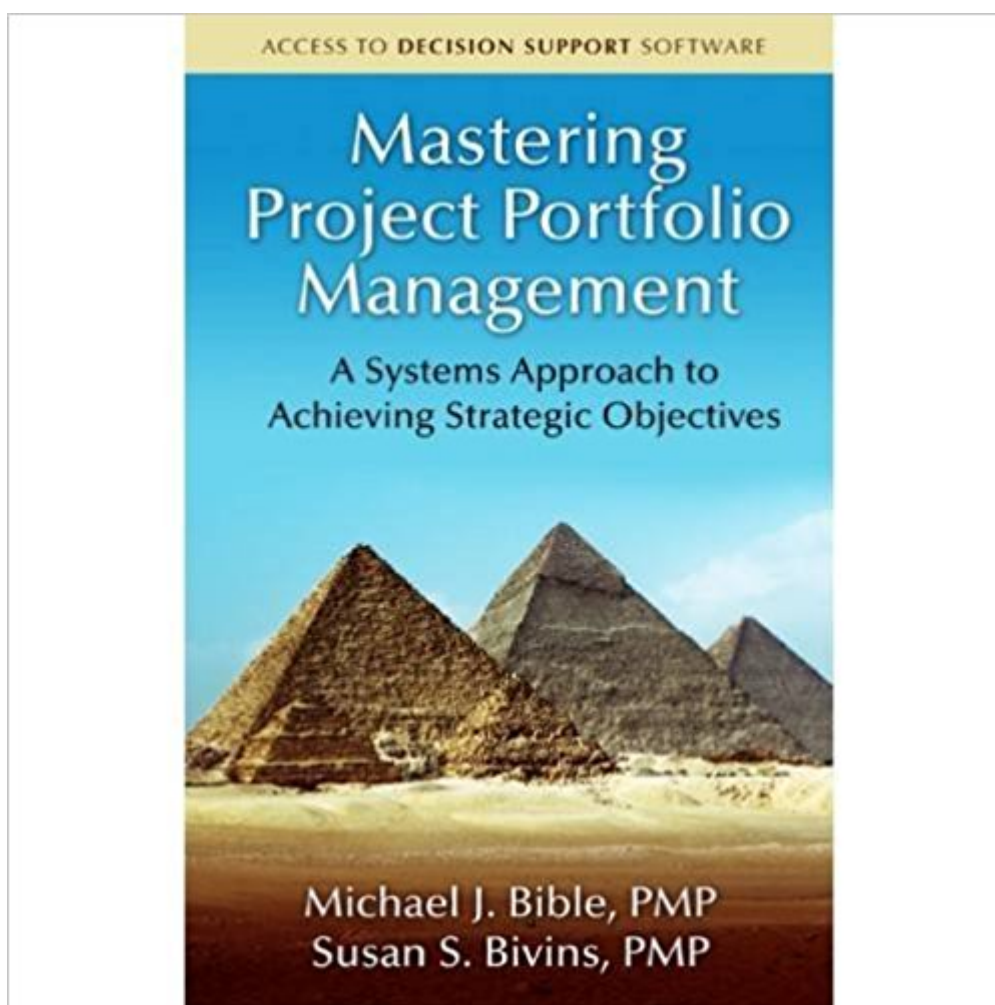


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# Mastering Project Portfolio Management: A Systems Approach To Achieving Strategic Objectives



## Synopsis

This unique book provides a holistic view of project portfolio management (PPM) that includes people, processes, tools, and techniques that work synergistically to produce portfolio decisions with the best chance of achieving organizational goals. It illustrates the entire PPM process from strategic planning through portfolio evaluation and adjustment including prioritizing objectives, identifying and evaluating candidate projects, selecting optimal portfolios, measuring performance, and governance. Key Features: --Simulates real-world portfolio management through sample scenarios demonstrating advanced decision-making techniques with reader access to decision support software and step-by-step guidance through the entire PPM process --Shows how to effectively plan, implement, and manage a project portfolio process without great expense in a relatively short period of time --Demonstrates the process of prioritizing organizational objectives identified during strategic planning, a crucial step that is often missing --Describes how to identify and screen large numbers of potential projects, evaluate the candidates against the objectives they support, consider alternate scenarios, and select the optimal project portfolio subject to constraints --Addresses portfolio implementation and the evaluation and synthesis of project and portfolio performance --WAV offers helpful downloadable documents, optimized evaluation models built using accompanying software, new concepts for evaluating strategic project and portfolio performance, and instructor course materials available from the Web Added Value Download Resource Center at [jrosspub.com](http://jrosspub.com)

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## Customer Reviews

Using their real-world experience, Bible and Bivins address many challenges not found in most PPM books, and offer scientifically based research to support their solutions. This is a book worth owning.

--Anthony Whitfield, Project Portfolio Manager, CMS Energy  
This book covers both the what and the how of selecting and managing project portfolios to best achieve strategic objectives.

--Jim Carras, Executive Director, Enterprise Management Association -- International  
The process and tools presented in Mastering Project Portfolio Management can be used to make better organizational

decisions, reduce the influence of politics, and allow portfolios to be aligned to what is most important to the company and its customers.

