracting strategy and tactics This book's companion website is at <http://www.wiley.com/go/lowecommercialmanagement> and offers invaluable resources for both students and lecturers PowerPoint slides for lecturers on each chapter Sample exam questions for students to practice Weblinks to key journals and relevant professional bodies

**The Wiley Guide to Project, Program, and Portfolio Management** Peter W. G. Morris, Jeffrey K. Pinto, 2010-09-24 A comprehensive guide to project management and its interaction with other management systems and strategies The Wiley Guides to the Management of Projects address critical need to know information that will enable professionals to successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This first book in the series The Wiley Guide to Project Program Portfolio Management is based on the meta level of management which simply stated asserts that project management must be integrated throughout an organization in order to achieve its full potential to enhance the bottom line This book will show you how to fully understand and exploit the strategic management of projects portfolios and program management and their linkage with context and strategy in other concepts and processes such as quality management concurrent engineering just in time delivery systems management and engineering teams and statistical quality control Featuring contributions from experts all around the world this invaluable resource book offers authoritative project management applications for industry service businesses and government agencies Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series The Wiley Guide to Project Control The Wiley Guide to Project Organization Project Management Competencies The Wiley Guide to Project Technology Supply Chain Procurement Management

**Earned Benefit Program Management** Crispin Piney, 2017-10-10 No one can disagree that benefits are good things Whether you are responsible for projects programs or portfolios you are increasingly expected to think and act in an appropriate benefits driven way However Do you understand that what may be appropriate for a project may be inapplicable for a program Can you avoid the trap of wishful thinking based on overinflated expectations and underestimated costs Can you manage your program or portfolio from inception to final delivery in a consistent benefits focused way based on a single coherent model This book describes how Earned Benefit Program Management techniques provide an innovative all inclusive model and set of tools developed specifically to answer these questions This model consolidates the key concepts of project program and portfolio management and ensures that all program and portfolio management steps are carried out based on a single signed off model in a consistent verifiable manner within a consolidated life cycle This approach guarantees alignment with strategic goals and constraints through every stage of a program Case studies highlight the key features of the approach and provide important lessons and insights for managing programs Although the ideas and concepts for each topic are fully consistent

with existing standards and other published material they are based on new thinking and go beyond current practice They provide a set of original and powerful techniques that are applicable to both programs and portfolios in a wide range of business environments

Benefits Realization Management Carlos Eduardo Martins Serra,2016-10-14 Benefits realization management BRM is a key part of governance because it supports the strategic creation of value and provides the correct level of prioritization and executive support to the correct initiatives Because of its relevance to the governance process BRM has a strong influence over project success and is a link between strategic planning and strategy execution This book guides portfolio program and project managers through the process of benefits realization management so they can maximize business value It discusses why and how programs and projects are expected to enable value creation and it explains the role of BRM in value creation The book provides a flexible framework for Translating business strategy drivers into expected benefits and explains the subsequent composition of a program and project portfolio that can realize expected benefits Planning the benefits realization expected from programs and projects and then making it happen Keeping programs and projects on track Reviewing and evaluating the benefits achieved or expected against the original baselines and the current expectations To help project program and portfolio managers on their BRM journey as well as to support business managers in executing business strategies the book identifies key organizational responsibilities and roles involved in BRM practices and it provides a simple reference that can be mapped against any organizational structure A detailed and comprehensive case study illustrates each phase of the BRM framework as it links business strategy to project work benefits and business value Each chapter ends with a series questions that provide a BRM self assessment The book concludes with a set of templates and detailed instructions to ensure successful deployment of BRM

*Managing Very Large IT Projects in Businesses and Organizations* Guah, Matthew,2008-11-30 This book offers authoritative research on the fundamental theory practice and implementation of very large successful IT projects in organizations Provided by publisher

