

# Benefit Realisation Management

Construction Project Management: An Integrated Approach is a management approach to leading projects and the effective choice and use of project management tools and techniques. It seeks to push the boundaries of project management to take on board future needs and user issues. Integration of the construction project, meaning closer relations between the project team, the supply chain and the client, is long overdue; however, despite some signs of growth in this area, the industry nonetheless remains fragmented in its approach. The role of the project manager is to integrate diverse interests and unify objectives to achieve a common goal. This has now broadened to include a responsibility, on the parts of both client and team, to ensure that construction addresses current and future societal needs. From an economic perspective, a great deal of waste is connected with conflict, thus a holistic approach that increases the efficiency and effectiveness of the task at hand will inject energy into project management. This third edition now takes on board the impact of technology in building information modelling and other digitised technologies such as artificial intelligence. Together, they open up avenues for more direct and incisive action to test creative design, manufacture directly and communicate spontaneously and intuitively. In time, such technologies will change the role of project managers but will never take away their responsibility to be passionate about construction and to integrate the team. A new chapter has been added that considers future societal needs. This edition is also reordered to make the project life cycle and process chapters clearer. This book combines best practice in construction with the theories underpinning project management and presents a wealth of practical case studies

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– many new. It focuses on all construction disciplines that may manage projects. The book is of unique value to students in the later years of undergraduate courses and those on specialist postgraduate courses in project management and also for practitioners in all disciplines and clients who have experienced the frustration caused by the fragmentation of construction projects.

Building Information Modelling (BIM) is a global phenomenon which is gaining significant momentum across the world. Currently there is little information on how to realise and monitor benefits from implementing BIM across the life-cycle of a built environment asset. This book provides a practical and strategic framework to realise value from implementing BIM by adapting Benefit Realisation Management theory. It presents an approach for practitioners aiming to implement BIM across the life-cycle of built environment assets, including both buildings and infrastructure. Additionally, the book features: wide-ranging information about BIM, the challenges of monitoring progress towards benefit goals and the greater context of implementation; a set of dictionaries that illustrate: how benefits can be achieved, what the benefit flows are and the enabling tools and processes that contribute to achieving and maximising them; a suite of measures that can serve to monitor progress with examples of how they have been used to measure benefits from BIM; real-world examples from across the world and life-cycle phases that show how these benefits can be achieved; and information on international maturity and competency measures to complement the value realisation framework. Including a blend of academic and industry input, this book has been developed in close collaborative consultation with industry, government and international research organisations and could be used for industry courses on BIM benefits and implementation for asset management or by universities that

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teach BIM-related courses.

Dennis Lock's masterly exposition of the principles and practice of project management has been pre-eminent in its field for 45 years and was among the first books to treat project management as a holistic subject. But Project Management has been kept completely up to date by regular and sensitive revisions to ensure that it remains fresh and totally relevant. Project Management explains the entire project management process in great detail, demonstrating techniques from simple charts to detailed computer applications. Everything is reinforced with clear diagrams and case examples, many new for this edition. The author has expanded discussion of topics such as supply chain management and the project management office (PMO), and there are new chapters about implementing change management projects and the role of senior managers in supporting projects. Obsolescent or less frequently used methods have been stripped out, but readers of the hardback Tutor's Edition will find that this deleted material lives on as new chapters on the accompanying downloadable resources, which have been thoroughly revised. Importantly, that disc includes comprehensive Power Point presentations with hundreds of well designed slides that tutors can use directly as a valuable resource for their lectures. Students have always commented on this book's reader-friendly style, which is free of unnecessary jargon, with clear diagrams and a construction that is logically organized, well indexed and simple to navigate. This Tenth Edition is certain to maintain the book's acclaimed status as the standard work for managers and students alike.

With a focus on value creation, the text takes readers through project management from start to finish.

