

ppm definition project management

ppm definition project management is a critical concept for understanding how organizations oversee multiple projects simultaneously. Project Portfolio Management (PPM) involves the centralized management of processes, methods, and technologies used by project managers and project management offices to analyze and collectively manage current or proposed projects. This approach helps organizations align projects with strategic objectives, prioritize initiatives, allocate resources efficiently, and optimize project performance. In today's complex business environment, understanding the ppm definition project management is essential for maximizing the value delivered by projects and improving decision-making at every level. This article explores the fundamental ppm definition project management, its key components, benefits, challenges, and best practices to implement it successfully. The goal is to provide a comprehensive understanding that supports project managers, executives, and stakeholders in leveraging PPM for organizational success.

- Understanding the ppm Definition in Project Management
- Key Components of Project Portfolio Management
- Benefits of Implementing PPM
- Challenges in Project Portfolio Management
- Best Practices for Effective PPM

Understanding the ppm Definition in Project Management

The ppm definition project management refers to Project Portfolio Management, a strategic approach that enables organizations to manage a collection of projects and programs as a cohesive portfolio. Unlike traditional project management, which focuses on the successful delivery of individual projects, PPM emphasizes aligning projects with business goals and optimizing resource utilization across the entire portfolio. This holistic view ensures that projects deliver maximum value and contribute to the organization's overall strategy.

What is Project Portfolio Management?

Project Portfolio Management is the centralized management of one or more project portfolios to achieve strategic objectives. It involves evaluating projects based on various criteria such as risk, return, resource requirements, and alignment with business goals. PPM supports decision-making processes by providing insights into project prioritization, resource allocation, and performance monitoring.

Difference Between Project, Program, and Portfolio Management

Understanding the ppm definition project management also requires differentiating between project, program, and portfolio management:

- **Project Management:** Focuses on planning and executing a single project to meet specific objectives within scope, time, and budget.
- **Program Management:** Manages a group of related projects to achieve benefits and control not available from managing them individually.
- **Portfolio Management:** Oversees a collection of projects and programs, prioritizing and balancing them to align with strategic business objectives.

Key Components of Project Portfolio Management

The ppm definition project management encompasses several key components that enable effective oversight and control of projects within a portfolio. These components work together to ensure that projects are selected, managed, and evaluated based on their contribution to organizational success.

Project Selection and Prioritization

One of the core aspects of PPM is the selection and prioritization of projects. Organizations use criteria such as expected benefits, strategic alignment, resource availability, and risk assessment to decide which projects to pursue. This process ensures that limited resources are invested in initiatives that deliver the highest value.

Resource Management

Effective resource management is vital for successful PPM. It involves allocating personnel, budget, and other assets across multiple projects to maximize efficiency and avoid conflicts. Resource management tools and techniques help in identifying bottlenecks and optimizing utilization.

Risk Management

Managing risks at the portfolio level allows organizations to identify potential issues that could impact multiple projects. PPM includes assessing, monitoring, and mitigating risks to maintain portfolio health and ensure project success.

Performance Monitoring and Reporting

Continuous monitoring of project progress and portfolio performance enables timely decision-making. PPM uses key performance indicators (KPIs) and dashboards to provide stakeholders with insights into project status, financials, and alignment with strategic goals.

Benefits of Implementing PPM

Understanding the ppm definition project management also involves recognizing the numerous benefits it brings to organizations. Implementing PPM can transform how projects are managed and drive superior business outcomes.

Strategic Alignment

PPM ensures that all projects contribute to the organization's strategic objectives. This alignment helps avoid wasted effort on low-priority projects and enhances focus on initiatives that drive growth and competitive advantage.

Improved Resource Utilization

By managing resources across the portfolio, PPM reduces duplication and inefficiencies. Organizations can better allocate skills, budget, and time to projects that matter most.

Enhanced Decision Making

PPM provides executives and managers with comprehensive data and analytics, enabling informed decisions on project selection, continuation, or termination.

Risk Reduction

Portfolio-level risk management helps in early identification and mitigation of risks, minimizing negative impacts on project outcomes.

Increased Project Success Rates

Organizations that implement PPM often experience higher project success rates due to better governance, prioritization, and resource management.

Challenges in Project Portfolio Management

Despite its advantages, implementing ppm definition project management is not without challenges.

Organizations must navigate several obstacles to realize the full benefits of PPM.

Complexity of Portfolio Coordination

Managing multiple projects with varying objectives, timelines, and resources can create complexity. Coordinating these elements requires robust processes and tools.

