

## **International Journal Project Management 24**

This book enhances learning about complex project management principles and practices through the introduction and discussion of a portfolio of tools presented as an evolving toolbox. Throughout the book, industry practitioners examine the toolsets that are part of the toolbox to develop a broader understanding of complex project management challenges and the available tools to address them. This approach establishes a dynamic, structured platform for a comprehensive analysis and assessment of the modern, rapidly changing, multifaceted business environment to teach the next generation of project managers to successfully cope with the ever increasing complexity of the 21st century.

Projects and programmes are approved and funded to generate benefits. Project Management for the Creation of Organisational Value proposes a complete framework that seeks to support such an objective – from project selection and definition, through execution, and beyond implementation of deliverables until benefits are secured. Because it is preoccupied with deliverables, accepted project

management practice is flawed. Project Management for the Creation of Organisational Value proposes an alternative approach, which seeks a flow of target outcomes for the organisation investing in the project. Project Management for the Creation of Organisational Value provides support for all those who play a role of leadership in projects at different levels. Senior executives, practitioners and academics will find in this book a comprehensive guide to the conduct of projects and programmes, which includes robust models, a set of consistent principles, an integrated glossary, enabling tools, illustrative examples and case studies. A companion workbook to this text for instructors and students is available online at <http://extras.springer.com>. The workbook illustrates project management concepts using the approach presented in this book and contains a range of exercises.

Modern projects are confronted with complexity and ambiguity. To provide a holistic framework, this book presents a new project management model that is used to identify the nature of a project and develop appropriate project solutions. It also allows a circular planning process, leading to coherence across the project's elements.

Project management methodologies, practices, and guidelines are the

only explicit information that project managers have and, when properly maintained, should reflect the most current knowledge and guidance to achieve repeatable successful project outcomes. Despite more than 50 years of research in the field of project management, project success r

Project Manager Development Paths

Project Management Circa 2025

Symposium proceedings - XV International symposium Symorg 2016

The Owner's Perspective

Strategic-Oriented Implementation of Projects

Will You Know What You Knew?

***"This book examines related research in decision, management, and other behavioral sciences in order to exchange and collaborate on information among business, industry, and government, providing innovative theories and practices in operations research"--Provided by publisher.***

***The first textbook of its kind, taking a uniquely global approach to project management in construction. Using a wealth of case studies from around the world to explain theory and practice, the authors take a business-oriented, decision-making approach to project management and the challenges it faces in the modern world. The book covers topics highly relevant to the challenges and opportunities currently facing the global construction industry, including managing culturally-diverse and globally dispersed teams, international project finance and global stakeholders in projects. Management of***

*Global Construction Projects is essential reading for both students of construction management and professionals looking to understand construction project management in a truly global context. Provides relevant theoretical frameworks, latest empirical research findings, and practitioners' best practices in the area of organizational memory.*

*This book addresses the role of appropriate, specialized, structured pedagogy for game-based learning. It is an important reference for researchers who have carried out studies in the field of game-based learning with a focus on the digital learning environment. The educational landscape has dramatically changed in times of global pandemic urging us to search for new solutions, new educational pathways, and new agents for knowledge development. There is a need to support learning by using digital learning materials during remote learning or distance learning, where pedagogically structured game-based learning elements can play a role in motivating students to achieve. Utilizing game-based learning in education is not new, but this book adds substantially to the research base of the topic. The book reveals many new concepts, such as, balancing games and learning, supporting knowledge development, supporting the development of motivation, supporting balanced cognitive load in an effort to avoid ineffective forms of game-based learning*

*Creating Value through Change*

*Agile Project Management*

*Lessons from Polar Expeditions, Military and Rescue Operations, and Wilderness Exploration*

*Evolving Toolbox for Complex Project Management*

*Project Management: Concepts, Methodologies, Tools, and Applications*

*Leadership, Innovation and Entrepreneurship as Driving Forces of the Global Economy*

Project Management Circa 2025 provides the basics about how project

management is used in the present, and how organizations will create a new state-of-the-art for project management. As readers learn what the future of project management might be, they will also see the likely impact on their own organizations, now and in the future.

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

This study has investigated the professional development of project managers through interviews, surveys, and personality inventories from a sample of practitioners. Results from the research reveal how learning experiences as well as personal characteristics comport with professional development.