This book provides a universally applicable project management method - the principles, processes and

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techniques that enable individuals and organisations successfully to deliver their projects within time, cost and quality constraints. This new edition has been designed to place more emphasis on the principles that underpin successful project management and to provide clear guidance on how to apply these principles to the organisational context within which projects are operating. Dispels the confusion between project management success and project success, showing how project sponsors can govern their projects to succeed in delivering the strategic benefits originally envisaged. Project management success does not automatically lead to project success. Many large projects fail to live up to expectations, with between half and two-thirds of large projects either failing to deliver or delivering few strategic benefits. Traditional project management resources focus on delivering a project on time and on budget, yet they fail to supply top managers, many of whom find themselves in the role of accidental project sponsors, with guidance on how to govern their projects to succeed. Project Benefit Realisation and Project Management: The 6Q Governance Approach bridges the strategy to performance gap by providing boards, senior managers and project sponsors with the six critical questions necessary to diagnose the health of any project. Presenting a systematic framework developed from research cases of successful and unsuccessful projects in various types of organisations, this practical guide enables those in top management to determine if their strategy or policy is on track and to assess whether a project is likely to deliver the expected benefits. The text features real-world examples illustrating how concepts can be applied to different types of projects in engineering, construction, information technology, business transformation and many others. This must-have guide is designed to help top managers and other

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stakeholders: Clarify the link between business outcomes, benefits, and strategy to evaluate where effort should be directed Assess how much behavioural change is required to effectively implement strategy and realise desired benefits Select a project sponsor committed to influencing key stakeholders to make necessary changes and intercede to resolve issues as they arise Establish how success will be measured before a project begins, to gauge sponsor commitment and ensure project goals are not changed to match whatever is achieved Ask if the right culture is in place to ensure all relevant information is being reported Determine teams' ability to adapt and change plans in response to issues arising in the project Monitor if the project is on track to realising the benefits and have a process in place to cancel failing projects

Project Benefit Realisation and Project Management: The 6Q Governance Approach is an indispensable volume for board members, project sponsors, project advisors and those in senior positions who find themselves in the role of accidental project sponsors. The drive to realise operational efficiencies, improve customer service, develop new markets and accelerate the introduction of new products has substantially increased the complexity of field service operations. To maximise the efficiency and effectiveness of these operations, organisations have embarked on a wide range of transformation programmes that have sought to introduce automation through the use of workforce management technologies. Despite the potential business value that can be provided by such transformation programmes, too often, the automation technologies have not been fully utilised and their expected benefits have as such not been realised. Scholars of organisation change argue that the success of any transformation programme is a function of how well the technical, political, structural and social aspects of a specific

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project have been managed. The objective of this edited book is to provide insights into how organisations might successfully transform their field service operations with the help of workforce management technologies. Accordingly, the book is organised into four sections: Section A “The Case for Transforming Service and Field Operations” explains the rationale as to why organisations should actively consider transforming their service and field operations, while Section B presents various “Methods, Models and Enabling Technologies for Transforming Service and Field Operations”. In Section C, a number of “Case Studies” illustrate how new technologies can be applied to field and service operations to deliver concrete business benefits. Lastly, Section D considers “Challenges, Outcomes and Future Directions”. Overall, this book provides valuable insights into how to successfully transform field service operations with automated technologies. It draws on years of experience from different industries and from different perspectives on realising change. It is aimed at managers, technologists, change agents and scholars who are interested in field service operations in general and the use of advanced computing technologies in this area in particular. Based on expert practitioners contributions from across the globe including Brazil, Jamaica, Malaysia, Pakistan, Thailand, the United Kingdom, and the United States, Strategic Project Management: Contemporary Issues and Strategies for Developing Economies offers modern experiences, best practices, and tools for individuals and teams working in pro

This book covers various current and emerging topics in construction management and real estate. Papers selected in this book cover a wide variety of topics such as new-type urbanization, planning and construction of smart city and eco-city, urban-rural infrastructure development, land use and development, housing market and housing policy, new theory

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and practice of construction project management, big data application, smart construction and BIM, international construction (i.e., belt and road project), green building, off-site prefabrication, rural rejuvenation and eco-civilization and other topics related to construction management and real estate. These papers provide useful references to both scholars and practitioners. This book is the documentation of the 24th International Symposium on Advancement of Construction Management and Real Estate, which was held in Chongqing, China.