Resistance to Change

Transitioning to PPM often involves cultural and procedural changes that may face resistance from project managers and teams accustomed to traditional methods.

Data Quality and Integration

Effective PPM depends on accurate and timely data. Integrating data from disparate sources and ensuring its quality can be challenging.

Resource Constraints

Balancing resource allocation across competing projects can be difficult, especially in organizations with limited capacity.

Best Practices for Effective PPM

To successfully implement ppm definition project management, organizations should adhere to best practices that facilitate efficient portfolio management and maximize project value.

1. **Establish Clear Governance:** Define roles, responsibilities, and decision-making processes for portfolio management.
2. **Align Projects with Strategy:** Continuously evaluate projects to ensure they support organizational goals.
3. **Utilize PPM Tools:** Leverage software solutions to automate portfolio tracking, reporting, and resource management.
4. **Engage Stakeholders:** Foster collaboration and communication among all parties involved in the portfolio.
5. **Maintain Flexibility:** Adapt the portfolio in response to changing business environments and priorities.
6. **Focus on Continuous Improvement:** Regularly assess portfolio performance and implement

lessons learned.

Frequently Asked Questions

What does PPM stand for in project management?

PPM stands for Project Portfolio Management in project management, which is the centralized management of one or more project portfolios to achieve strategic objectives.

How is PPM defined in the context of project management?

In project management, PPM is defined as the process used by organizations to analyze and collectively manage a group of current or proposed projects based on numerous key characteristics.

Why is PPM important for organizations?

PPM is important because it helps organizations prioritize projects, allocate resources efficiently, align projects with business strategy, and maximize the value of their project investments.

What are the key components of PPM in project management?

Key components of PPM include project selection, resource management, risk management, portfolio balancing, performance tracking, and alignment with organizational goals.

How does PPM differ from traditional project management?

Traditional project management focuses on managing individual projects successfully, while PPM focuses on managing a portfolio of projects to optimize overall business value and strategic alignment.

What tools are commonly used for PPM in project management?

Common tools used for PPM include software like Microsoft Project Online, Jira Portfolio, Planview, Monday.com, and Clarity PPM, which help in tracking, reporting, and managing multiple projects and resources.

Additional Resources

1. *Project Portfolio Management: A View from the Management Trenches*

This book offers practical insights into project portfolio management (PPM) by exploring real-world challenges and solutions faced by managers. It delves into how organizations can align their project portfolios with strategic objectives, optimize resource allocation, and improve decision-making processes. Readers will find valuable frameworks for defining and implementing PPM effectively.

2. Fundamentals of Project Portfolio Management

A comprehensive guide that introduces the core principles and definitions of PPM, this book covers essential topics such as project prioritization, risk management, and performance measurement. It is designed for both beginners and experienced project managers looking to understand how to structure and govern multiple projects. The clear explanations make complex concepts accessible.

3. The Standard for Portfolio Management

Published by the Project Management Institute (PMI), this authoritative text defines portfolio management best practices and terminologies. It provides a standardized approach to managing project portfolios, including governance, alignment with organizational strategy, and value delivery. The book is a vital resource for professionals seeking to formalize their PPM processes.

4. Project Portfolio Management Maturity Model

This book introduces a maturity model framework to assess and improve an organization's PPM capabilities. It defines stages of maturity and offers actionable steps to advance from ad-hoc project management to fully integrated portfolio management. Readers gain insight into how maturity impacts project success and organizational performance.

5. Agile Portfolio Management: A Guide to Scaling Agile and Lean

Focusing on agile methodologies within the context of PPM, this title explores how agile principles can be applied to manage project portfolios more flexibly and responsively. It defines key agile portfolio concepts and demonstrates how to balance governance with adaptability. This book is ideal for organizations transitioning to agile portfolio practices.

6. Project Portfolio Management in Theory and Practice

Blending theoretical foundations with practical applications, this book defines key PPM concepts and explores various frameworks used across industries. It highlights the importance of stakeholder engagement, resource management, and performance tracking. Case studies illustrate how theory translates into successful portfolio management.

7. Effective Project Portfolio Management: Maximizing ROI and Strategic Impact

This book emphasizes the definition of PPM as a strategic tool to maximize return on investment (ROI) and align projects with business goals. It provides methodologies for selecting, prioritizing, and controlling projects to ensure maximum value delivery. The author discusses common pitfalls and best practices for sustaining portfolio success.

