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| Nota di contenuto | Cover -- Title Page -- Copyright Page -- Contents -- List of Illustrations -- Preface -- Authors CV -- Chapter 1 Introduction -- The Board, Governance and Projects -- A Diagnostic Toolbox for Project Executives -- Key Concepts -- Project Management Success vs. Project Success -- Strategy and Policy Execution -- Are We Talking About Strategy or Policy? -- Design Thinking for Project Governance -- References -- Chapter 2 How to Govern Projects: Six Questions -- Q1. What is the Desired Outcome? -- How to Know Whether Q1 has been Addressed Adequately -- Q2. How Much Change? -- Q3. Sponsor -- |

Rules of Thumb -- A Special Warning -- Q4. Success Measures -- Rules of Thumb -- Q5. The Right Project Culture -- Case Study - The Agency -- Q6. Monitoring -- Informal Governance -- References -- Chapter 3 Tools and Techniques -- Q1. Strategy - Diagnostic Toolkit -- Q2. Change - Tools and Techniques -- Stakeholder Analysis -- Business Process Mapping -- Results Chain or Logic Model -- Influencer Analysis -- Q4. Measurement - Tools and Techniques -- Q6. Monitoring - Tools and Techniques -- Formal Governance -- References -- Chapter 4 Further Insight -- When Do You Ask Each 6Q Governance™ Question? -- Initial Stage of a Project -- Initial-Early-Middle Stages of a Project -- Middle-Late Stages of a Project -- General Mechanisms Throughout the Project Lifecycle -- The Best Guidance Available -- Reference -- Chapter 5 The Future of Project Management and Governance -- Where Do We Go from Here? -- The History and the Future of Project Management -- Conclusion -- References -- Appendix A TechMedia1: How Projects Fail 'Successfully' -- Background -- Project Initiation -- Package Selection -- Board Reluctantly Convinced -- The Project - Stated and Unstated Objectives -- A False Start ... -- Stage 1 -- Stage 2 -- Outcomes. Appendix B SkyHigh Investments1: Top Management Support -- Background -- Project Initiation -- Establishing Project Governance Structure -- Requirements Analysis -- A Useful Delay -- Package Selection: Understand Workarounds and Trade-offs -- Obtain Funding -- Project Implementation: Monitoring and Managing Risks -- Outcomes -- Appendix C The Agency: Succeeding Against the Odds -- Background -- The Finance Department -- Project Failures Within Finance Branch -- Accrual Accounting and Other Drivers for Change -- The Right Advice and the Right People -- Initiating Project - Request Funding -- Winning Allies -- Overcoming Dissension in the Ranks -- A Cautious Phased Approach - Phase 1: Proof of Concept -- Phase 2 - Implementation -- Creating an Environment to Succeed Against the Odds -- Revising the Project Plan -- The User Experience -- The Outcomes -- Further Reading -- Index -- EULA.

Sommario/riassunto

"The main feature of this book will be to illustrate that there is a difference between project management success and project success. Although the traditional approach to project management has focused on considerations of time, budget and quality, this book will focus on project success understood in terms of the realisation of project benefits. Research has shown that projects very rarely succeed to realise benefits without top management support so this handbook emphasises and presents projects in the context of the needs of the top manager. It will deliver specific guidance for top managers and other stakeholders involved with projects across areas of construction, technology development, and business transformation, as well as those who find themselves in the role of the accidental project manager-- those appointed to projects but with little project experience, who need to learn how to manage projects in the shortest time possible. It is concise without oversimplifying issues and does not fall into the trap of a "one-size-fits-all" approach. It provides a number of carefully selected examples to show how concepts can be applied to different types of projects, including those in engineering and construction, information and telecommunication, and organisational change"--