Project management as a discipline has experienced near-exponential growth in its application across the business and not-for-profit sectors. This original, authoritative guide provides both practitioner and student researchers with a complete guide to research practice on project

management. In *Designs, Methods and Practices for Research of Project Management*, Beverly Pasion has brought together original chapters from a veritable who's who of project management research including authors such as Harvey Maylor, Christophe Bredillet, Derek Walker, Miles Shepherd, Janice Thomas, Naomi Brookes and Darren Dalcher. The collection looks at research strategy, management, methodology, techniques as well as emerging topics such as social network analysis. The 38 chapters offer an international perspective with examples from a wide range of project management applications; engineering, construction, mega-projects, high-risk environments and social transformation. Each chapter includes tips and exercises for the research student, as well as a complete set of further references.

Project Managers as Senior Executives

Project Portfolio Management Strategies for Effective Organizational Operations

Project Management in Extreme Situations

Proceedings of the 2016 International Conference on Leadership, Innovation and Entrepreneurship (ICLIE)

International Conference on Management and Engineering (CME 2014)

## A Benefit Realisation Approach

*The Oxford Handbook of Project Management presents and discusses leading ideas in the management of projects. Positioning project management as a domain much broader and more strategic than simply 'execution management', this Handbook draws on the insights of over 40 scholars to chart the development of the subject over the last 50 years or more as an area of increasing practical and academic interest. It suggests we could be entering an emerging 'third wave' of analysis and interpretation following its early technical and operational beginnings and the subsequent shift to a focus on projects and their management. Topics dealt with include: the historical evolution of the subject; its theoretical base; professionalism; business and societal context; strategy; organization; governance; innovation; overruns; risk; information management; procurement; relationships and trust; knowledge management; practice and teams. This handbook is of particular relevance to those interested in the research issues underlying project management.*

*Project Managers as Senior Executives maps out a model for advancement for program and project managers and contributes new thinking on the emerging leadership of project managers as senior executives. The research is published in two volumes. Volume I—Research Results, Advancement Model, and Action Proposals presents the results and*

*proposals from the study and Volume 2—How the Research Was Conducted: Methodology, Detailed Findings, and Analyses contains the research-oriented materials from the study.*

*Contemporary organizations are undertaking increasingly complex projects in globalized, uncertain and dynamic environments. Proliferation of international programs, growing and challenging sophistication of technologies and of projects' scope, and the increasing number of stakeholders are only some of the factors that increase or generate project complexity. Enhancing the understanding of what project complexity is and delineating the antecedents that increase or generate complexity can be fundamental steps towards the identification of drivers that cause complexity and consequences for project management performance. The PMI® Italian Academic Workshop, organized in 20–21 September 2018 by Sapienza University of Rome and the three Italian Chapter of the Project Management Institute, has been an event aimed at supporting participants to develop their researches to a further stage through in-depth discussions on the topic of project complexity. In collaboration with the PMI® Italy Chapters.*

*This book captures the essence of current workforce development perspectives and draws on extensive global research to uncover a range of issues confronting organisations. Taking primarily an Australian*

*outlook after the global financial crisis and tracing the progress of a national industry sector, each chapter delves into a major area of interest for leaders. Overall, the authors make the case that workforce development is an amalgam of activities influenced by context, politics and economic development. As the world becomes increasingly connected and mobile, workforce development is proving to be a major activity for organisations because it impacts their longer-term survival and growth. To stay ahead, successful organisations focus on attracting, building, engaging and retaining talented people. However, in a financially turbulent era where strategy changes quickly, workforce development must not only plan and build the capabilities of people at work, but also contribute to making employment more socially sustainable for a better world. This book provides a thought-provoking collection of scholarly work for business leaders, human resource practitioners and academics working in adult education, business, psychology and social science disciplines. At the same time, it adopts an accessible style for students and others who want to know more about the development of people at work.*

*Theory and Implementation*

*Perspectives and Issues*

*Project Management Multiplicity*

*Human Resource Management in the Project-Oriented Organization*

*ECRM2012- 9th European Conference on Research Methods in Business Management*

*Marketing Projects*

This volume aims to outline the fundamental principles behind leadership, innovation and entrepreneurship and show how the interrelations between them promote business and trade practices in the global economy. Derived from the 2016 International Conference on Leadership, Innovation, and Entrepreneurship (ICLIE), this volume showcases original papers presenting current research, discoveries and innovations across disciplines such as business, social sciences, engineering, health sciences and medicine. The pace of globalization is increasing at a rapid rate and is primarily driven by increasing volume of trade, accelerating pace of competition among nations, freer flows of capital and increased level of cooperation among trading partners. Leadership, innovation, and entrepreneurship are key driving forces in enhancing this phenomenon and are among the major catalysts for contemporary businesses trading in the global

economy. This conference and the enclosed papers provides a platform in which to disseminate and exchange ideas to promote a better understanding of current issues and solutions to challenges in the globalized economy in relation to the fields of entrepreneurship, business and economics, technology management, and Islamic finance and management. Thus, the theories, research, innovations, methods and practices presented in this book will be of use to researchers, practitioners, student and policy makers across the globe.