8. Portfolio Management: A Strategic Approach

Offering a strategic perspective on PPM, this book defines portfolio management as a discipline that integrates project selection with long-term organizational objectives. It covers tools and techniques for balancing risk, benefits, and resource constraints. Readers are guided through the process of creating a balanced portfolio that drives sustainable growth.

9. Introduction to Project Portfolio Management

Designed as an entry-level resource, this book defines the basics of PPM and explains its role in improving project success rates. It outlines the processes involved in portfolio planning, monitoring, and governance. The straightforward approach makes it suitable for professionals new to project or portfolio management.

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ppm definition project management: *Effectiveness in Project Portfolio Management* Peerasit Patanakul, Audrey Curtis, Brian Koppel, 2013-05-01 Join project management researcher-practitioners from Pennsylvania State University and the Stevens Institute of Technology as they go inside five different organizations from across the business spectrum in search of the answers. These dramatically different organizations, which ranged from financial services and telecommunications, to technology and government-based R&D, all shared one thing: the reliance upon effective project portfolio management for their success. In this landmark study, researchers were granted unprecedented access to reams of internal project documentation and hours of one-on-one time with key personnel, from C-Suite and project management executives to front-line staff. This enabled the team to assemble the inside story of how project portfolios were actually managed in each of these organizations, and identify what worked and what didn't. Using this understanding and a comprehensive literature review as a foundation, they created an empirically grounded definition of project portfolio management effectiveness that can be applied to organizations of all kinds. They were then able to identify the five critical process, organizational, and human factors that impact project portfolio management effectiveness and propose common-sense criteria for accurately measuring it.

ppm definition project management: *Practical Project Management for Agile Nonprofits* Karen R.J. White, 2013-06-24 Practical Project Management for Agile Nonprofits introduces nonprofit managers to the basic concepts of project management and provides dozens of templates to help you quickly implement practices to effectively manage your limited resources, financial and volunteer. The book emphasizes using appropriate project management practices, those that are not burdensome but rather agile in their approach. In keeping with this theme, the book explores how you can use social media to assist in the management of time-sensitive projects. You will learn how to apply just enough project management to: Be an active leader and a superior project manager; Respond with agility to change and the unexpected; Focus efforts on what truly matters; Recruit and engage a new generation of volunteers; Build a framework that ensures project success; Keep all stakeholders involved with the project satisfied. The book also addresses nonprofit governance and shows you how project portfolio management can be used to assist in communicating with boards of directors and other governing entities when crucial resource decisions need to be made. Finally, real-world case studies on project planning, portfolio management, and volunteer-managed projects will show you how others have achieved project

ppm definition project management: *Progress in Improving Project Management at the Department of Energy* National Research Council, Division on Engineering and Physical Sciences, Board on Infrastructure and the Constructed Environment, Committee for Oversight and Assessment of U.S. Department of Energy Project Management, 2002-01-31 The Department of Energy (DOE) is engaged in numerous multimillion- and even multibillion-dollar projects that are one of a kind or first of a kind and require cutting-edge technology. The projects represent the diverse nature of DOE's missions, which encompass energy systems, nuclear weapons stewardship, environmental restoration, and basic research. Few other government or private organizations are challenged by projects of a similar magnitude, diversity, and complexity. To complete these complex projects on schedule, on budget, and in scope, the DOE needs highly developed project management capabilities. This report is an assessment of the status of project management in the Department of

Energy as of mid-2001 and the progress DOE has made in this area since the National Research Council (NRC) report *Improving Project Management in the Department of Energy* (Phase II report) was published in June 1999.

ppm definition project management: *Project Management Theory and Practice* Gary L. Richardson, 2010-01-20 Although there are numerous project management resources available, most are either too academic, focus too heavily on IT, or provide quick-fix advice without the theory required to understand why the solutions work. Following and expanding on PMI's Project Management Body of Knowledge (PMBOK®), *Project Management Theory and Practice* provides students with a complete overview of project management theory—in language they can easily understand. This classroom-tested textbook translates the abstract model vocabulary and processes from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, Fourth Edition into accessible discussions complete with contemporary views and projections for the future. The text integrates the organizational environment that surrounds a project to supply students with the well-rounded knowledge of theories, organizational issues, and human behavior needed to manage real-world projects effectively. Providing a clear picture of the state of the art in project management, it details numerous project-related frameworks, including: Enterprise project management Project portfolio management Work breakdown structures Earned value management Professional responsibility Project team productivity The text reaches beyond traditional core project management topics to include discussions on enterprise maturity, virtual and outsourced organizations, project management offices, operational governance, and multi-project management. Filled with numerous end-of-chapter questions, scheduling and budgeting problems, scoping projects, and sample worksheets that illustrate various analytical tools and management decisions, this is the ideal text for classroom use and essential reading for anyone seeking project management certification.

