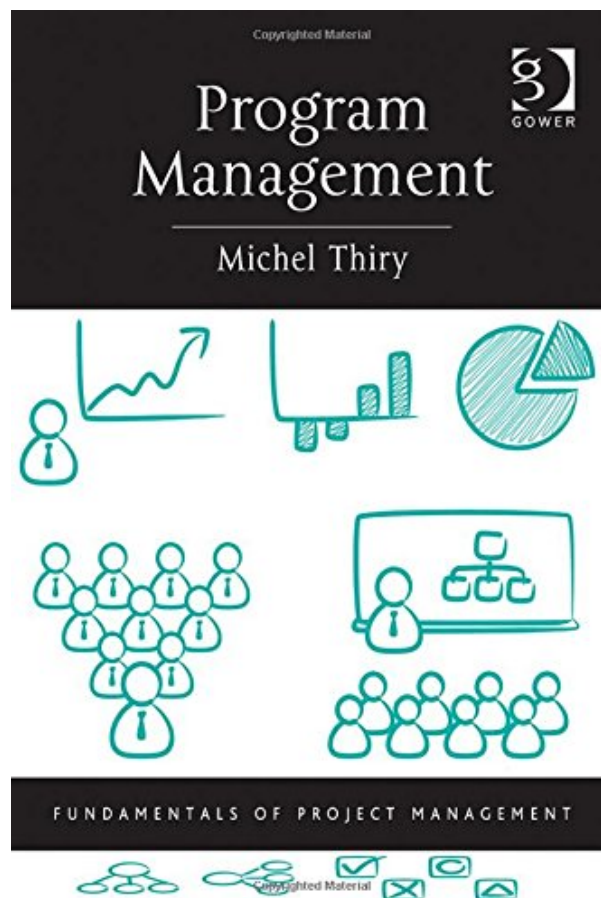


PROGRAM MANAGEMENT (FUNDAMENTALS OF PROJECT MANAGEMENT) BY MICHEL THIRY



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Review

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About the Author

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Program management (PgM) is fast developing as the essential link between strategy and projects and as a vehicle for organizational change. It offers the means to manage groups of projects with a common business purpose in an integrated and effective way. The Second Edition of Michel Thiry's Program Management builds on the bestselling title first published in 2010. The heavily revised text reflects the latest program management guides and international standards and includes: a new section on agile management in programs; the author's own program management maturity measure; a new section on change management, which is now integral to many programs. Michel has also reviewed and revised the program lifecycle to align with the more unified view of program management that has emerged since the book was first published. The result is an essential guide to program management that incorporates a robust theoretical framework, complemented by examples and advice from one of the world's leading practitioners.

- Sales Rank: #567034 in Books
- Published on: 2016-02-08
- Original language: English
- Dimensions: 9.00" h x 6.00" w x .75" l, 1.26 pounds
- Binding: Paperback
- 304 pages

Review

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I highly recommend Michel's comprehensive book on program management

By Morten Sorensen

I highly recommend Michel's comprehensive book on program management. I studied the first edition back to back when preparing for my PMI PgMP certification and found Michel's observations, recommendations and the thorough review of related tools, practices and context extremely helpful. I have recommended this book to peers and other organizational project management professionals more than any other book. I have

enjoyed reviewing all the additions in this second edition just as much and in particular welcome the new perspectives, observations and recommendations around agility and agile management in program management context. I also find Michel's illustrations particularly valuable, and I have referred to them numerous times in my own work. Regarding the critically important matter of benefits realization, I applaud Michel for calling out the role of the Business Integrator (or Business Manager) in the actual and tangible benefits realization. Finally, anyone who is looking for either a comprehensive guide on program management, leading input and examples on specific critical program management tools or a pillar for your curriculum of the broader organizational project management you will without a doubt find top value and actionable insight here - like I did.

Morten Sorensen, PfMP, PgMP, PMP. Feb, 2016

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An excellent guide to Program Management

By M. Tomlinson

In my experience most people are hard-pressed to clearly define the differentiation between projects, programs and portfolios. Once they do have a good understanding they are usually at a loss for where to look for more information on each.

There are thousands of project management books and guides and even an excellent "body of knowledge" published by the Project Management Institute (PMI). For the world of programs there are only a few dozen good books and a handful of competing standards.

Michel Thiry's first edition of "Program Management (Fundamentals of Project Management)" was an excellent reference for me as I was trying to understand the nuances between PMI's "The Standard for Program Management" and the British-based Axelos "Managing Successful Programmes (MSP)". I bought more than one copy of his book to give to colleagues who were interested in the area of program management and wanted to know where they should start.