A complete and thorough ontology of the study of planned events and the professional practice of event management and event tourism. Contains user friendly explanations and language to explain and contextualise jargon and technical terms within this wide and varied field.

When will the costs be incurred and financial benefits realised? What benefits have been realized since the system was implemented? Does the project need to deliver all its objectives and benefits to be successful? How often should functional team plans be updated? What needs to happen to realise the change benefit? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the

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future. They are the person who asks the right questions to make Benefits Realisation Management investments work better. This Benefits Realisation Management All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Benefits Realisation Management Self-Assessment. Featuring 2203 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Benefits Realisation Management improvements can be made. In using the questions you will be better able to: - diagnose Benefits Realisation Management projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Benefits Realisation Management and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Benefits Realisation Management Scorecard, you will develop a clear picture of which Benefits Realisation Management areas need attention. Your purchase includes access details to the Benefits Realisation Management self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria: - The latest quick edition of the book in PDF - The latest complete edition of the book in PDF, which criteria correspond to the criteria in... - The Self-Assessment Excel Dashboard - Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation - In-depth and specific Benefits Realisation Management Checklists - Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self

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assessment comes with Lifetime Updates and Lifetime Free Updated Books. Lifetime Updates is an industry-first feature which allows you to receive verified self assessment updates, ensuring you always have the most accurate information at your fingertips.

This title provides a practical guide to benefit realization for all those who are responsible for change - Directors, Senior Responsible Owners (SROs), Programme Managers, Change Managers, Project Managers, Benefit Facilitators, P3O, PMO and PSO Managers. It shows how the author's proven approach to Benefits Realization Management (BRM) can be applied to programmes running under Managing Successful Programmes (MSP)

Value Management is a philosophy, set of principles and a structured management methodology for improving organisational decision-making and value-for-money. The second edition builds on the success of the first edition by extending the integrated value philosophy, methodology and tool kit to describe the application of Value Management to the areas of service delivery, asset management, and, Programmes, in addition to Projects, products and processes. Value Management is a well-established methodology in the international construction industry, and in the UK has been endorsed as good practice in a range of government sponsored reports. In this book the authors have addressed the practical opportunities and difficulties of Value Management by synthesising the background, international developments, benchmarking and their own extensive consultancy and action research experience in Value Management to provide a comprehensive package of theory and practice. The second edition retains the structure of the first edition, covering methods and practices, frameworks of value and the future of value management. It has been thoroughly updated, and a number of new chapters added to

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encapsulate further extensions to current theory and practice. In particular, the new edition responds to: A range of recent UK industry and government publications; and most notably BS EN 16271:2012 - Value management: Functional expression of the need and functional performance specification; the imminent update of BS EN 12973:2000 Value Management; BS EN 1325 Value Management – Vocabulary, Terms and definitions; the changes to "Value for Europe" governing the training and certification of Value Management in European Union countries; the UK Government's Management of Value (MoV) initiative, together with other leading reports, international guidance and standards on Value Management. Research in Value Management undertaken since publication of the first edition. Changes in Value Management practice particularly in Programmes and Projects. Developments in the theory of value, principally value for money measures, whole life value option appraisal, and benefits realisation. Initiatives in asset management initiatives covering the management of physical infrastructure, for example the recent launch of a suite of three standards under the generic title of BS ISO 55000: 2014 Asset Management, and its predecessor BSI PAS55 2008 "Asset Management: Specification For The Optimized Management Of Physical Assets" The second edition contains a dedicated chapter of exemplar case studies drawn from the authors' experience, selected to demonstrate the new areas of theory and practice. An Appendix includes an extensive set of tools and techniques of use in Value Management practice. Construction clients, including those in both the public and private sectors, and professionals such as construction cost consultants, quantity surveyors, architects, asset managers, construction engineers, and construction managers will all find Value Management of Construction Projects to be essential reading. It will also be of interest to

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researchers and students on construction related courses in Higher Education – particularly those at final year undergraduate and at Masters level.

