

## ***The Data Driven Project Manager A Statistical Battle Against Project Obstacles***

Engineering education intends to prepare engineering undergraduates for their future professional journey where they will be called to solve challenges afflicting individuals, companies, and society. The European Project Semester (EPS) exposes students to project and challenge-based learning with special attention to international multidisciplinary teamwork, design, innovation thinking, and project management to develop a set of desired skills. The Handbook of Research on Improving Engineering Education with the European Project Semester shares the best practices in engineering education through close examination of the EPS. It describes the adopted learning framework, analyzes how it contributes to the development of skills, reports on the type of challenges proposed to teams, and delivers a set of team-project cases from the network of providers. Covering topics such as engineering ethics, project management, and sustainable behavior, this book is essential to students in engineering, engineers, engineering educators, educational researchers, academic administration and faculty, and academicians.

Business Driven Project Portfolio Management covers the top 10 risks that threaten project portfolio management success and offers practical alternatives to help ensure achievement of desired results. Written from a business perspective, it contains the executive insights, management strategy, tactics, processes and architecture needed for the successful implementation, ongoing management, and continual improvement of project portfolio management (PPM) in any organization. Key Features: --Presents actionable tools, techniques and solutions to the top 10 PPM risks and execution difficulties that most organizations and program management offices (PMOs) face --Includes real case examples that organizations and PMOs of all shapes and sizes seeking to effectively management project portfolios will find beneficial --Shares insightful and practical advice from executives of leading PPM providers, coupled with the wisdom of highly experienced operational executives who manage PMOs, use PPM applications, and are responsible for PPM success --WAV offers downloadable PPM-related episodes of The PMO Podcast™, an executive overview presentation of the book's content, solutions to end-of-chapter questions for professors, and 100 practical tips for implementing PPM within your organization — available from the Web Added Value™ Download Resource Center at [www.jrosspub.com](http://www.jrosspub.com)

A trail of mismanaged or terminated projects in recent years has cost the North American economy \$100 to \$150 billion dollars annually in lost productivity and shareholders capital. Unfortunately, the gap between project selection and project execution is often symptomatic of the onset of Project Fog, an all too familiar business situation in which projects are started and stopped constantly; resources fall short of the project workload to be executed; and, in the end, the entire effort is seen as a failure. A guide

to sidestepping the usual hazards that often spell Project Fog, this book bridges the gap between executives who develop strategy and decide what projects get approved, and the project managers who have to execute those projects flawlessly. It provides a roadmap so that project managers can partner with executives to align their portfolio of projects with overall business strategy, ensuring that things get done right.

**Strategic Project Organizing** takes a unique approach to project management. By placing emphasis on the strategic and organizational aspects of projects and their leadership, this balanced text guides the reader through the organizational challenges of enabling positive change.

**Integrating People, Organizational, and Technical Skills**

**How the Rise of Artificial Intelligence Will Change Your World**

**Project Management Best Practices: Achieving Global Excellence**

**Data Analytics in Project Management**

**The Complete Project Manager**

**A Roadmap for Becoming an Analytics Powerhouse**

**IFIP WG 5.7 International Conference, APMS 2018, Seoul, Korea, August 26-30, 2018, Proceedings, Part I**

What do you need to become a data-driven organization? Far more than having big data or a crack team of unicorn data scientists, it requires establishing an effective, deeply-ingrained data culture. This practical book shows you how true data-drivenness involves processes that require genuine buy-in across your company, from analysts and management to the C-Suite and the board. Through interviews and examples from data scientists and analytics leaders in a variety of industries, author Carl Anderson explains the analytics value chain you need to adopt when building predictive business models—from data collection and analysis to the insights and leadership that drive concrete actions. You'll learn what works and what doesn't, and why creating a data-driven culture throughout your organization is essential. Start from the bottom up: learn how to collect the right data the right way Hire analysts with the right skills, and organize them into teams Examine statistical and visualization tools, and fact-based story-telling methods Collect and analyze data while respecting privacy and ethics Understand how analysts and their managers can help spur a data-driven culture Learn the importance of data leadership and C-level positions such as chief data officer and chief analytics officer

