1. Record Nr. UNINA9911146598503321

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Titolo	Achieving successful and sustainable project delivery in Africa : how to implement effective and efficient project management practices and policies / / Dr. Okoro Chima Okereke
Pubbl/distr/stampa	New York : , : Productivity Press, , 2020
ISBN	1-00-300626-4 1-000-05613-9 1-003-00626-4 1-000-05609-0 9781003006268
Edizione	[1st ed.]
Descrizione fisica	1 online resource (xxii, 251 pages) : illustrations
Disciplina	363.60684
Soggetti	Project management - Africa
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Cover -- Half Title -- Title Page -- Copyright Page -- Table of Contents -- Preface -- Foreword -- Acknowledgements -- Chapter 1 Introduction -- Definition of Terms: Project Failure and Abandonment, Successful and Sustainable Project Delivery -- Main Objective of the Book -- References -- Section 1 Some Failed Projects and Project Deliverables -- Chapter 2 Examples of Failed Projects in Nigeria -- Failed Nigerian Steel Industry -- Initial Promising Start -- Causes of Failure -- Disagreement over Privatisation -- Reasons for the Privatisation -- Poor Return on Investment, Gross Inefficiency, and Source of Major Financial Drain on the Economy -- Zero Productivity with Regular Payments on Full Salaries -- Abandoned and Still to Be Reactivated Scientific Projects -- Why Was the Centre Not Completed? -- Going Forward: Road Map -- Observations and Comments -- Nigeria Is the Largest Importer of Petrol Because of Non-Functional Refineries [1] -- Comments -- Little or No Accountability and "White Elephant Projects" [2] -- Questionable and "White Elephant" Projects in Nigeria [2] and Other African Countries -- Causes of Failure -- Failure to Plan for Sustainability of Projects and Project Deliverables --

Developing the Phases -- Gate or Phase 1: Classification, Evaluation and Selection -- Necessity for Evaluation and Selection -- Gate or Phase 2: Management and Monitoring -- Gate or Phase 3: Business Plan and Budgeting -- Gate or Phase 4: Project Implementation -- Monitoring and Control -- Flexibility, Continuity and Key Performance Index -- Other Applications of KPIs in PPM -- Using BSC to Implement Corporate Strategy Using PPM -- PPM Governance -- Tips for Achieving Good Governance -- Design of PPM Governance System -- Other Features of PPM Governance System.
PPM Governance and Portfolio Management -- Governance Implications within the PMO -- Governance at the Programme and Project Level -- Management of Corporate Benefits in PPM Implementation, Challenges and Maintenance of PPM Implementation: Suggested Checklist of Key Components Required for Successful Project Portfolio Management -- A Suggested Checklist of Key Components Required for Successful Project Portfolio Management -- Questions -- References -- Chapter 14 Programme Management -- Programme Goals and Objectives -- Programme Roadmap -- Managing Successful Programmes -- A Specific Work Success Story -- Questions -- References -- Chapter 15 Project Management Life Cycle -- The Process Groups -- Initiating Process Group -- Activities of the Initiating Process Group -- Develop Project Charter -- Develop Preliminary Project Scope Statement -- Planning Process Group -- Develop Project Management Plan -- Scope Planning -- Scope Definition -- Create Work Breakdown Structure -- Activity Definition -- Activity Sequencing -- Activity Resource Estimating -- Activity Duration Estimating -- Schedule Development -- Cost Estimating -- Cost Budgeting -- Quality Planning -- Human Resources Planning -- Communication Planning -- Risk Planning -- Plan Purchases and Acquisitions -- Plan Contracting -- Project Execution Process Group -- Monitoring and Controlling Process Group -- Integrated Change Control Process -- Close Project Process -- Administrative Closure -- Contract Closure -- Questions -- Chapter 16 Transitioning from Project to Operations and Maintenance -- Questions -- Reference -- Section 5 Summary of Suggestions for the Achievement of Success and Sustainability in Project Delivery -- Chapter 17 Contributions of the Book for the Achievement of Success and Sustainability in Project Delivery -- Tabular Guideline for the Use of the Recommended Framework.
Appendix 1: National Project Management Office (NPMO) -- Appendix 2: Definitions and Explanations for Frequently Used Project Management Words for Busy Executives and Managers in Developing Countries -- Appendix 3: KPI-BSC Link -- Appendix 4: Enterprise Project Management Office (EPMO) -- Appendix 5: Tips for PPM Success -- Appendix 6: Programme Benefits Management -- Appendix 7: Key Performance Index (KPI) -- Appendix 8: Balanced Scorecard (BSC) -- Appendix 9: Enterprise Risk Management -- Index.