Proceedings of the 11th European Conference on Research Methods in Bolton, UK, on 28–29 June 2011

The growing complexity of projects today, as well as the uncertainty inherent in innovative projects, is making obsolete traditional project management practices and procedures, which are based on the notion that much about a project is known at its start. The current high level of change and complexity confronting organizational leaders and managers requires a new approach to projects so they can be

managed flexibly to embrace and exploit change. What once used to be considered extreme uncertainty is now the norm, and managing planned projects is being replaced by managing projects as they evolve. Successfully managing projects in extreme situations, such as polar and military expeditions, shows how to manage successfully projects in today's turbulent environment. Executed under the harshest and most unpredictable conditions, these projects are great sources for learning about how to manage unexpected and unforeseen situations as they occur. This book presents multiple case studies of managing extreme events as they happened during polar, mountain climbing, military, and rescue expeditions. A boat accident in the Arctic is a lesson on how an effective project manager must be ambidextrous: on one hand able to follow plans and on the other hand able to abandon those plans when disaster strikes and improvise new ones in response. Polar expeditions also illustrate how a team can use "weak links" to go beyond its usual information network to acquire strategic information. Fire and rescues

operations illustrate how one team member's knowledge can be transferred to the entire team. Military operations provide case material on how teams coordinate and make use of both individual and collective competencies. This groundbreaking work pushes the definitions of a project and project management to reveal new insight that benefits researchers, academics, and the practitioners managing projects in today's challenging and uncertain times.

This book presents the fundamentals of project management as applied in the built environment and more specifically for the construction industry. It presents the project management body of knowledge (PMBOK) using practical examples to show how various project management principles and concepts can be applied in practice. Providing study notes for students and aspiring project management professionals in the construction industry, each of the 13 chapters includes a set of comprehensive revision questions that allow readers to reflect on what they have learned. The book offers an introduction to what project management is

all about as well as the project life cycles, stakeholders and organizations involved. It explains the project management processes and how these processes are applied in integration, scope, time, cost, quality, human resource, communications, risk and procurement management. It concludes with ethics and professional conduct in the project management profession.

Driving Complexity. PMI® Italian Academic Workshop  
ECMLG 2017

Organizational Project Management

Designs, Methods and Practices for Research of Project  
Management

ECRM2012-Proceedings of the 11th European Conference on  
Research Methods

Research Results, Advancement Model, and Action

***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. Project planning is generally accepted as an important contributor to project success. However, is there research that affirms the positive impact***

*of project planning and gives guidance on how much effort should be spent on planning? To answer these questions, this book looks at current literature and new research of this under-studied area of proj*

*The development of the Agile Movement, whatever the area of application or discipline, comes from the famous "faster, cheaper, better" maxim. As such, the agile manufacturing paradigm rests on four principles: response to change and uncertainty, supplying highly customized products, synthesis of diverse technologies, and intra-enterprise and inter-enterprise integration. For the reader interested in agile project management applications, response to changes, and transformations and its impact on managing projects, this book is a must-read. Various insights are covered, including: how to master complexity and changes in projects, economy, and society; how interaction between the project management team and project owners can influence risk management; how to move beyond the traditional mechanistic project management approach; how to include agile principles into an improved Logical Framework Analysis structure; what the impact is of agile principles on project management organizations what kind of innovative project management practice supports agile principles; and much more.*

***Marketing is about placing a new product or service into the market. Projects are about delivering new products and services. The merger of these two fields holds great promise for delivering value to organizations and their clients. Project managers can serve many markets ranging from investors who fund projects to that of clients who use new products and services. Marketing Projects is a guide for helping project managers have projects funded or deliver value to end users. It is also a guide for marketing managers new to the world of project management. The book begins by presenting the basics of both marketing and project management and highlights the aspects that are unique and relevant to both areas. It then explores marketing project feasibility and presents tools for assessing feasibility, which include the 6Ps of project management strategy: The project 4Ps: plan, processes, people, and power PRO: pessimistic, realistic, and optimistic scenarios POVs: points of vulnerability POE: point of equilibrium POW: product, organization, and work breakdown structures PWP: work psychodynamics This book illustrates how to use these tools to market new projects to potential sponsors and investors. It then explores marketing projects to end users. Crucial to the success of projects are the relationships between project managers and***

