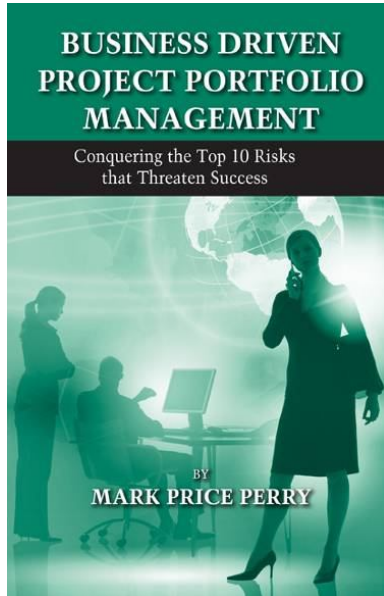

PM WORLD BOOK REVIEW



Book Title: ***Business Driven Project Portfolio Management – Conquering the Top 10 Risks that Threaten Success***

Author: **Mark Price Perry**

Publisher: **J. Ross Publishing**

List Price: \$64.95 USD

Format: Hardcover, 6x9, 300 pages

Publication Date: March 2011

ISBN: 978-1604270532

Reviewer: ***Brenda A. Vandegrift, PMP***

Review Date: March 2012

Introduction to the Book

Business Driven Project Portfolio Management – Conquering the Top 10 Risks that Threaten PPM Success presents the top 10 risks that jeopardize the successful execution of project portfolio management (PPM). The term PPM is introduced as the methodology used to analyze and collectively manage groups of projects. The fundamental objective of PPM is recognized as the identification of the best-fit projects for an organization to undertake in support of its goals, objectives, and strategies. As such, it is not surprising that the first PPM risk presented in Business Driven Portfolio Management is shared vision, mission, goals, and objectives.

For the 10 risks presented in Business Driven Project Portfolio Management, origins of the risk are discussed as well as avoidance techniques and corrective action strategies. The book provides tools such as processes, models, and surveys as well as “lessons-learned” case studies to assist in the successful implementation of organizational PPM.

Overview of Book’s Structure

Business Driven Project Portfolio Management presents each of the top 10 risks as a chapter. As the book progresses through the chapters, starting with organizational shared vision, mission, goals, and objectives through sustaining value, the presentation

of the risks follows a logical succession reminiscent of a traditional product life-cycle sequence.

Each chapter provides background information as the details of the risk are presented and discussed. Tools such as processes, models, and surveys are included in support of successful PPM. For example, PPM Risk #4: “Big Bang vs. Incremental Adoption” tackles the hurdles of change management associated with the implementation of PPM. Gap analysis and proof of concept are provided as tools or ‘considerations’ available when determining the best PPM roll out strategy for an organization.

In addition, each chapter includes real-life examples relevant to the risk(s) presented in the chapter. The case examples directly relate the chapter’s content to the successful implementation of PPM or management and the continual improvement of an ongoing PPM. In chapter four, *Showcase #4: PowerSteering Software: PPM Rules of the Road – How a Flexible, Incremental Approach Accelerates PMO Results* describes issues encountered by PowerSteering Software when implementing the company’s big bang PPM implementation. Lessons learned are provided by four additional companies (Ingersoll Rand, Boots, GE Commercial Finance, and Textron) on the four principles of successful PPM that are beneficial to organizations like PowerSteering Software in order to avoid the risks associated with PPM roll-out strategies.

Highlights: What I liked

Business Driven Project Portfolio Management is a valuable resource for PMO/PPM professionals regardless of an organization’s type or stage of PPM implementation. The organization of the book enables readers to quickly focus on specific topics relevant to their organization or read the book in its entirety for overall PPM implementation/maintenance guidance. The tools, case examples, and Web Added Value™ (WAV) Download Resource Center provided by the publisher at jrosspub.com all aid the reader in reinforcing the information provided.

Shortfalls: What was Missing

While the relationship between a PMO and PPM is mentioned, further discussion on the evolution of PMOs and PPM could be beneficial in understanding the risks of PPM. The distinction between the roles and benefits of each would provide additional foundation for the emergent PPM infrastructure. Likewise, some additional discussion of the future evolution of PPM might also help in identifying and mitigating risks associated with successful PPM implementation.

Who might benefit from the Book (1 short paragraph)

Business Driven Project Portfolio Management provides a valuable resource to a variety of organizational roles, whether directly or indirectly, involved in the activities leading to

the implementation or ongoing support of PPM. For start-up, as well as existing PPM efforts, Business Driven Project Portfolio Management provides the foundation for overall success during PPM implementation and the continued management and sustainment of that success. In addition, PPM responsible roles can easily identify and focus attention on topics presented in the book that address specific high-risk areas in their organization.

Conclusion

Business Driven Project Portfolio Management – Conquering the Top 10 Risks that Threaten PPM Success introduces the top 10 risks that jeopardize the successful execution of project portfolio management (PPM). Each of the 10 risks is presented in a separate chapter; each of the chapters provides background information as the details of the risk are presented and discussed. Tools such as processes, models, and surveys are included in each chapter, as well as case examples, that directly relate to the risk presented. These assist readers with avoidance or mitigation strategies that support successful PPM implementation.

Business Driven Project Portfolio Management provides a valuable resource to organizational roles, either directly or indirectly, involved in the activities leading to the implementation or ongoing support of PPM. In addition, Business Driven Project Portfolio Management is a valuable resource for PMO/PPM professionals regardless of the portfolio of the organization involved or the stage of PPM implementation.

Business Driven Project Portfolio Management – Conquering the Top 10 Risks that Threaten Success; by Mark Price Perry; published by J. Ross Publishing; March 2011; Hardcover, 300 pages; ISBN: 978-1604270532; List Price: \$64.95 USD. More at <http://www.jrosspub.com/Engine/Shopping/catalog.asp?store=12&category=189&item=14233&itempage=1>

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About the Reviewer



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Brenda A. Vandegrift has over twenty (20) years of experience specializing in Program Management and organizational Change Management. She has led PMO start-up initiatives to successful implementation for Fortune 500 companies, including Ericsson, FedEx, and SAIC. She is currently a PhD candidate in the Project Management Program, A. James Clark School of Engineering, University of Maryland, College Park, Maryland, USA. Ms. Vandegrift is also certified by the Project Management Institute (PMI) as a Project Management Professional (PMP). Ms. Vandegrift is a Project Manager for SAIC, currently leading an enterprise PMO team. She can be contacted at Brenda.A.VandegriftA@SAIC.com.