Change Management and the changes to Configuration, Release, and Assets as a whole group of I.T. activities have traditionally been concerned with finding effective solutions to specific operational problems. Substantial effort has been devoted in recommending a rational methodology for the management of change. This book, therefore, has been addressing the willingness to change procedures suitable to the way people are willing to work and with processes that they are familiar with. It deals with current problems and new, better methods, techniques, and tools for processing changes. Change Management personnel have gradually come to realise that their tasks should include the solution of specific problems, and the designing of systems that predict and prevent future problems.

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.

Winner of 2020 PMI David I. Cleland Project Management Literature Award This book is a complete project management toolkit for project leaders in business, research and industry. Projects are approved and financed to generate benefits. Project Management: A Benefit Realisation Approach proposes a complete framework that supports this objective – from project selection and definition, through execution, and beyond implementation of deliverables until benefits are secured. The book is the first to explain the creation of organisational value by suggesting a complete, internally-consistent and theoretically rigorous benefit-focused project management methodology, supported with an analytical technique: benefit engineering. Benefit engineering offers a practical approach to the design and maintenance of an organisation's project portfolio. Building upon the authors' earlier successful book, Project

Management for the Creation of Organisational Value, this comprehensively revised and expanded new book contains the addition of new chapters on project realisation. The book offers a rigorous explanation of how benefits emerge from a project. This approach is developed and strengthened — resulting in a completely client-oriented view of a project. Senior executives, practitioners, students and academics will find in this book a comprehensive guide to the conduct of projects, which includes robust models, a set of consistent principles, an integrated glossary, enabling tools, illustrative examples and case studies.

Managing Business with SAP: Planning, Implementation and Evaluation is important to all IT managers as it addresses the reasons why many ERP systems fail, and how IT managers can improve the rate of successful implementation.

The first edition of Gerald Bradley's Benefit Realisation Management quickly established itself as the definitive, practical guide to using measures to track performance throughout the life of a project or programme; enabling organisations to eliminate wasted investment, realise more benefits and realise them earlier. The second edition takes you step-by-step through the benefits realisation process, explaining along the way, how to: \* define your projects and programmes by mapping the benefits \* produce a convincing and accurate business case \*

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communicate the benefits and get all your stakeholders on board \* agree the measures you will use to encourage the desired behaviours, to monitor progress and to assess the ultimate success of the project or programme \* use the benefits realisation approach to understand and address the human aspects of the project, including resistance to change, training needs and new ways of working \* integrate this approach into your organisation's culture and systems The second edition includes expanded guidance on benefits realisation for portfolio management and includes revisions to the original text along with additional case study examples. The text of the latest edition is now printed in four-colour which make the detailed and varied benefit maps throughout the text immediately more striking and comprehensible. The benefits realisation management methodology fits closely with existing programme and project management approaches such as MSP and Prince 2, making it appropriate for both public and private sector environments. If you are investing heavily in change management, IT infrastructure or project working, then this book is a must-read that will justify its price many times over.

In the ten years since this Gower Handbook was first published, Programme Management has been transformed to become the vehicle of choice for realising the objectives of large scale, complicated,

business, government and social investment. The Second Edition of this Gower Handbook is a completely new text; designed as a definitive guide to the current state of Programme Management. To that end the text offers foundation theory and knowledge around key issues such as, managing programme contracts, people and know-how, complexity and uncertainty, benefits and success measures, as well as every stage of the programme life cycle. The main central section of the book provides theory, tools, advice and examples of practical application from an industry context and covers sectors including construction, energy, aerospace and defence, IT, automotive and the public sector. The Handbook also includes a section with chapters on assessing and improving programme competences and developing maturity. Discrete chapters relate programme management to the international baselines and standards. Collectively, the Gower Handbook of Programme Management is most comprehensive guide to the subject that you can buy.

Managing projects, a prominent feature of working life, inevitably involves change at some level. Even though successful project management depends on organisational change, textbooks often fail to recognise this symbiotic nature. This book offers students a practical understanding of the strategic and organisational role of projects.