***clients and the way marketing experts implement their strategies. This book explains how project managers can develop meaningful relationships with clients to foster trust and have positive interactions. Project managers excel at managing the processes for delivering new products and services. Marketers are keenly aware of latent, or unconscious needs, as well as those developing and emerging, and can provide project promoters and managers with exciting ideas. This book will help improve the mutual understanding between marketing and project managers, an effort ultimately benefiting end users, whether they be investors or customers. A better work atmosphere and a closer fit between marketing and project management objectives can only serve the interests of investors and end users, for whom marketers and project managers conceive and realize projects, one way or the other.***

***The Oxford Handbook of Project Management***

***Study Notes***

***The 25% Solution***

***Project Management***

***International Project Management***

***Civil and Environmental Engineering: Concepts, Methodologies, Tools, and***

## ***Applications***

These Proceedings represent the work of contributors to the 13th European Conference on Management Leadership and Governance, ECMLG 2017, hosted this year by the Cass Business School, City, University of London on 11-12 December 2017. The Conference Chair is Dr Martin Rich. The conference will be opened with a keynote address by Dr Helen Rothberg from Marist College, Poughkeepsie, USA with a speech entitled Everything I Know about Leadership I Learned as a Bartender. On the second day the keynote will be delivered by Dr Amanda Goodall from City, University of London on the topic of Why we need core business experts as leaders. ECMLG is a well established platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of Management, Leadership and Governance. At the same time it provides an important opportunity for members of the community to come together with peers, share knowledge and exchange ideas. With an initial submission of 160 abstracts, after the double blind, peer review process there are 61 academic papers, 8 PhD Papers and 2 Work in Progress papers in these Conference

Proceedings. These papers reflect the truly global nature of research in the area with contributions from, Australia, Austria, Belgium, Brazil, Canada, Czech Republic, Finland, Germany, Hungary, Iran, Ireland, Israel, Kazakhstan, Kenya, Lithuania, Malaysia,

This concise text introduces an integrated view of all project management-related activities in an organization, called Organizational Project Management (OPM). Practical cases from several organizations, as well as popular theories such as the Resource-Based Theory and Institutional Theory provide for an insightful yet realistic understanding of OPM as an integrative tool for organizations to improve their efficiency and effectiveness.

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.

Managing Projects in Africa Essentials from the Project Management Journal John Wiley & Sons

Insight from Traditional and Transformative Research

ECRM 2012

Reshaping the Future Through Sustainable Business Development and Entrepreneurship

Cambridge Handbook of Organizational Project Management

Building Organizational Memories: Will You Know What You Knew?

Project Management for the Creation of Organisational Value

**This special issue of the Project Management Journal presents a collection of six articles on managing projects in Africa. Providing a window into the important project activity taking place there, these articles extend both the empirical and theoretical understanding of the African project context and contribute to improving practice. Each article makes a unique contribution to either our understanding of the African project context or project management in general, and sometimes to both. After an introduction to the African project context at the start of the 21st century, the articles explore: • three different countries as well as multinational projects; • for-profit, public sector, and development aid projects; • infrastructure and information and communication technology; • project governance as well as project management; and • partnering challenges.**

**With each of its chapters devoted to exploring a specific topic, Strategic Oriented Implementation of Projects begins by focusing on internal projects within an organization. Using real-world examples from multiple industries, Dr. Görög effortlessly provides both theory and practical tools for thinking and working strategically throughout the project**

**process, including mastering scope challenges and evaluating project success. In recent years, organizational project management (OPM) has emerged as a field focused on how project, program and portfolio management practices strategically help firms realize organizational goals. There is a compelling need to address the totality of project-related work at the organizational level, providing a view of organizations as a network of projects to be coordinated among themselves, integrated by the more permanent organization, and to move away from a focus on individual projects. This comprehensive volume provides views from a wide range of international scholars researching OPM at a cross-disciplinary level. It covers concepts, theories and practices from disciplines allied to management, such as strategic management, organization sciences and behavioural science. It will be a valuable read for scholars and practitioners alike, who are looking to enrich their understanding of OPM and further investigate this new phenomenon. Organizations of all types are consistently working on new initiatives, product lines, or implementation of new workflows as a way to remain competitive in the modern business environment. No matter the type of project at hand, employing the best methods for effective execution and timely completion of the task at hand is essential to project success. Project Management: Concepts, Methodologies, Tools, and Applications presents the latest research and practical solutions for managing every stage of the project lifecycle. Emphasizing emerging concepts, real-world examples, and authoritative research on managing project workflows and measuring project success in both private and public**