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Techniques deals with the full spectrum of project portfolio management (PPM) functions, from selecting projects through formalized portfolio management processes to facilitating the successful execution of projects through creating a formalized, project-friendly environment. This book will aid you in the implement of a PPM system, assist in gaining the necessary commitment from executive management, and provide guidelines for the modification of operational practices. Get ahead of the game by seeing a comprehensive project portfolio model that can help you establish yours successfully

ppm definition project management: Portfolio Management Ginger Levin, PMP, PgMP, John Wyzalek, PfMP, 2014-10-15 Recognizing the importance of selecting and pursuing programs, projects, and operational work that add sustainable business value that benefits end users, the Project Management Institute (PMI®) issued its first Standard on Portfolio Management in 2006. In 2014, it launched the Portfolio Management Professional (PfMP®) credential—which several of the experts who contributed to this book earned—to recognize the advanced expertise required of practitioners in the field. Presenting information that is current with The Standard for Portfolio Management, Third Edition (2013); Portfolio Management: A Strategic Approach supplies in-depth treatment of the five domains and identifies best practices to ensure the organization has a balanced portfolio management that is critical to success. Following PMI's standard, the book is organized according to its five domains: strategic alignment, governance, portfolio performance management, portfolio risk management, and portfolio communications management. Each chapter presents the insight of different thought leaders in academia and business. Contributors from around the world, including the Americas, Europe, the Middle East, Africa, and Australia, supply a global perspective as to why portfolio management is essential for all types of organizations. They provide guidelines, examples, and models to consider, along with discussion and analysis of relevant literature in the field. Most chapters reference PMI standards, complement their concepts, and expand on the concepts and issues that the standards mention in passing or not at all. Overall, this is a must-have resource for anyone pursuing the PfMP® credential from PMI. For executives and practitioners in the field, it provides the concepts you will need to address the ever-changing complexities that impact your work. This book is also suitable as a textbook for universities offering courses on portfolio management.

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ppm definition project management: The Triumvirate Approach to Systems Engineering, Technology Management and Engineering Management Thomas J. Day, 2022-01-31 This text is meant for introductory and midlevel program and project managers, Systems Engineering (SE), Technology Management (TM) and Engineering Management (EM) professionals. This includes support personnel who underpin and resource programs and projects. Anyone who

wishes to understand what SE, TM and EM are, how they work together, what their differences are, when they should be used and what benefits should be expected, will find this text an invaluable resource. It will also help students to understand the career paths in innovation and entrepreneurship to choose from. There is considerable confusion today on when and where to use each discipline, and how they should be applied to individual circumstances. This text provides practitioners with the guidelines necessary to know when to use a specific discipline, how to use them and what results to expect. The text clearly shows how the disciplines retain focus of goals and targets, using cost, scope, schedule and risk to their advantage, while complying with and informing investors, oversight and those related personnel who eventually govern corporate or government decisions. It is more of an entry and midlevel general overview instructing the reader how to use the disciplines and when to use them. To use them all properly, more in-depth study is always necessary. However, the reader will know when to start, where to go and what disciplines to employ depending on the product, service, market, infrastructure, system or service under consideration. To date, none of this is available in existing literature. All texts on the subject stretch to try and cover all things, which is simply not possible, even with the definitions assigned by the three disciplines.

ppm definition project management: *International Project Management* Kathrin Köster, 2009-10-29 With project management becoming an increasingly global endeavour, 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. Key features include: - A wide variety of examples and illustrations, including an in-depth, end-of-chapter case study with case questions; - Student exercises and review questions; - Detailed further reading - The full support of a Companion Website, featuring a Teacher's Manual

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ppm definition project management: Eliminating "Us And Them" Steven Romero, 2011-08-13 Challenging popular notions of what it takes for IT organizations to succeed, IT governance evangelist at CA Technologies Steve Romero presents many of the theories and ideas around IT governance, the key components of successful process management, and behavioral management as key factors in IT's success. The topic of IT governance has never been more popular than it is today.