Improving Business Performance Ramani S,2018-09-03 No organization is impervious to change Rather the survival and growth of an organization is dependent on how well it copes with change Successful change initiatives consist of the integrated eco system of its portfolio programs and projects These change initiatives become the delivery mechanisms for implementing the strategy of an organization Improving Business Performance A Project Portfolio Management Approach clarifies how the proper application of portfolio program and project management concepts can help commercial and non profit organizations achieve their strategic objectives Most organizations have been good at devising strategy but falter during its implementation Executing strategy well to deliver superior business performance remains a key challenge which is addressed as the core theme of this book The book portrays a top down orientation as well as a bottom up integration of change initiatives to facilitate alignment to strategy and accommodate mid course changes It takes into account existing global best management practices to bring forth an approach that is customizable and useful to organizations in any industry

Describing why portfolio management lies at the apex of change initiative management the book explains how to design and fine tune portfolios so they are in alignment with your organization s overall strategy and business needs After reading this book you will understand How to design the project portfolio structure for your organization How to integrate programs and projects within the portfolio more effectively How to better manage interactions across diverse change initiatives How to maintain focus while managing change to realize benefits The book presents a case study that illustrates the application of project portfolio concepts in practical scenarios It includes chapters dedicated to transition management change management benefits management and the Enterprise Project Management Office It also includes templates you can immediately put to use in your own portfolios programs and projects

**Program Management Complexity** Ginger Levin,J. LeRoy Ward,2016-04-19 Although complexity is a phenomenon that confounds and challenges program managers across industry sectors there is little information available that identifies the set of competencies managers need to complete their program successfully and deliver the benefits desired by stakeholders Program Management Complexity A Competency Model fills this

*Program Management of Technology Endeavours* Ali Al Khouri,2015-09-29 When we look at a program or a project to identify its size in terms of large it would be advisable to consider a few factors that determine the size i e effort uncertainty and complexity involved in delivering the outcome This book is intended to provide the required lateral thinking in this field of management excellence

*Human Resource Management: Text & Cases, 2nd Edition* Pande Sharon & Basak Swapnalekha,2015 In a constantly evolving service led Indian economy human resources have become the cornerstone of an organization s success The management of human capability has become an art that has to be understood and mastered to run a successful enterprise Human Resource Management Text and Cases 2e explains the basic concepts of this discipline and presents cases that provide an insight into the challenges faced by HR professionals on a day today basis Going beyond the coverage of a traditional textbook this book focuses on applied aspects of HRM which capture the evolving challenges in the field The authors have used their extensive real world work experience in talent acquisition and human resource development and retention to provide lucid explanation of all major concepts of human resource management Replete with examples and cases this title is a complete guide for all MBA students and HR practitioners

**KEY FEATURES** Extensive coverage of HR best practices and innovations Sample ready to use formats of relevant documents Thought provoking chapter opening cases to set the context for learning in the text ahead Application cases to showcase real world implementation of concepts PowerPoint slides and Question Bank for teachers

**Program Management** Michel Thiry,2015-12-28 Program management PgM is fast developing as the essential link between strategy and projects and as a vehicle for organizational change It offers the means to manage groups of projects with a common business purpose in an integrated and effective way The Second Edition of Michel Thiry s Program Management builds on the bestselling title first published in 2010 The heavily revised text reflects the latest program management guides and international standards and

includes a new section on agile management in programs the author's own program management maturity measure a new section on change management which is now integral to many programs Michel has also reviewed and revised the program lifecycle to align with the more unified view of program management that has emerged since the book was first published The result is an essential guide to program management that incorporates a robust theoretical framework complemented by examples and advice from one of the world's leading practitioners

