

1. Record Nr.	UNINA9910132174503321
Autore	Heaslip Richard J. <1955->
Titolo	Managing complex projects and programs : how to improve leadership of complex initiatives using a third-generation approach // Richard J. Heaslip
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2014 ©2014
ISBN	1-118-41741-0 1-118-91994-7 1-118-42076-4
Descrizione fisica	1 online resource (330 p.)
Classificazione	BUS101000
Disciplina	658.4/04
Soggetti	Project management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Managing Complex Projects and Programs: How to Improve Leadership of Complex Initiatives Using a Third-Generation Approach; Copyright; Contents; Preface; Acknowledgments; Part 1: Professional Project and Program Management-Yesterday and Today; Chapter 1: The Exhilaration and Exasperation of Project and Program Leadership; Leading Projects and Programs; Chapter 2: The Emergence of Project Management: First-Generation Programmatic; Project Management's Beginnings; Project Management Processes; A Growing and Challenging Profession; Organizational Responses Chapter 3: The Evolution of Project Management: Second-Generation ProgrammaticPhase-Gate Approaches; Circumstance-Specific Approaches; Current Perspectives and Needs; An Identity Crisis; A Time for Action; Chapter 4: Rethinking the Roles and Responsibilities of Project Management Professionals; The Exasperados; Programmaticists and the Management of Complexity; A New Credo; Understanding Project and Program Complexity; Operational Uncertainty and Complexity; Outcome Uncertainty and Complexity; Stakeholder Uncertainty and Complexity; Environmental Uncertainty and Complexity Organizational Uncertainty and ComplexityReactions to the Complexity Framework; Use of the Complexity Framework; Chapter 5: Stakeholder

Views about the Roles and Responsibilities of Programmaticists; Diversity of Views; Three Conceptions of a Programmaticist's Role; The Traditionalist Perspective; The Operationalist Perspective; The Inclusivist Perspective; Adoption and Value; The Need for Different Kinds of Programmaticists; Chapter 6: Modern Problems with Traditional Management Models; The Two-Party Fully Governed Project Oversight Model; Limitations of the Model  
Problems with Background Documents  
Problems with Operational Decision Making; Problems with Strategic Decision Making; Unsatisfied Needs for Expertise; A Search for Solutions; Chapter 7: Adaptations of the Traditional Two-Party Fully Governed Project Oversight Model; Stakeholder Stories; Organizational Growth; The Benefits of Growth; Responding to Growth-Related Challenges; Operational, Technical, and Strategic Review Committees; The Unintended Consequences of Review Committees; Impact on Decision Making and Programmatic Complexity; Portfolio Expansion  
The Benefits of Pursuing Larger Numbers of Projects  
Responding to Portfolio-Related Challenges; Mixed-Function Review and Governance Committees; Business Governance Committees; More Unintended Consequences; Increased Project Size, Uncertainty, and Complexity; The Benefits of Large and Uncertain Projects; Establishment of Within-Project Infrastructure; The Unintended Consequences of Within-Project Infrastructure; The Establishment of Specialty Review and Governance Committees; The Unintended Consequences of Specialty Review and Governance Committees; Challenges Ahead; Chapter 8: Moving Forward  
Other Approaches

---

## Sommario/riassunto

Manage projects and programs with an innovative new framework that rethinks complex endeavors. Despite being a major process in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and having its own standard document and certificate designation based on successful experience and passing of an exam, program and project management remains one of the most difficult concepts to master successfully in today's increasingly complex and ever-evolving global business environment. Managing Complex Projects and Programs: How to Improve Leadership of Complex Initiatives Using a Third-

---