Almost every organization recognizes the need to establish sound IT governance, and almost every enterprise is still very immature when it comes to the discipline. This book challenges and calls into question the traditional approaches and strategies for running IT organizations. The concepts presented in the book are timeless, but reflect the recent changes in the organization's view of the role of the IT department. IT can become a major asset to an organization, often even becoming the product in today's Internet-based sales environment. Eliminating Us and Them discusses these changes and presents three areas that contribute most to the change from an alienated and oft-despised department to a key tool for organizational success: An in-depth understanding of IT governance, which has never been more popular than it is today. An in-depth understanding of process and process management, a discipline that more and more enterprises are investing in and establishing formal organizational constructs to enable and support. A case-study view of how an enterprise can establish, promote and instill the values that foster positive behaviors in every person in the organization, with the intent of influencing their ability to realize enterprise goals. Romero's insights are based on more than 30 years working in IT and over four years as an IT governance evangelist, traveling around the world, speaking at hundreds of events, and visiting more than 100 companies espousing the approach in this book.

ppm definition project management: *Enterprise Project Management* Claude H. Maley, 2023-09-19 *Enterprise Project Management: A Comprehensive Guide to Successful Management* by Projects covers the essential and fundamental topics of Enterprise Project Management and Management of Change by projects. It is written for portfolio, program, and project managers, members of the project community, upper-and middle-level management, functional and operational managers, and all who desire to acquire an understanding of effective change by project management. The book covers in-depth the following important aspects of Enterprise Project Management: Achieving organizational goals Management of programs Benefits realization management Stakeholder management and engagement Project portfolio management (PPM) and the Project Management Office (PMO) The book explains how enterprises can consistently succeed in managing projects by aligning them with Business Goals and clearly defining what needs to be achieved. It shows how to ensure that Enterprise Project Management is fully deployed, and that project management concepts, methods, and techniques are available and utilized to deliver business value and realize benefits. The book helps managers to answer the question, "Are we doing the right projects?" by covering how PPM can ensure project alignment with strategic or operational goals and the efficient use of scarce resources and funding to achieve Objectives and Goals. It also helps managers to answer the question, "Are we doing projects right?" by explaining the critical role of a PMO, which supports excellence in project management by enhancing the proficiencies of Project Managers and providing the foundational tools and techniques for project success.

ppm definition project management: *Project Portfolio Management* Harvey A. Levine, 2005-07-25 *Project Portfolio Management (PPM)* goes beyond the typical project management approach to offer a set of proven business practices that can help executives, program managers, and project managers bring projects into alignment with the strategies, resources, and executive oversight of the overall enterprise. Step by step, this book shows how to take a project from the inception of a vision to the realization of benefits to the organization. Project Portfolio Management draws on project management expert Harvey A. Levine's years of research and distills the knowledge and best practices from dozens of leaders in the field to show how to select and implement the projects that will garner the best results. Throughout this important resource, Levine tackles the many challenges associated with PPM, including Ranking value and benefits Determining the size of the portfolio pipeline Assessing the impact of uncertainty on projects and portfolios Understanding the benefit and risk relationship Establishing a portfolio governance capability Managing the portfolio to maximize benefits Implementing PPM

ppm definition project management: *The SAP S/4HANA Handbook for EPC Projects* Sohail Ahmed, 2025-07-15 *The SAP S/4HANA Handbook for EPC Projects* equips you with the knowledge and insights needed to successfully manage and execute complex Engineering, Procurement, and

