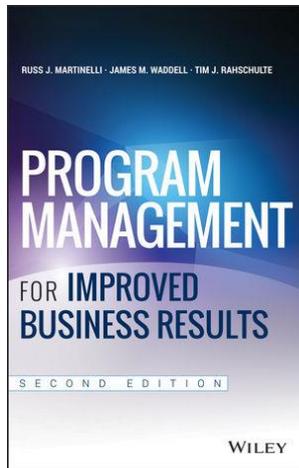


PM WORLD BOOK REVIEW



Book Title: ***Program Management for Improved Business Results, 2nd Edition***

Author: ***Russell J. Martinelli, James M. Wadell, Tim J. Rahschulte***

Publisher: John Wiley & Sons

List Price: \$65.00 Format: Hard Cover, 408 pages

Publication Date: July 2014 ISBN: 978-1-118-62792-1

Reviewer: Ash Jantrania, PMP, CSM, Six Sigma Green Belt

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Introduction

The key theme of the book is to understand the foundational concepts of Program Management and how these can be applied to extract maximum Business benefits in an organization. The book also explains the benchmarks and best practices that help program manager become more productive and effective.

Program management helps an organization derive business benefits by delivering business value and business results. Program management provides value by acting as the organizational glue to align execution and strategy. The new capabilities created by Program management produce tangible enhanced business results.

Overview of Book's Structure

The Book is divided into Six Parts.

- Part I explains the Program Management fundamentals and its strategic purpose.
- Part II details ways to manage a program from its inception to closing and explains how best to navigate programs to reap business benefits.
- Part III gives a thorough understanding of the common practices, metrics and tools available for use by a Program Manager.
- Part IV focuses on primary roles and responsibilities of a Program Manager as well as the core competencies and skills that a Program Manger requires to effectively manage programs for enhanced business results.

- Part V gives an idea of means to transition to program management in an enterprise and how PMO can serve as both a business function as well as operational support body for program management activities.
- Part VI consists of comprehensive case studies to demonstrate how program management can be applied in practice.

Highlights

A full fledged Program management discipline when correctly applied in an organization results in translation of organizational initiatives and strategic goals into positive business benefits.

In order for Program management to reap business benefits, the entire organization needs to be involved. When we say entire organization we mean senior company management, middle level management, program manager, project manager and all other program and project stakeholders. The authors have suggested tools and techniques for a superior performance by a Program manager.

Establishment of a Program Management Office (PMO) is critical for managing and controlling multiple programs. It provides infrastructure, tools and best practices, establishes program management as a functional discipline and is a central body for effective management of multiple programs.

The book also highlights subtle differences between a Program Management Office and Project Management Office.

Highlights: What I liked!

The book provides an easy recipe for extracting maximum business benefits in an organization with the help of implementing effective program management practices. The benefits can be derived by any organization ranging from small to large. It suggests methods for any organization to transition to a program management culture.

Part VI provides comprehensive Case studies covering multiple industries. These give an insight to challenges as well benefits these organizations experience when they transition to a program management culture. Chapter 8 gives a vivid understanding of concept of Program metrics, which metrics are critical and why they are vital for measuring program performance

Who might benefit from the Book?

The book can benefit all levels of management and employees in any organization.

The book helps upper management understand the value and rationale behind program management discipline. The middle level management can know the

method of transition, best practices and how they can be a part of the transformation. The program and project managers can benefit by learning the tools and techniques to be adopted, as suggested by the authors. The book highlights core competencies of a program manager in depth. All other project and program stakeholders would benefit by knowing the methods of implementing the best practices.

Conclusion

Adoption of Program management culture in an organization is critical to realization of higher business value and business results for an organization of any size. This adoption could be a paradigm shift in the way an organization thinks and operates.

Implementing a Program Management Office (PMO) is essential for an organization to embrace the program management culture. However, implementing a PMO requires time, effort and a transition plan. For any organization the transition to fully functional program management model is a journey of continuous improvement. Holding regular program retrospective reviews is highly recommended by the authors.

The program metrics help us measure business benefits of program management. They give a measure of performance against achievement of the desired business benefits and the program objectives.

For more about this book, go to: <http://www.wiley.com/WileyCDA/WileyTitle/productCd-111862792X,subjectCd-BA31.html>

Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – 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@peworldjournal.net.

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Ash Jantrania, PMP, CSM, Six Sigma Green Belt is a seasoned Project Manager based in the Dallas Fort Worth area of north Texas, USA. He has extensive Project Management and Business / Systems analysis experience in Telecom, Transport, Mortgage Banking, Health, E-Commerce, Retail & Non Profit organizations. Ash holds PMP, Scrum Master and Six Sigma certifications and has comprehensive knowledge of project management in both Waterfall and Agile/Scrum methodologies.

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