In Michel's second edition of "Program Management (Fundamentals of Project Management)" he once again does an excellent job of highlighting the contrasting views on how program management should be approached and where it fits within an organization.

He strives to give the reader the context for why program management is a part of successful organizations and then describes some of the leading practices for how it can be effectively implemented. He describes how program maturity can be tracked in conjunction with understanding the project/program/portfolio management culture within an organization

I appreciate the attention he pays to program actors and stakeholders and why constant communication (of the right level of detail) is key to the success of any program. I also feel that his attention to balancing the uncertainty that is inherent with program management with the management of benefits delivery is a great way for people to learn about and improve their program management skills.

I wholeheartedly recommend this book for anyone who is interested in learning more about program management. For people who have a 'traditional' project management background this book will help you understand where projects and programs overlap and where they diverge. For people who are coming to the profession from another management area of expertise this book will inform you as to how successful programs are run. For people who have been practicing program management for years and just want to understand the current state of affairs this book will teach you some new tricks. Finally for people who are interested in becoming certified in program management with PMI's Program Management Professional

(PgMP)® certification this book makes a great study guide.

Michel has done a tremendous amount of research and this book is a great way to quickly get to where you need to be.

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In my 15 years of project and program management experience I have yet to find a book which has addressed the subject from such a global perspective.' - Chris Richards, PMP, Assistant Director Business Operations, US-Based Technology Services Company 'Program Management describes the practical considerations often overlooked when translating ideas into real, value generating programs. The model marrying Programs to Strategic Decision Management (Chapter 3) is alone worth the book.' Ron Sklaver, Enterprise Program Manager, Tate & Lyle, US-UK '[Thiry] provides an excellent example of his Benefit Breakdown Structure (BBS), showing benefits at Level 1, followed by critical success factors, specific actions, and deliverables. It is further detailed...with actions describing the current state and the proposed future state, plus capabilities and dates required to achieve them. He presents an achievability matrix for projects within the program and a discussion of risk packages. A program manager could take the BBS plus these concepts and relate it to the program work breakdown structure and have a powerful technique to apply.' Project Management Journal 'I would recommend that program managers who want a simple and useful guide to get hold of a copy of the book and keep it handy. Organizations should place a copy of the book in their library along with books on strategy and strategy implementation. For academics teaching a course in program management it would be a good as a textbook or as a reference book from which relevant readings can be suggested to students'. Associate Professor

Shankar Sankaran University of Technology, Sydney for PPPM eJournal 'I would recommend this book and have in fact used it at work to help clarify governance issues and solutions with colleagues. Definitely a book to add to your library.' ProjectManager.com Australia 'This is an informative book full of useful illustrations providing visual interpretations of the text...The book is well structured into three parts: the programme content, the programme components and the programme lifecycle, with a very useful conclusions section at the end. This structure made it easy to go forward and backwards without losing the thread. Although aimed at larger organisations, this book will prove valuable for any project of programme manager.' Quality World Magazine, September 2012 'I consult and teach in this area and welcome this book as a very useful contribution on the topic...It is certainly the best book I have read on the specific subject of Program Management, and represents considerable research, reflections on experience and new thinking on a current prominent subject.' Harold Ainsworth on Amazon.com 'The highlight of the whole book is how it deals with and explains programme governance. What makes this theme throughout the book so refreshing is that it clearly places governance in the context of organisational strategy rather than the normal command and control model that is often assumed to be good governance... In summary, Program Management is a thought provoking book... It forces the reader to consider programme management as a discipline in its own right.' Project magazine , May 2012

About the Author

Michel Thiry is founder and managing partner of Valense Ltd, an international consultancy and Education Network and PMI Global Registered Education Provider (REP). He has over 35 years worldwide professional experience, has worked in many cultural environments, and is recognized as a worldwide authority in strategic applications of project, program and value. He is a regular keynote speaker for major international events and has written and lectured widely in international forums, both at the academic and practice levels. In addition to his book Value Management Practice, published by the PMI, he has written a number of chapters in prominent PM books like the Gower Handbook of Project Management and the Wiley Guide to Managing Projects. Michel has an MSc in Organizational Behaviour with the School of Management and Organizational Behaviour at the University of London and is currently pursuing a PhD at Middlesex University. Michel is a Fellow of both the PMI and of the Association for Project Management. In 2008, he was awarded a Life Achievement Award by the Canadian Society of Value Analysis.

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