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. **Project Management Best Practices** provides implementation guidance for every phase of a project, based on the real-world methodologies from leading companies around the globe. Updated to align with the industry's latest best practices, this new Fourth Edition includes new discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco,

**Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor's Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field.**

**This open access book represents one of the key milestones of PoliVisu, an H2020 research and innovation project funded by the European Commission under the call "Policy-development in the age of big data: data-driven policy-making, policy-modelling and policy-implementation". It investigates the operative and organizational implications related to the use of the growing amount of available data on policy making processes, highlighting the experimental dimension of policy making that, thanks to data, proves to be more and more exploitable towards more effective and sustainable decisions. The first section of the book introduces the key questions highlighted by the PoliVisu project, which still represent operational and strategic challenges in the exploitation of data potentials in urban policy making. The second section explores how data and data visualisations can assume different roles in the different stages of a policy cycle and profoundly transform policy making.**

**Starting from 2010 there has been incredible change in business environments with the development of cloud technology and artificial intelligence. We believe that these technologies will start affecting routine-based desk jobs intensively soon. Data-entry, operational-accounting and scheduling might be one of these areas. The idea of writing this book primarily raised from experiences which indicates that there is still enough time to waste with spreadsheets. Because each business runs for profitability and currently the cost of a large system changes cannot be afforded by majority of small and medium sized businesses. And each technology may not provide 100% automation for each task on time. You will learn the best project management practices on excel and will have free professional project management spreadsheet templates (i.e. Gantt, kanban, project planner). Finance and accounting are still seen as professions owned by a specific department of companies whereas real finance is run by operations themselves. Each team member and/or the leader or planner must be aware of the financial results of each action. Particularly, project managers must have adequate knowledge and hands-on experience on financial aspects of projects. For this purpose, the second chapter of this guide focus on financial concepts related to project management.**

**A Statistical Battle Against Project Obstacles**

**Creating a Data-Driven Organization**

**A Data-Driven Approach to Making Rational and Effective Project Decisions**

**Contemporary Challenges for Agile Project Management**

**Predictive Intelligence for Data-Driven Managers**

**Handbook of Research on Improving Engineering Education with the European Project Semester**

**AI-Enabled Analytics for Business**

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*In today's complex, chaotic project environments, project managers can't simply rely on seat-of-the-pants intuition. Fortunately, powerful analytical tools and technologies can help them make more objective, evidence-grounded decisions - and achieve better outcomes. Project Management Analytics reveals what these tools can do, why they're so valuable, and how any project manager can start using them. The first guide of its kind, it shows how analytics bridges the gap between raw data and effective decision-making in even the most challenging project environments. Through real-world examples and case studies, Harjit Singh helps you gain comfort with modern analytics tools, technologies, and processes, and integrate them with approaches such as PMBOK, Lean Six Sigma DMAIC, and Deming's PDSA. Singh walks you through collecting data, analyzing it, and gaining stakeholder buy-in for analytics-driven approaches to PM decision-making. He illuminates opportunities to apply or improve your use of statistical probability distributions, decision trees, EVM, dashboards, scorecards, KPIs, PERT/CPM, regression analysis, NPV, cost-benefit analysis, SWOT analysis, and more. By the time you're done, you'll have all the tools you need to gain the best possible knowledge - and make the best possible decisions.*

*This book aims to help the reader better understand the importance of data analysis in project management. Moreover, it provides guidance by showing tools, methods, techniques and lessons learned on how to better utilize the data gathered from the projects. First and foremost, insight into the bridge between data analytics and project management aids practitioners looking for ways to maximize the practical value of data procured. The book equips organizations with the know-how necessary to adapt to a changing workplace dynamic through key lessons learned from past ventures. The book's integrated approach to investigating both fields enhances the value of research findings.*