Although benefits realisation management was developed and has been practised for over 20 years, its adoption and implementation have been low and ineffective. Most organisations lack matured BRM process, with only 40% of projects aligned to organisational strategy. Matured organisations have implemented strong governance, which leads to the prioritisation of projects with relevant benefits. However, most organisations lack this competency and hence struggle to gain acceptance. On the other hand, academia has focused on how benefits are established and have ignored BRM adoption and implementation challenges. This creates a gap between theory and practises of BRM. Furthermore, few studies focus on BRM change management, benefit measurement, and benefit ownership and capabilities to enhance adoption and implementation. Thus, this study explored the critical elements that enhance BRM adoption and implementation within organisations. A qualitative, exploratory research method was adopted for this study. The use of the semi-structured, open-ended questionnaire, with 14 BRM experts, executives, programme directors and managers were interviewed. The participants represented six different sectors across South Africa, including banking, state-owned enterprises (SOE), financial services, insurance, consulting services and logistics. The results firstly reflected that stakeholder

awareness, buy-in and change management strategies enhance BRM adoption in organisations. Secondly, participants highlighted that BRM ownership and benefit measurement are critical elements that enhance implementation. Thirdly, benefits identification should be aligned with organisational strategy and should be supported by a feasible and viable business case. Fourth, adequate benefit planning, execution and tracking should be carried out to support BRM implementation. Lastly, BRM should be associated with value management which is a well-known concept, and this enhances its adoption. The study concluded with a BRM adoption and implementation framework aimed to assist organisations to practically identify, prioritise and address BRM adoption and implementation challenges in organisations. The study contributed towards academic literature and extended the Crainfield BRM framework.

This is the revised edition of the first text book in English specially developed for training for IPMA-D and IPMA-C exams, now based on Version 4 of the ICB. In this 4th edition, the text has been restructured and extended to align with the structure and scope of the competence elements in the ICB version 4, divided into Practice competences, People competences and Perspective competences. Therefore, this book will be essential guidance and

study book for everyone studying for the IPMA-D, IPMA-C and IPMA-B exams. Besides that, it is an extremely rich source book 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: Key concepts, Introduction, Actions that lead to competence development, Self-assessment, Special topics, Assignments. 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 a highly up-to-date information source to all aspects of project management. Next to that all, a web-site is available with videos, discussion fora on specific topics, and the opportunity to discuss with the author.

Project practice has undergone significant changes requiring new ways of thinking about and managing projects. The single focus on the staged delivery of artefacts is gradually being replaced by a wider interest in stakeholders, value, benefits, and complexity. As a result there is a growing interest in the development of practitioner capabilities,

grounded in the recognition that dealing with permeable boundaries and unstructured situations transcends normative processes. Modern practitioners increasingly utilise deliberative and reflective approaches, often challenging received wisdom and traditional interpretations. This volume provides a sampling of some of the best writing in the project domain, enabling readers to access a wider group of authors, ideas, and perspectives. Key topics covered include agility and programme management, planning, people, business cases, contracts, teams, sponsorship, collaboration, strategy, patterns, context, change, and benefits. The main aims of the collection are to reflect on the state of practice within the discipline; to propose new extensions and additions to good practice; to offer new insights and perspectives; to distil new knowledge; and, to provide a way of sampling a range of the most promising ideas, perspectives and styles of writing from some of the leading thinkers and practitioners in the discipline.

The CIOB Code of Practice Programme Management for Construction & Development is intended to complement the popular CIOB Code of Practice for Project Management for Construction and Development, providing practical coverage of general processes and procedures to be followed when managing a construction programme or portfolio of projects. It sets out the necessary

requirements for effective and efficient programme management, but is not intended to be a manual of operating procedures for the manager of such programmes.

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 of questions that provide a BRM self-assessment. The book concludes with a set of templates and detailed instructions to ensure successful deployment of BRM.

