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Autore	Martinelli Russ J. <1959->
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Endnotes; Part III Program Practices, Metrics, and Tools; Chapter 7 Program Management Practices; Benefits Management; Stakeholder Management; Risk Management; Financial Management; Change Management; Program-Level Governance; Endnotes; Chapter 8 Program Metrics; Making Sense of Metrics; A Systems Approach to Metrics; Measuring Business Benefit; Choosing Metrics that Matter; Endnotes Chapter 9 Program Management ToolsThe Benefits map; Program-Level work Breakdown Structure; The Program map; Program Complexity Assessment; The P-I Matrix; The Program Strike Zone; Indicators and Dashboards; Using the Right tool for the Job; Endnotes; Part IV The Program Manager; Chapter 10 Program Manager Roles and Responsibilities; The Business Manager; The Master Integrator; Leading the Program team; Endnotes; Chapter 11 Program Manager Competencies; The Program Management Competency Model; Customer and Market Competencies; Business and Financial Competencies Process and Project Management CompetenciesLeadership Competencies; Aligning Skills to Organizational Need; Professional Development; Organizational Enablers; Endnotes; Part V Organizational Considerations; Chapter 12 Transitioning to Program Management; Understanding Change; Executing the Program Management Transition; Overcoming Challenges; Transitioning to a Program Management Office (PMO); The Continuous Improvement Journey; Endnotes; Chapter 13 The Program Management Office; Characterizing and Defining the PMO; PMO Options; Adding Value to the Enterprise; Key Responsibilities of the PMO The PMO Leader

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#### Sommario/riassunto

Superior program management begins with superior information and strategy Program Management for Improved Business Results, Second Edition is a practical guide to real-world program management, written to align with the rigorous PMI PgMP certification standards. The book explains the benchmarks and best practices that help shape a superior program manager, and provides case studies that illustrate the real-world application of management concepts. Written by a team composed of both industry professionals and academics, the book strikes a balance between theory and practice that

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