**The Wiley Guide to Project Organization and Project Management Competencies** Peter W. G. Morris, Jeffrey K. Pinto, 2010-09-23 THE WILEY GUIDE TO Project Organization Project Management Competencies A guide to the human factors in project management knowledge learning and maturity THE WILEY GUIDES TO THE MANAGEMENT OF PROJECTS address critical need to know information that will help professionals successfully manage projects in most businesses and help students learn the best practices of the industry They contain not only well known and widely used basic project management practices but also the newest and most cutting edge concepts in the broader theory and practice of managing projects This third volume in the series covers a range of organizational and people based topics that are occupying the project management world today The essence of project management represents a people challenge the ability to appreciate and effectively employ the competencies of all those who are associated with the project development and delivery process This book explains how you can more successfully manage a project from inception through delivery by learning how to handle critical issues around structure teams leadership power and negotiation and the whole area of competencies The expert contributors also include chapters on global project management knowledge and standards the role of project management associations around the world project management maturity models and other key topics Complete your understanding of project management with these other books in The Wiley Guides to the Management of Projects series The Wiley Guide to Project Control The Wiley Guide to Project Program Portfolio Management The Wiley Guide to Project Technology Supply Chain Procurement Management

**Gower Handbook of Programme Management** Geoff Reiss, 2006 This Handbook provides authoritative guidance and advice templates concepts systems and approaches on every aspect of successful programme management The main part of the handbook presents a detailed description of the whole programme management process together with the requisite supporting infrastructure essential for the delivery of planned programme outcomes The book also includes The Programme Management Maturity Model a benchmarking tool covering the ten key processes within programme management plus the Programme Management Improvement Process a step by step guide to improving an organization's ability to deliver change

Management of Nuclear Power Plant Projects IAEA, 2020-11-25 Member States intending to introduce a nuclear power programme will need to pass through several phases during the implementation Experience shows that careful planning of the objectives roles responsibilities interfaces and tasks to be carried out in different phases of a nuclear project is important for success This publication presents a harmonized approach that may be used to structure the owner operator management



system and establish and manage nuclear projects and their development activities irrespective of the adopted approach It has been developed from shared management practices and consolidated experiences provided by nuclear project management specialists through a series of workshops and working groups organized by the IAEA The resultant publication presents a useful framework for the management of nuclear projects from initiation to closeout and captures international best practices

**Making Risk Management Work** Ruth Murray-Webster, Penny Pullan, 2022-10-10 Making risk management work means engaging people to identify own and manage risk Many organisations have spent considerable time and money setting up risk frameworks processes and supporting tools but these have failed to deliver value Instead they should focus on the people Bringing together the expertise of Ruth Murray Webster in the human aspects of risk management and Penny Pullan s deep expertise in facilitation creative collaboration and virtual leadership this book provides tried and tested approaches to make each process step work well within the context of your own organisation and serves as a guide as to how to work effectively with groups By translating a highly technical and complex subject into an easy to follow guide this book goes beyond tick box approaches and provides top tips on how to engage others in developing risk management solutions and how to avoid many of the common pitfalls This new edition includes two brand new chapters one taking a deeper dive into the common decision biases among groups in organisations and one looking at remote and hybrid ways of communication and facilitation If you are involved in trying to make risk management work whatever the context this book will provide you with support and practical advice in an approachable way supported by real life examples and memorable illustrations

*Gower Handbook of Project Management* Rodney Turner, 2016-04-22 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, Planning and Control Albert Lester, 2017-02-18 Project Management Planning and Control Managing Engineering Construction and Manufacturing

Projects to PMI APM and BSI Standards Seventh Editions an established and widely recommended project management handbook Building on its clear and detailed coverage of planning scheduling and control this seventh edition includes new advice on information management including big data communication dispute resolution project governance and BIM Ideal for those studying for Project Management Professional PMP qualifications the book is aligned with the latest Project Management Body of Knowledge PMBOK for both the Project Management Institute PMI and the Association of Project Management APM and includes questions and answers to help users test their understanding Includes new sections on data collection and use including big data Contains major updates to sections on governance adjudication BIM and agile project management Focused on the needs and challenges of project managers in engineering manufacturing and construction and closely aligned to the content of the APM and PMI bodies of knowledge Provides project management questions and answers compiled by a former APM exam assessor     Successful Program Management Wanda Curlee,Robert Lee Gordon,2013-10-21 Complexity theory is a great untapped resource in the field of management Experts agree that it can be a powerful tool for managing complex and virtual programs but there is little material available to guide program managers on how to use complexity theory to communicate and lead effectively Filling this void Successful Program Management Com

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