

## PM WORLD BOOK REVIEW



Book Title: ***A Compendium of PMO Case Studies: Reflecting Project Business Management Concepts***  
Author: **Dennis L. Bolles, PMP and Darrel G. Hubbard, P.E.**  
Publisher: **PBMconcepts**  
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Reviewer: **Johnny Gan**      Review Date: October, 2014

### Introduction to the Book

A Compendium of PMO Case Studies: Reflecting Project Business Management Concept, like its name, it's a collection of information on PMO case studies, which introduces Project Business Management (PBM) concept on the new generation of the PMO. Based on actual PMO experiences, each case study in this book illustrates the best practices, governance structures, and results of organizations that have successfully implemented formal PMOs.

This is not Dennis L, Bolles and Darrel G. Hubbard's first collaboration. In 2007, they worked together and completed the book, named The Power of Enterprise-Wide Project Management. Dennis L, Bolles is the President of DLB Associates, LLC and has more than 40 years of experience in multiple industries providing business and project management professional services. Darrel G. Hubbard is President of D.G. Hubbard Enterprises, LLC providing executive consulting and assessment services over 45 years. As they mentioned in the book preface, this book combined their 85 years of practical experience to provide a business oriented view and a business construct of the key functions of a new PMO.

Enterprises are now addressing the growing pressures from widespread competition and the global economy, to deal with these global business challenges, the organizations have to establish enterprise-wide offices to prioritize their resources, projects, and programs to more efficiently achieve business results and value, and improve the alignment of project execution with corporate strategy.

Another driving force influencing organization to establish enterprise-wide offices is they have to focus on their own advantages to keeping the leading position in the market.

The trend to develop enterprise-wide PMOs will continue to increase; many will apply the Project Business Management Concepts in this book.

## Overview of Book's Structure

This book is structured into four major sections as follows:

**Section I** establishes the context in which the PMO case studies were developed. Project Business Management Organization Model is introduced here:



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**Section II** provides a discussion of a research methodology and the associated research instrument.

**Section III** delivers the research results and conclusions based upon the submitted case studies.

**Section IV** includes the full-text of the formal PMO research case studies provided and written by those enterprises that have exhibited excellence and innovation in developing and maturing an organizational structure, which supports the effective management of projects, programs, and/or portfolios.

The case studies provide the reader with actual information about PMOs and value in achieving business results. Key topics are covered in the PBMO model that includes:

- Background; including scope, vision and mission, and position within the organizational structure

- Innovations and best practices
- Governance
- Standardization
- Capabilities
- Business Execution
- Sustainability
- Future Plans

And selected PMOs are from a variety of enterprises and in different industries, which makes the case studies more compelling.

### **Highlights: What's New in this Book?**

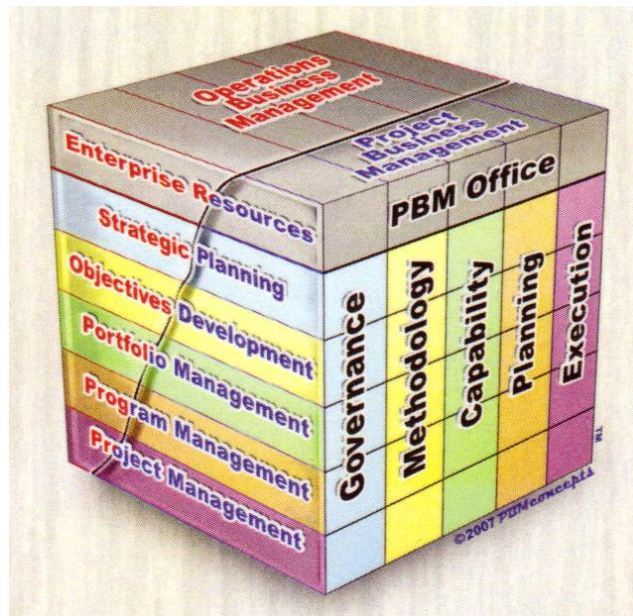
The Project Business Management (PBM) in this book means “The utilization of integrated general business management and portfolio, program and project management knowledge, skills, tools, and techniques in applying portfolio, program, and project processes. The purpose is to meet or exceed stakeholder needs, and to derive benefits from, and capture value through, any project-related actions and activities used to accomplish the enterprise’s business objectives and related strategies.”