Sommario/riassunto

African nations have an underdeveloped industrial and economic base such as their water supply, electrical systems, roads, railways, etc. Massive funding is required to build each of these basic services to the levels of developed nations - funding they don't have. Many African countries rely on assistance from the government and global companies looking to invest or facilitate projects in the region. And for a variety of reasons, many of these projects fail or are inadequate to fulfil the needs of the nation. In order to facilitate their own economic development, African nations need to cultivate efficient project management practices and policies that will help them achieve their goal of sustainability. This book by a multidisciplinary project management consultant, contributes to the body of knowledge that

each African country can attain and sustain economic development by suggesting how to eliminate and correct most causes of failures of projects in construction, water treatment, electricity and renewable energy. It suggests that they should also be able to obtain the sustainable harvesting of the benefits of project deliverables which have been planned for in order to implement the various aspects of their economic development. The suggestions in this book will make a difference in project delivery and are comprehensive enough to create a root-and-branch change which will affect the people involved in making decision on projects and their delivery. Thus, project management teams and their managers, organization decision makers, companies looking to invest in the region, and politicians who plan the economy have to understand the causes of unhelpful practices and what needs to be done in order to produce productive and effective delivery of long-term sustainable project. The principal goal of this book is to advise public and private companies, and international organizations conducting projects in Africa on how to prepare themselves, their businesses and enterprises to solve the problems that cause failure of projects and abandonment of project deliverables. The book also recommends the necessity for a commercial enterprise or government entity to prepare and develop its vision, mission, and strategic objects to constitute the basis of a business plan which should be implemented for successful operations. After first identifying various failed and abandoned projects in Nigeria, Ghana and South Africa, the author provides an analysis of why these projects failed or were abandoned. By using methodologies of Organizational Project Management (OPM), Project Portfolio Management (PPM) and project management techniques, he suggests a framework for project delivery which could be used as a foundational structure and platform that will address the problem and provide solutions for the achievement of successful and sustainable project delivery in Africa.

2. Record Nr. UNINA9911140131503321

Autore	Murray-Webster Ruth
Titolo	Managing group risk attitude / / Ruth Murray-Webster and David Hillson
Pubbl/distr/stampa	Aldershot, England ; ; Burlington, VT, : Gower, c2008
ISBN	1-315-59357-2 1-317-10162-6 1-317-10161-8 1-281-33209-7 9786611332099 0-7546-8135-1 9781315593579
Edizione	[1st ed.]
Descrizione fisica	1 online resource (191 p.)
Altri autori (Persone)	HillsonDavid <1955->
Disciplina	658.15 658.15/5 658.155
Soggetti	Risk management 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 (p. [157]-163) and index.
Nota di contenuto	Cover; Contents; List of Figures; List of Tables; Acknowledgements; Foreword; Preface; Part I: Understanding and Managing Risk Attitude: The State of Current Knowledge; Chapter 1 Understanding risk attitude; Chapter 2 What is a good decision?; Chapter 3 Managing risk attitude; Part II: Group Risk Attitude in Action: From Theory to Practice; Chapter 4 Drivers of group risk attitude; Chapter 5 Exploring influences on group risk attitude; Chapter 6 Implications for managing group risk attitude; Part III: Effective Group Decision-Making Through Managed Risk Attitude Chapter 7 Practical steps for managing group risk attitudeChapter 8 The journey continues: Charting the way ahead; Appendix A: Applying the Four A's: Case study debrief; Appendix B: Managing group risk attitude research questionnaire; Appendix C: Phase 1 research decision data; Appendix D: The web-based survey; Appendix E: Emotional

Sommario/riassunto

David Hillson and Ruth Murray-Webster bring together leading-edge thinking on risk attitudes and emotional literacy to create a unique resource for those wishing to move beyond mere implementation of a risk process and towards a people-centred approach for risk management.Provides clear and usable guidance for readers on how to manage risk attitude in their working groups.