

PM WORLD BOOK REVIEW



Book Title: ***Enterprise Project Management: A Comprehensive Guide to Successful Management by Projects***¹

Author: **Claude H. Maley**

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Introduction

This book covers the wider aspects of Project Management from an enterprise-wide perspective. *Enterprise Project Management: A Comprehensive Guide to Successful Management by Projects* describes the relationships and the dynamics among various entities of an organization, in the context of managing change through projects. Readers will understand how projects originate from an organization's vision and mission and the linkage between strategy and execution. The book provides guidance on how organizations can improve capabilities and maturity and increase the probability of successes in managing complex changes thorough portfolios, programs and projects.

In the current context of global, fast-paced developments in areas of technology, geopolitics, climate, energy, supply chain, life-science, education, healthcare, customers' aspirations and demands etc., organizations are having to more frequently reassess strategy and its alignment to mission and vision and prepare the organization to face new challenges and/or compete better. This is causing the need to improve the rigor of evaluating what and how to change, and where to deploy limited resources to implement the changes and establish a robust mechanism for feedback to check whether the expected benefits are being realized as planned. In this context, this book is timely and a valuable read and reference, and useful to a wide range of stakeholders interested in project management. There is an in-depth coverage of several important aspects of Enterprise Project Management.

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Overview of Book's Structure

The book addresses five important aspects of Enterprise Project Management and is logically structured accordingly: (1) Achieving organizational goals, (2) Management of programs, (3) Benefits realization management, (4) Stakeholder management and engagement, and (5) Project Portfolio Management and the Project Management Office (PMO). Each of the chapters covers in-depth the concepts, processes, tools and roles involved, interlinks with other chapters etc.

The first chapter “Achieving organization goals” gives the reader a clear understanding of how organizations strategize to tackle various business challenges, strive to transform and adjust to perform better.

The second chapter “Management of programs” explains in detail the role of programs as the vehicle to convert organization’s strategy into action and obtain the benefits. This chapter covers program selection, planning, program benefits map, link to projects and other aspects.

The third chapter “Benefits realization management” covers the logical relationship between the strategic intent of the organization, the rationale behind investments, and the process of realizing the benefits.

The fourth chapter, “Stakeholder management and engagement” stresses the importance of stakeholder management for ensuring project successes. and the recommended process steps such as identification, classification and engagement.

Last chapter “Project Portfolio Management and the Project Management Office (PMO)” provides the relationship between organization’s goals & objectives and how the initiatives to achieve the objectives are taken via project and portfolio management. The section on PMO elaborates the role and importance of PMO in improving the capabilities of the organization.

Highlights

- All through the book, author describes and differentiates “how to do the right thing” and “how to do the thing right”, in line with book’s sub-title “A Comprehensive Guide to Successful Management by Projects”.
- Readers will get the end-to-end understanding of the multi-directional relationships between mission, vision, goals, objectives, portfolios, programs and projects.
- There are several supporting figures and examples in every chapter, which help in easier and faster understanding.
- There is in-depth coverage of Business Case content, Quantitative and Qualitative methods of evaluation and selection of projects.
- Roles of different stakeholders such as senior management, portfolio managers, program managers, project managers, operations managers and other stakeholders in Enterprise Project Management are described well.

- Useful tools are suggested, for example, in stakeholder management, how to categorize and classify stakeholders and engage with them accordingly as per the dynamic needs of the project and program.
- There is a detailed section in the last chapter on PMO, which explains different types of PMOs, and their application in the Enterprise for improving the maturity levels.

Highlights: What I liked!

While the book is compact, it packs a lot of important details in each of the five chapters.

- It was a good refresher on several concepts and I found new information which added to my knowledge.
- Liked the graphical detailing of (1) the relationships between vision, mission, objectives, portfolios, programs and projects, (2) the benefit map, which shows the cause-effect mapping between project deliverables, benefits, enablers and organization's objectives, and (3) stakeholder mapping using various tools, among others.
- In the chapter Stakeholder Management and Engagement, the topic of conflicts in projects is covered very well.
- Found the section on PMOs very useful; for example, explanation of different levels: Basic PMO, standard PMO, Advanced PMO and Center of Project Excellence and their application in organization.

Who might benefit from the Book?

Project managers, program managers and others might appreciate the detailed explanation of the relationship between strategy (doing the right thing) and execution (doing the thing right). Operations Managers who are responsible for exploiting the benefits of the initiatives (programs and projects) might find the content useful. Senior management, especially those who have predominantly functional backgrounds (Finance, Sales, or Manufacturing etc.) may appreciate the book's detailed coverage of Enterprise Project Management. I believe that professionals who intend to take up a career in project management will get a quick perspective of several important concepts and aspects of Enterprise Project Management. Overall, in my view, everyone in the project management community will find useful content in the book.

Conclusion

This book is very relevant in the current period, where organizations are striving to improve maturity levels in the area of project management to be able to manage change better and successfully steer to achieve the objectives and mission, aligned to the vision. Stakeholders involved in managing change through projects and programs will get valuable insights and guidance in the area of Enterprise Project Management.

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

About the Reviewer



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Raghuvveer Gadiraju is a senior project manager with Infosys Ltd. He has more than two decades of project/program management and consulting experience in Information Technology mostly related to ERP related projects in USA, Japan and Europe. He has specialization in implementing SAP ERP in the area of enterprise project management processes for global companies. Prior to entering the IT industry, he worked for ten years as an engineer in manufacturing of nuclear reactor components and capacity expansion projects. He has an MBA degree from UT Dallas, is a certified PMP, certified scrum master, six-sigma green belt and certified in SAP S/4 HANA Asset Management. He is a member of PMI since 2004, and at present, a volunteer for PMI Dallas. In the past, served as board member for Hyderabad (India) local chapter and as a faculty, conducted several workshops for CAPM and PMP certifications.

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