Construction (EPC) projects using the power of SAP S/4HANA. Building upon your existing knowledge of SAP solutions, this handbook provides advanced insights into EPC project management and addresses the operational challenges unique to the Engineering, Construction and Operations (EC&O) industry by connecting business processes with relevant SAP solutions. It is an essential guide enabling you to gain a deeper understanding of optimizing your project management capabilities using SAP S/4HANA. Whether you are an SAP Solution Architect in Finance, Human Resources, or Supply Chain Management, or a project manager in the EC&O industry, this book will help you understand how projects can be managed with SAP. We begin by examining the world of EPC, EPC/M (Engineering, Procurement, Construction, and Management), and ETO (Engineer-To-Order) projects. Looking at detailed planning, controlling, and execution solutions of EPC projects with S/4HANA Project System, CPM (Commercial Project Management), PPM (Project & Portfolio Management), S/4HANA Add-ons, SAP Cloud Solutions, and to integrate these with other engineering and project management software such as Tekla and Primavera through SAP BTP (Business Technology Platform). You will follow a construction company secure an EPC contract of a refinery upgrade project and demonstrates how SAP is used at every step of the way, from bidding to project closure. Through real-world use-cases, supported by tables and visual aids, you will find the practical solutions offered by SAP S/4HANA. The SAP S/4HANA Handbook for EPC Projects is the ultimate resource bridging theory with practical applications, offering a framework to navigate the complexities of modern project management in the EC&O industry. You Will Learn To: !-- [if !supportLists]--Understand project management processes with business use cases and their application in SAP Apply detailed planning, scheduling, resource and management strategies, as well as for risk and claim management in large-scale projects. !-- [if !supportLists]--Master project procurement, ETO manufacturing for projects, product and service quality management and the handling of project materials, tools and equipment. !-- [if !supportLists]--Manage the design and creation of documentation and oversee change management in EPC projects. This Book is For: Project and Portfolio Managers, SAP Solution Architects and other SAP partners looking for hands-on solutions for the EC&O industry. Engineering and Construction Contractors, Engineering Consultants, and Project Management Services companies seeking business transformation with SAP tools and practices

ppm definition project management: Managing Business Projects Frank Einhorn, 2022-11-23 Managing Business Projects: The Essentials differs from many other project management textbooks. Foremost, it is about business projects as opposed to construction or engineering projects. Although many techniques, like schedule management, apply to both, they are usually applied differently. As its title conveys, the book explains the essential techniques and perspectives needed for business projects to be successful. The focus is on small- and medium-sized projects, up to \$20 million, but often below \$1 million. Some literature favors large and mega-projects, but for every mega-project, there are many thousands of smaller projects that are vital to the organization and could involve considerable complexity and risk. Nevertheless, the techniques outlined here also apply to mega-projects and their many subprojects; they even apply to some aspects of construction or engineering projects. This book does not aim to cover all project management techniques. In real life there is simply no time for sophisticated 'should-dos.' Rather, it covers the essentials that apply to almost all business projects; these are unlikely to change in the future even as technology and methodologies advance. The driving idea, which is stated repeatedly, is to do the essentials and to do them consistently and well. Strong emphasis is placed on things that happen before, around, and after the project itself. So, while the basic disciplines like engaging with stakeholders, managing scope, schedules, costs, risks, issues, changes, and communication, are thoroughly explained, other important aspects are covered. These include: governance of a project and of a portfolio of projects, project selection with its financial and non-financial aspects, effective use of the business case through to benefits realization, procurement, outsourcing and partnership, and also the agile mindset that is valuable beyond Agile projects. Besides project managers and sponsors, this book is intended for people who are working in business or government, at any level,

or for MBA students. It offers perspectives that enable them to learn more from their everyday experience. It is not aimed at undergraduate students, although many would benefit from the contents.

ppm definition project management: *Project Portfolios in Dynamic Environments* Brian Hobbs, Yvan Petit, PMP, 2012-05-01 Project Portfolios in Dynamic Environments: Organizing for Uncertainty is a comprehensive report of research that addresses this important, rising issue. Authors Yvan Petit and Brian Hobbs present the results of their investigation in a report that significantly advances the theory and also offers tips for practice. Currently, those applying project portfolio management tend to focus on the selection, prioritization, and strategic alignment of projects. Little attention is afforded the potential disturbances to project portfolios such as new projects, terminated projects, delayed projects, incorrect planning due to high uncertainty, and changes in the external environment. Yet, these factors can have highly disruptive, even show-stopping influence. This research seeks to answer: How is uncertainty affecting project portfolios managed in dynamic environments?

ppm definition project management: Work Breakdown Structures for Projects, Programs, and Enterprises Gregory T. Haugan PhD, PMP, 2008-08-01 Become an Expert on the Work Breakdown Structure! The basic concept and use of the work breakdown structure (WBS) are fundamental in project management. In Work Breakdown Structures for Projects, Programs, and Enterprises, author Gregory T. Haugan, originator of the widely accepted 100 percent rule, offers an expanded understanding of the WBS concept, illustrating its principles and applications for planning programs as well as its use as an organizing framework at the enterprise level. Through specific examples, this book will help you understand how the WBS aids in the planning and management of all functional areas of project management. With this valuable resource you will be able to:

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- Apply the 100 percent rule when developing a WBS for a project or program
- Establish a WBS for a major construction project using included templates
- Understand portfolio management and establish an enterprise-standard WBS

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