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from project
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record (EHR),
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books on healthcare
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have been focused on
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project. The purpose
of this book is to
discuss these skills
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and transactional
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techniques,
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improvement of
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with managers and
other stakeholders.

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models and methods,
ignore the fact that the
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Guide:•Reflects the
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hybrid,
etc.);•Provides an
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the development
approach and
processes;•Includes
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models, methods,
and
artifacts;•Focuses on

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not just delivering
project outputs but
also enabling
outcomes; and•

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ward, and easy
to learn. But
Scrum's
simplicity
itself—its lack
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—can be
disarming, and
new
practitioners
often find
themselves
reverting to

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old project
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habits and
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most complex,
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project from
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management
tools can be
used as an
alternative to
improve and

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strengthen a
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company's
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position in the
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market.

However, the
management of
projects has
been in
constant
transformation.
Elements such
as time, cost,
and scope, on

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which it is
based, have
been
complemented
with other
trends, such as
the project
team, change
management,
knowledge
management,
good
negotiation

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practices,
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management of
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stakeholders,
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sustainability,
etc. In order
to improve the
competitiveness
of their
company and
increase earned
value, managers
must remain up
to date on

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source that
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their companies
through

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obtaining
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better results
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in the projects
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undertaken.

While
highlighting
topics such as
market growth,
risk
management, and
value creation,
this book is
ideally

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designed for
project
managers,
managers,
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professionals,
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academicians,
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and students
seeking current
research on
improving the

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competitiveness
of companies as
well as
increasing
their earned
value.

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organizations
recognize the
importance of
research and
development
(R&D) to

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grow market
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share. If
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companies want
to survive into
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they must
accelerate
their R&D-to-
market cycles
or find
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companies must
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activity falls
along a project
spectrum and to
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projects and
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books, while
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knowledge that
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real-world
settings.

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books in this
field, the
material is
organized
according to
the sequence of
the project
management life
cycle from

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initial
overview,
through
initiation,
execution, and
control, to
close out.

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life cycle, as
opposed to
covering the
material by
knowledge area,

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to
simultaneously
learn project
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concepts and
methods at the
same time as
they develop
skills they can
use immediately
during and upon
completion of

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students
prepare, the
authors have
dedicated an
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questions and
give helpful
advice on
preparing for
and passing the

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PMP exam. At the end of each chapter, the text provides one or more mini-cases based on the theme of a running case study that extends through the entire book. The mini-

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cases provide
additional
opportunities
for students to
apply project
management
concepts and
techniques, and
they are ideal
for stimulating
class
discussions and
debates. In

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and managing projects. This book explains to technical and non-technical readers alike what it takes to get through a large software or web development project. It does not cite specific methods, but

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*focuses on
philosophy and
strategy.*

*Compared to a
few decades ago,
companies today
are faced with a
much more
challenging
environment
providing
successful*

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products and solutions for their customers. They are dealing with global competition, very rapid change in technologies, and tremendous volatility in economic conditions. As

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*project managers,
we are helping
our companies
survive in this
difficult
landscape. We are
“agents of
change” and
“drivers of
change.” The
most important
project*

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management
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methodology
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today that will
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help us deal with
this change and
this volatility is
Agile. However,
no one process or
project
management
methodology fits
all situations!

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*Agile is not a
panacea for all
projects. Many
times, our*

*projects are large
enough and
complex enough
that some parts of
the project are
best suited to
using a predictive
planning*

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approach, and
other parts are
more suited to
using Agile.

*Therefore, a
hybrid approach
that mixes the
traditional,
waterfall
approach with
Agile is really
required in many*

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situations today.

*The agile
community
oftentimes has
quite a negative
view of hybrid
approaches. Key
writers on Agile
often say that
attempting to use
hybrid will
corrupt all*

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*attempts to use
Agile, and will
result in failure.*

*In this book, the
argument is made
that integrating
these
methodologies
can be done if
approached the
right way, and in
fact, this is*

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companies. Most
established*

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*companies face a
key survival
challenge, says
David Kidder,
CEO of Bionic,
lifelong
entrepreneur, and
angel investor in
more than thirty
startups:
operational
efficiency and*

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*outdated
bureaucracy are
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companies are
skilled at growing
big businesses
into even bigger
ones. But they are
less adept at
discovering new
opportunities and*

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*turning them into
big businesses,
the way
entrepreneurs
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remediation has brought significant improvements to industrial sites and surrounding communities throughout the nation. It's also become notorious for high budget overruns and frequent schedule delays, as

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beyond the paint by numbers approach, transcending the "how" of project management to the "what" and "why," which is critical for leaders of change.

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