*An updated and revised edition of the bestselling guide to managing projects For any professional responsible for coordinating projects among different departments, across executive levels, or with technical complexity, The Fast Forward MBA in Project Management offers comprehensive instruction on how to deliver on time and on budget. Get the step-by-step advice you need to find the right sponsor, clarify objectives, and set realistic schedules and budget projections. This Fourth Edition of the 200,000-copy bestseller now covers critical new topics including: software and IT projects, agile techniques, and project selection. Perfect for beginners or experienced managers needing to bring their systems up to date, The Fast Forward MBA in Project Management allows readers to extract maximum information in minimum time. The most comprehensive introduction to project management, updated to reflect changes in the business environment over the past few years Full of downloadable forms and spreadsheets to help you implement the techniques in the book Offers updated advice on getting the most from Microsoft Project The two-volume set IFIP AICT 535 and 536 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in*

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Production Management Systems, APMS 2018, held in Seoul, South Korea, in August 2018. The 129 revised full papers presented were carefully reviewed and selected from 149 submissions. They are organized in the following topical sections: lean and green manufacturing; operations management in engineer-to-order manufacturing; product-service systems, customer-driven innovation and value co-creation; collaborative networks; smart production for mass customization; global supply chain management; knowledge based production planning and control; knowledge based engineering; intelligent diagnostics and maintenance solutions for smart manufacturing; service engineering based on smart manufacturing capabilities; smart city interoperability and cross-platform implementation; manufacturing performance management in smart factories; industry 4.0 - digital twin; industry 4.0 - smart factory; and industry 4.0 - collaborative cyber-physical production and human systems.

Executing Data Quality Projects

AI and the Project Manager

Experience- and Data-Driven Practical Advice in Project Execution Process Model, Assessment-Tool, IT-Blueprint, Competence Model and Case Studies

Customer-driven Project Management

Cyber Security Intelligence and Analytics

Leading Complex Projects

***Quantitative analysis of outcomes vs PMs at the individual level*** ***Leading Complex Projects*** takes a unique approach to post-mortem analysis to provide project managers with invaluable insight. For the first time, individual PM characteristics are quantitatively linked to project outcomes through a major study investigating the role of project leadership in the success and failure of complex industrial projects; hard data on the backgrounds, education, and personality characteristics of over 100 directors of complex projects is analyzed against the backdrop of project performance to provide insight into controllable determinants of outcomes. By placing these analyses alongside their own data, PMs will gain greater insight into areas of weakness and strength, locate recurring obstacles, and identify project components in need of greater planning, oversight, or control. The role of leadership is to deliver results; in project management, this means taking responsibility for project outcomes. PMs are driven by continuous improvement, and this book provides a wealth of insight to help you achieve the next step forward. Understand why small, simple projects consistently outperform larger, more complex projects Delve into the project manager's role in generating successful outcomes Examine the data from over 100 PMs of complex industrial projects Link PM characteristics to project outcome to find areas for improvement Complex industrial projects from around the world provide a solid basis for quantitative analysis of outcomes—and the PMs who drive them. Although the majority of the data is taken from projects in the petroleum industry, the insights gleaned from analysis are widely applicable across industry lines for PMs who lead complex projects of any stripe. ***Leading Complex Projects*** provides clear, data-backed improvement guidance for anyone in a project management role. ***The Social Project Manager*** describes a non-traditional way of organising projects, managing project performance and progress. A way that enables delivery, at the enterprise level, of a common goal for the business; one that harnesses the performance advantages of a collaborative community. Peter Taylor draws on research from projects and the worlds of social media and communication to paint a vivid and practical guide to the why and how of social project management. He provides an explanation of the benefits, the tools and the constraints so that readers can navigate through to an approach that is sensitive to the culture of their organization and the nature of the projects that they run.