**sectors, this multi-volume reference work is a critical addition to academic, government, and corporate libraries. It is designed for use by project coordinators and managers, business executives, researchers, and graduate-level students interested in putting research-based solutions into practice for effective project management.**

**Project Planning and Project Success**

**Project Risk and Opportunity Management**

**Project Management for the Built Environment**

**Project Management Methodologies, Governance and Success**

**Concepts, Methodologies, Tools, and Applications**

**Management Science, Logistics, and Operations Research**

Continuous improvements in project portfolio management have allowed for optimized strategic planning and business process improvement. This not only leads to more streamlined processes, methods, and technologies, but it increases the overall productivity of companies. Project Portfolio Management Strategies for Effective Organizational Operations is a key resource on the latest advances and research regarding strategic initiatives for portfolio and program management. Highlighting multidisciplinary studies on value creation, portfolio governance and communication, and integrated circular models, this publication is an ideal reference source for professionals, researchers, business managers,

consultants, and university students in economics, management, and engineering.

The aim objective of CME 2014 is to provide a platform for researchers, engineers, academicians as well as industrial professionals from all over the world to present their research results and development activities in Information Management, Innovation Management, Project Management and Engineering. This conference provides opportunities for the delegates to exchange new ideas and application experiences face to face, to establish business or research relations and to find global partners for future collaboration. Submitted conference papers will be reviewed by technical committees of the Conference. Civil and environmental engineers work together to develop, build, and maintain the man-made and natural environments that make up the infrastructures and ecosystems in which we live and thrive. Civil and Environmental Engineering: Concepts, Methodologies, Tools, and Applications is a comprehensive multi-volume publication showcasing the best research on topics pertaining to road design, building maintenance and construction, transportation, earthquake engineering, waste and pollution management, and water resources management and engineering. Through its broad and extensive coverage on a variety of crucial concepts in the field of civil engineering, and its subfield of

environmental engineering, this multi-volume work is an essential addition to the library collections of academic and government institutions and appropriately meets the research needs of engineers, environmental specialists, researchers, and graduate-level students.

Human Resource Management (HRM) in project-oriented organizations is a relatively unexplored topic though it is essential to the success of the organization and its competitive advantage. Project-oriented organizations operate differently from classic business organizations in that they adopt temporary organizations in the form of projects and programs, therefore the HRM approach they adopt should support this unique structure. Human Resource Management in the Project-Oriented Organization takes a look at the multiple facets of HRM and how HRM should be applied in project-oriented organizations. It is important for both human resource managers and project managers to adopt specific HRM practices and processes when working in project-oriented organizations due to the effect these procedures have on employee perception of the work environment and the employment relationship. Through four in-depth case studies over a spread of organizations, Human Resource Management in the Project Oriented-Organization investigates the distinctive characteristics of project-oriented organizations that lead to the need

for specific HRM practices and considers the implications for organizations, projects and individuals. Table of Contents I. Introduction II. People in The Project-Oriented Organization III. Literature Search IV. Research Methodology V. HRM Practices VI. HRM Roles VII. Employee Well-Being VIII. Conclusions and Recommendations

A Multi-Perspective Leadership Framework

Managing Projects in Africa

ECMLG 2017 13th European Conference on Management, Leadership and Governance

Essentials from the Project Management Journal

Workforce Development

**Effective risk and opportunity management is key to the successful delivery of any major engineering and construction project. This book looks at how all those involved can manage risk and capitalise on the opportunities that uncertainty present. The authors of this book highlight that uncertainties should be managed rather than avoided. This book will look at simple projects with a small team, to megaprojects where some hundreds of people are involved, and the consequences of delays or unforeseen costs. However, while the obvious risks**

can be planned for, the authors argue that it is often the opportunities in these situations that can have unexploited potential. This book is about opportunity management seen from the owner's perspective. It will be an invaluable resource for those studying Engineering both undergraduate and postgraduate and set out ways in which projects should be managed from planning to completion. This book is also a great tool for those working in project management and the construction industry. While there are many books that demonstrate effective construction management, this book is the first of its kind to emphasise that there is opportunity in uncertainty, and possibility in the unexpected. 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 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.  
The Practice and Theory of Project Management  
Proceedings of the 24th International Symposium on Advancement of  
Construction Management and Real Estate  
Management of Global Construction Projects  
Smart Pedagogy of Game-based Learning**