The Project Business Management Organization means “A business unit positioned at the executive level of the enterprise, operating as an independent functional organization and recognized by every level of the organization as having the autonomy, roles, responsibilities, and authority to implement and apply, on an enterprise-wide basis, those Project Business Management best practices developed specifically for the enterprise.”

So we can see in Bolles’ and Hubbard’s book, PBMO is not simply like Project Management Office (PMO) in PMI standard; PMO in PMI standard was described as administrative support function unit. The PBMO in this book is an executive level, enterprise-wide unit, which is created to implement the Project Business Management methodology to direct diverse and resource intensive, portfolios, programs, and project across the enterprise. WHY?

Many programs and projects fail because of poor coordination, limited resources, faulty assumptions, not being the right project at the right time, or mid-management infighting. These issues must be generally resolved at the executive level, where strategies are set, business objectives are defined, and where direction, priorities, and resources are determined, and the final decisions are made.

## Highlights: What I liked!



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The PBM construct has evolved and matured over the past decade. In this book it describes the newest model, Project Business Management Model. Above figure is showing its visual representation, which was created by the authors.

The top of the cube represents the Operations Business Management and the Project Business Management segments of the cube and indicates the two main business functions within an enterprise. This is also illustrates the mutual need to distribute effectively the enterprises resources.

The left face of the cube shows both management functions being involved with distributing the enterprise's resources and employing the five common management constructs associated with the continuum from identifying a strategic initiative through determining what project may be required, to completing that project by meeting the stated business objectives of the enterprise.

The right face of the cube adds the third dimension, which is the previously defined PMO Organization Model that employs the five common business elements (governance, methodology, capability, planning, and execution).

## Who might benefit from the Book?

Bolles and Hubbard wrote this book for executives and senior managers, as well as portfolio, program, and project managers, who recognize portfolio, program, and project management as business functions. It is for those who want to establish, within their enterprise or organization, a Project Business Management Organization at an executive organizational level.



This book is a benchmark reference for management in forward-thinking companies who are establishing a project Business Management Organization as an integrative business function.

In case studies, the authors applied research instrument, which include an extensive questionnaire. The questionnaire covered the seven common business elements within the PBM House of Excellence model and six management process and interfaces in PBM model, all these practical material can help executives and senior managers transforming their companies.

## **Conclusion**

The business pressures during the recent period of global expansion and the following recession resulted in a growing number of organizations performing enterprise-wide projects.

The project management profession has created sophisticated models, multiple methodologies, defined processes, a plethora of hardware and software tools, and technical disciplines. However, each project still competes for limited resources resulting in all too many projects and programs falling short in delivering their anticipated benefits and value to the enterprise.

To find the key to your business success, and continuously evolving PMO, you need to read this timely, insightful and thought-provoking book!

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For more about this book, go to: <http://www.pbmconcepts.com/books/a-compendium-of-pmo-case-studies-refecting-project-business-management-concepts>.

*Editor's note: This book review was the result of cooperation between the publisher, PM World Journal and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



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Johnny Gan had many years of software R&D experience at [HRsmart.com](http://www.hrsmart.com) (<http://www.hrsmart.com/>), and was working as consultant at Yoh (<http://www.yoh.com/>) Company, which helped industry leading companies get superior value from their investments. Mr. Gan received his MS degree from Southern Methodist University in Dallas, Texas, USA, and is also certified by the Project Management Institute as a Project Management Professional (PMP®). He has been an active member of PMI for several years. Johnny can be contacted at [qianggan@gmail.com](mailto:qianggan@gmail.com) .