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*Projects are important to industry, but project performance continually disappoints stakeholder expectations. Organizations react to this performance problem in many ways, and purchase consultancy, training, methods and tools as possible solutions. There is no published evidence that any of these solutions are consistently successful in improving project performance. This thesis answers the question, "What can be done to improve project management practices, and thus project performance?" by demonstrating that a novel form of continuous action research can contribute such evidence.*

*Aimed at helping business and IT managers clearly communicate with each other, this helpful book addresses concerns straight-on and provides practical methods to building a collaborative data warehouse. You'll get clear explanations of the goals and objectives of each stage of the data warehouse lifecycle while learning the roles that both business managers and technicians play at each stage. Discussions of the most critical decision points for success at each phase of the data warehouse lifecycle help you understand ways in which both business and IT management can make decisions that best meet unified objectives.*

*Unlock the value of data*

*Ten Steps to Quality Data and Trusted Information (TM)*

*Achieving Global Excellence*

*Collective Wisdom from the Experts*

*Practical Advice from the Trenches*

*Data-Driven Design and Construction*

*The Data-Driven Project Manager*

This book describes how companies can easily and pragmatically set up and realize the path to a data-driven enterprise, especially in the marketing practice, without external support and additional investments. Using a predictive intelligence (PI) ecosystem, the book first introduces and explains the most important concepts and terminology. The PI maturity model then describes the phases in which you can build a PI ecosystem in your company. The book also demonstrates a PI self-test which helps managers identify the initial steps. In addition, a blueprint for a PI tech stack is defined for the first time, showing how IT can best support the topic. Finally, the PI competency model summarizes all elements into an action model for the company. The entire book is underpinned with practical examples, and case studies show how predictive intelligence, in the spirit of data-driven management, can be used profitably in the short, medium, and long terms.

Enabling project managers to adapt to the new technology of artificial intelligence, this first comprehensive book on the topic discusses how AI will reinvent the project world and allow project managers to focus on people. Studies show that by 2030, 80 percent of project management tasks, such as data collection, reporting, and predictive analysis, will be carried out by AI in a consistent and efficient manner. This book sets out to explore what this will mean for

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project managers around the world and equips them to embrace this technological advantage for greater project success. Filled with insights and examples from tech providers and project experts, this book is an invaluable resource for PMO leaders, change executives, project managers, programme managers, and portfolio managers. Anyone who is part of the global community of change and project leadership needs to accept and understand the fast-approaching AI technology, and this book shows how to use it to their advantage.

This edited book first consolidates the results of the EU-funded EDISON project (Education for Data Intensive Science to Open New science frontiers), which developed training material and information to assist educators, trainers, employers, and research infrastructure managers in identifying, recruiting and inspiring the data science professionals of the future. It then deepens the presentation of the information and knowledge gained to allow for easier assimilation by the reader. The contributed chapters are presented in sequence, each chapter picking up from the end point of the previous one. After the initial book and project overview, the chapters present the relevant data science competencies and body of knowledge, the model curriculum required to teach the required foundations, profiles of professionals in this domain, and use cases and applications. The text is supported with appendices on related process models. The book can be used to develop new courses in data science, evaluate existing modules and courses, draft job descriptions, and plan and design efficient data-intensive research teams across scientific disciplines.

Data is the foundation of any current and future market transformation during this digital era. Companies are expected to adjust or to disappear. However, following assessments by Gartner and Forrester during the past two years, only a small fraction of all enterprises has adequately addressed the handling of data so far. Yet, more and more business leaders have become aware of the topic. They recognize the increasing relevance of data, and the need to act now. Those leaders will welcome this book as it guides them through the first steps in their journey towards a data-driven organisation. This book brings the topic of Data and its commercial usage to the attention of a broad range of business leaders. It encourages you to get engaged,

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by explaining in a non-technical way what data comprises, which opportunities wait to get discovered and, most importantly, how to prepare and launch the introduction of a Data Office in a company.

