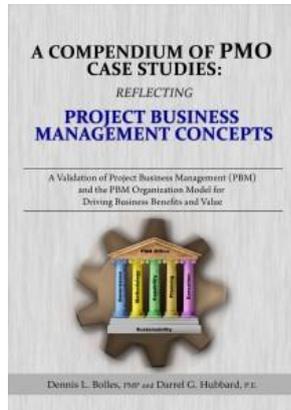


## PM WORLD BOOK REVIEW



Book Title: ***A compendium of PMO case studies – reflecting project business concepts***

Authors: **Dennis Bolles and Darrel Hubbard**

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Publication Date: 2012 List Price: US \$29.20

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### Executive Summary

This book has chronicled numerous case studies of PMOs from diverse sectors. It is based on the concept of Project Business Management which has been propounded earlier by the authors. Case - studies have been analyzed and responses from the survey participants have been documented. The findings could be used by consultants or practitioners to enhance project management maturity in organizations.

### Project Business Management

This book is an addendum to the books already published by the authors on 'Building Project Management Centers of Excellence' and 'Power of Enterprise Wide Project Management' where they introduced the concept of Project Business Management. Through explicit case studies it can help in providing practitioners with sufficient examples in various situations to enable them to use them while standardizing and improving project and program management practice in organizations.

The earlier project management center of excellence model with components of Authorization, Standards, Education and Readiness it has evolved into an Enterprise wide PMO of Excellence model with components of Governance, Standardization, Capability and Execution. This has further grown to the Project Business Management Organization Model with components of Governance, Methodology, Capability, Planning and Execution.

### The value from this book

The most interesting and useful part of this book is the research result presented in Chapter 6 Section III. Apart from classifying data in terms of demographic data, industries, products and services, PMO, etc., an analysis has been done in terms of

contextual responses. This latter approach could be quite useful to practitioners and consultants who are implementing or improving PMOs in organizations. The analysis include views from the business angle i.e. vision, mission and goals, PMO Innovation and Best Practices, Impact on organizations and value added to them. Comments have also been made relating to governance, methodology, Capability, planning execution, PBM Office (PMO) and sustainability.

Some of the comments from persons who answered the surveys which I found worthwhile as findings - particularly from the contextual response are

- The vision for the PMO is to carry out those projects that really deliver value to the organization and position it with a business or operational advantage. A vision for the PMO is the “the right projects, done right”.
- The enterprise states it now has company-wide awareness, consistency and standardization by delivering actionable support information to the PMO oversight committee and the enterprise team.
- The PMO defines the path to developing project management maturity and competency within the organization.
- The PMO fosters better working relationships by having PMO personnel situated side by side with operations staff to help develop business cases for projects, to provide advice on estimation techniques, and assess lessons learned at the end of the project.
- The PMO utilizes the governance structure to obtain approval of the charter and to establish the initial baseline for the project.
- The PMO continue to refine and mature its portfolio program and project management methodologies and will be able to hold itself accountable to increasing level of performance.
- The PMO achieves organizational capability thorough project management training focused on the ten best practices from the methodology that will have most impact on project delivery.
- Projects are usually prioritized by strategic target first and then by using variables such as cost and risks (including complexity and capacities). Not only business projects are included, but operational projects are also considered.
- The PMO conducts the following three key support functions - downward - providing support to project managers ,horizontal - reporting about progress health and status to internal and external organizations : and vertical - facilitating the governance structure .

## **Case Studies**

Eleven case studies have been documented in detail. These are from Health care, Finance, Banking and Insurance, Manufacturing and Information Technology domains.

Each case study includes Enterprise and PMO Office information, and overview of PMO structure and its business impact, innovation and best practices. As termed by the authors, PMO Model components comprising of Governance, Methodology/Standardization, Capabilities, Business Planning and Execution and

Sustainability have been surveyed. During the surveys detailed questions have been put relating to achievement of objectives through project, program or portfolio management processes, systems, tools, deployment of standards, metrics, project selection, etc. among others.

A deficiency with the book is that the detailed case studies are from only a few domains, considering that the survey included other sectors as well. A wider list would be more welcome and one would have found more value if examples had been provided also from construction, engineering, product development and government.

### **Conclusion**

Except for some of the minor deficiencies, the book has presented case studies which are well analyzed and commented. These can assist professionals substantially in implementing or improving PMOs and will be a definite value-add on their book shelves.

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For more about this book, [click here](#).

## About the Reviewer



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**Raju Rao, PMP, SCPM, OPM3 Cert Professional** is Founder and Principal consultant - Xtraplus Solutions, a PM consulting and training company based in Chennai, India. Mr Rao has a B.Tech degree in Chemical Engineering from the University of Madras, India; an Advanced PM certificate from Stanford University; and a certificate from IIM Calcutta. He has about 40 years' experience in engineering, process and project management and has been an active member of PMI for several years. He held leadership positions in both the 1<sup>st</sup> and 2<sup>nd</sup> edition projects of OPM3 and has been involved in development of several PMI standards and awards. Mr Rao has been a visiting and adjunct faculty for engineering and business schools in India. He has presented numerous papers in global congresses and is the coauthor of two books - *Project Management Circa 2025* published by PMI and *Organizational Project Management* published by Management Concepts, USA. Raju has been a President of South India section of AACE International and is the founder of the Indian Project Management Forum. Raju Rao lives in Chennai, India and can be contacted at [rao.raju@gmail.com](mailto:rao.raju@gmail.com)