Executives should not necessarily know the intricacies of project management, but they should know how project management, as a discipline, can benefit the organization in implementing its strategies and realizing its vision. The only way that executives can effectively apply project management to realize these goals is to have sound knowledge of the project management discipline. The purpose of this book is to provide executives with a comprehensive overview of the discipline of project management. It focuses on the benefits of project management to an organization. The goal is to provide executives with a view as to how project management can deliver organizational strategies. The various chapters focus on specific aspects within the project management discipline and how each aspect should be managed from a business

perspective. The book covers the entire spectrum of project management from a management and leadership perspective. The focus is not necessarily on what needs to be done from a project management perspective, but on what organizations and senior executives can do to facilitate projects.

The book covers: The value of project management  
Project management as a strategic enabler  
Project, program, and portfolio management  
The role of the project management office in the successful delivery of projects, programs, and portfolios  
The benefits of project deliverables bring  
Sustainability of the organization  
Governance and the role of the project sponsor. The book concludes with a comprehensive portfolio, program, and project management framework. This holistic framework enables organizations to achieve value from project management and realize strategic goals.

Combining rigour and flexibility, MSP helps all organisations - public sector and private, large and small - achieve successful outcomes from their programme management time and time again. With change a pressing reality for all organisations, successful programme management has never been more vital to success. Organisations must respond as new processes or services are introduced, supplier relationships alter and structures adapt to market forces or legislation. At the same time, all organisations strive to achieve excellence by

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improving practices, offering better services, preparing more effectively for the future and encouraging innovation. But change always creates new challenges and risks. Inevitably there will be interdependencies to manage and conflicting priorities to resolve as the organisation adapts not just to a new situation internally but to the constantly shifting world outside. To enable organisations to manage their programmes successfully, they need a structured framework that does two things. It must acknowledge that every programme exists in its own context and demands unique interpretation. At the same time it must be universally applicable. MSP has been developed with these two priorities in mind. Its framework allows users to consistently manage a huge variety of programmes so that they deliver quality outcomes and lasting benefits. Fusing leadership with management best practice, MSP enables organisations to coordinate their key functions, develop a clear sense of unity and purpose and achieve the strategic cohesion necessary to drive through effective change. Change is a powerful force, but one that must be directed if it is to have a positive and calculated outcome. It can be shaped according to the needs of an organisation to grow or contract, respond to competition or threat, or simply to keep pace with the world around it. It is widely understood by leaders and managers that only effective project

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management has the potential to deliver the transformation they seek. However, many projects have failed to deliver the outcomes that their sponsors anticipated. Too many have produced apps, buildings, processes, products and services that remain on the shelf, unadopted, and a costly reminder that projects are vehicles that can just as easily deliver failure as success. The revised and expanded third edition of this much-admired guide explains the principles and techniques of change and project management. With its clear, structured approach it is an invaluable handbook for helping leaders and managers to be sufficiently informed, equipped and confident to use projects to deliver change, and to realise its benefits.

Programme management is a way to control project management and covers vision, aims and objectives, scope, design, approach, resourcing, responsibilities and benefits realisation. This book is designed to give a strong business case for the purchase or development of a Programme and Portfolio management solution. For the purpose of this study programme management is defined as a group of related projects carried out to achieve a defined business objective or benefit. Portfolio management is all projects, related or unrelated, being carried out by an organisation.

Benefit Realisation Management A Practical Guide to Achieving Benefits Through Change CRC Press  
Over 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 selected team of contributors 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 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.

The evaluation of IT and its business value are the subject of many academic and business discussions. Investments in IT are growing extensively, and business managers worry about the fact that the benefits might not be as high as expected. This phenomenon is often called the IT investment paradox or the IT Black Hole: large sums are invested in IT that seem to be swallowed by a large black hole without rendering many returns. How to measure the benefits of IT is the concern of this book titled Information Technology Evaluation Methods and Management. The different IT evaluation approaches and methods are discussed and illustrated with cases: traditional financial evaluations such as the return on investment, information economics and the recently introduced IT Balanced Scorecard. The latter approach is proposed as an ideal mechanism to support the

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IT/business alignment process and its related IT governance process. Among some of the topics included in this book are: software measurement; ERP project evaluation; strategic electronic commerce evaluation. Inleiding tot een methode voor het doorvoeren van extreme procesverbeteringen in bedrijven en bij de overheid.

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