--George Tome, MSPM, SCPM, PMP, Manager, Global Technology Innovation Network: Program/Project Management, Large Global Heavy Equipment Manufacturer

Michael J. Bible has 25 years of professional and leadership experience supporting the U.S. Department of Defense (DoD). He is a project and program management professional with a successful history applying project management best practices to the technical field of test and evaluation for portfolios of complex defense acquisition programs and projects. Mike was a co-owner of an engineering services firm and applied strategic planning to establish organizational direction while utilizing project portfolio management to successfully grow the company in alignment with business initiatives. Mike is a retired Marine Corps officer who obtained his Master of Science in Project Management from George Washington University. He is currently a Program Manager for URS Corporation. Susan S. Bivins has more than 25 years of management and leadership experience dedicated to delivering successful information technology, organizational change management and professional consulting services projects for major global corporations. She specializes in project and portfolio management; international, multi-cultural and multi-company initiatives; and business strategy integration in the private and public sectors. During her career with IBM, Sue managed multiple organizations and complex projects, including operations and support for the Olympics and a strategic transformational change program. Since retiring from IBM, she has led multi-company joint initiatives with Hitachi, Microsoft and Sun Microsystems, and served as Director of Project Management at Habitat for Humanity International. Sue earned her Master of Science in Project Management from George Washington University. As a member of the Project Management Institute, she served on the PMI Standard for Portfolio Management team.

The book promises that software referenced in it would be made available, I followed the registration and even received an acknowledgement someone would contact me with the details to obtain the software but the link and passcode were never delivered. Pretty much renders much of the book useless. So I would not recommend anyone purchase this book.

This is a fantastic book. One of the most well-written college textbooks I've ever owned. My only beef is it would be nice if there were some colors added to the pages illustrating the Expert Choice Comparison software screens. Also, when you highlight the pages they aren't so thin that a yellow highlighter would bleed through (unless you're holding the highlighter there for a period of time, of course).

As the title implies, this book is focused on helping organizations master project portfolio management, a critical management discipline. This book is best suited for mature organizations wanting to perform advanced portfolio management. It is also great for MBA or Executive MBA students wanting to learn how to develop an organizational data-driven decision making process. "Mastering Project Portfolio Management" is perhaps the strongest book on the market related to the decision-making science of PPM; the authors state in chapter 1 that "the essence of PPM is reasoned decision making". The authors arranged for readers to access Expert Choice, a leading decision making software tool, and include significant material on how to utilize the software to make better portfolio management decisions. In addition, each chapter of the book is based on a portfolio management framework they developed, which helps provide structure for the material. Chapter 1 provides a great overview of PPM. In one example, the authors compare portfolio management with a ship captain ordering course corrections to the helmsman. "As strategic plans change, the portfolio must change, requiring the portfolio process to be adaptable, flexible, and responsive to rapidly adjust its limited resources in an ever changing global market place." Chapter 2 covers four key steps for establishing the strategic foundation for solid portfolio management (defining the mission, developing the vision, establishing goals, determining objectives). In my mind, chapters 3 and 4 are the real heart of the book as it goes into detail on the importance of ratio scale measurements and using the Analytical Hierarchy Process (AHP) to prioritize objectives and projects. "The ability to structure decisions, measure options, and synthesize the measurements to derive priorities is critical to implementing an effective PPM process and in selecting optimal portfolios." This book provides the clearest explanation on why

ratio scale measurements should be used and how AHP enhances portfolio decision making. Chapters 5-9 continue to develop the PPM framework for identifying, evaluating, and selecting a project portfolio. Chapters 10 focuses on portfolio governance and chapter 11 covers the implementation and evaluation phases by discussing how to utilize earned value management (EVM) to evaluate performance.

The book offers a practical approach to Project Portfolio Management (PPM). What makes it different from other PPM books I came across is the way the material is presented. Rather than offering a copious amount of dry theoretical information, each chapter is essentially divided into two parts. Whereas the first part presents the theory, the second part applies the new knowledge using a theoretical PPM scenario which is further developed as one progresses through the book's chapters. It is this application of knowledge that I found made the book so accessible. Included with the book is free eight-month access to popular decision support software from Expert Choice, which is used throughout the book to demonstrate the presented PPM approaches. While similar software packages could be used as well, the numerous examples which demonstrate the application of theoretical knowledge using Expert Choice make its use alongside this book highly desirable. Frankly, this is the first book I have found that offers so many step-by-step examples that it could serve as a "how to" guide to PPM. Although no general prescriptive approach to PPM can account for all the complexities and unique aspects of every organization, this book offers a roadmap to successfully navigate the complexities of PPM. In this regard I believe the authors were quite successful. I intend to use this book as one of my PPM references over the next number of years.

Having used Expert Choice for Project Portfolio Management for years, I was anxious to read this book. The amount of effort that went into making each chapter clear and useful for the reader must have been huge. The application of the authors' experience is most evident. Bivin's and Bible's ability to articulate concepts and demonstrate solutions renders this book a necessary reference source. In their own words, the authors accurately sum up the relevance of this book: "how projects are selected matters

This book is a "must read" comprehensive Portfolio Management guide on "how to" execute PPM processes. Whether your role is in Strategic Planning, Portfolio Management or Project Management this book has something for you. The value of implementing the processes outlined in this book are proven. There is something here for all project governance offices at all levels of

maturity. The ability to utilize the Analytical Hierarchy process through the Comparison Suite is an added bonus. Kudos to Bible and Bivins for providing a hands on "end to end" approach to project portfolio management.

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