The AMA Handbook of Project Management

2021 International Conference on Cyber Security Intelligence and Analytics (CSIA2021), Volume 1

A View from the EDISON Project

97 Things Every Project Manager Should Know

Opportunities and Obstacles for Urban Policy Making

A Manager's Guide to Data Warehousing

A Data-Driven Approach to Mastering the Human Side of Project Management

*A must-read for any project management professional or student. Projects are the life blood of any organization. Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge (PMBOK(R)) and the Project Management Professional Exam(R), the fourth edition of The AMA Handbook of Project Management provides readers with a clear overview of a complex discipline. Covering everything from individual projects to programs and strategic alignment, it addresses: Project initiation and planning Communication and interpersonal skills Scheduling, budgeting and meeting business objectives Managing political and resource issues Implementing a PMO Measuring value and competencies. The book compiles essays and advice from the field's top professionals and features new chapters on stakeholder management, agile project management, program management, project governance, knowledge management, and more. Updated with fresh examples, case studies and solutions to specific project management dilemmas, it remains an essential reference to the critical concepts and theories all project managers must master.*

*"The foundation has been laid for fully autonomous," Elon Musk announced in 2016, when he assured the world that Tesla would have a driverless fleet on the road in 2017. "It's twice as safe as a human, maybe better."*

*Promises of technofuturistic driving utopias have been ubiquitous wherever tech companies and carmakers meet. In *Autonorama: The Illusory Promise of High-Tech Driving*, technology historian Peter Norton argues that driverless cars cannot be the safe, sustainable, and inclusive "mobility solutions" that tech companies and automakers are promising us. The salesmanship behind the driverless future is distracting us from investing in better ways to get around that we can implement now. Unlike autonomous vehicles, these alternatives are inexpensive, safe, sustainable, and inclusive. Norton takes the reader on an engaging ride—from the GM Futurama exhibit to "smart" highways and vehicles—to show how we are once again being sold car dependency in the guise of mobility. He argues that we cannot see what tech companies are selling us except in the light of history. With driverless cars, we're promised that new technology will solve*

*the problems that car dependency gave us—zero crashes! zero emissions! zero congestion! But these are the same promises that have kept us on a treadmill of car dependency for 80 years. Autonorama is hopeful, advocating for wise, proven, humane mobility that we can invest in now, without waiting for technology that is forever just out of reach. Before intelligent systems, data, and technology can serve us, Norton suggests, we need wisdom. Rachel Carson warned us that when we seek technological solutions instead of ecological balance, we can make our problems worse. With this wisdom, Norton contends, we can meet our mobility needs with what we have right now.*

*This book presents the outcomes of the 2021 International Conference on Cyber Security Intelligence and Analytics (CSIA 2021), an international conference dedicated to promoting novel theoretical and applied research advances in the interdisciplinary field of cyber security, particularly focusing on threat intelligence, analytics, and countering cybercrime. The conference provides a forum for presenting and discussing innovative ideas, cutting-edge research findings and novel techniques, methods and applications on all aspects of cyber security intelligence and analytics. Due to COVID-19, Authors, Keynote Speakers and PC committees will attend the conference online.*

*This volume of Advances in Library Administration and Organization attempts to put project management into the toolboxes of library administrators through overviews of concepts, analyses of experiences, and forecasts for the use of project management within the profession.*

*Project Management - Best Practices*

*A Value Creation Approach*

*Project Management Analytics*

*Advances in Production Management Systems. Production Management for Data-Driven, Intelligent, Collaborative, and Sustainable Manufacturing*

*The Social Project Manager*

*A New Paradigm in Total Quality Implementation*

*15th Conference, ISM 2020, and FedCSIS-IST 2020 Track, Held as Part of FedCSIS, Sofia, Bulgaria, September 6-9, 2020, Extended and Revised Selected Papers*

In the traditional view of project management, if a project manager completed a project and had adhered to the triple constraints of time, cost, and performance, the project was considered a success. Today, in the eyes of the customer and the parent or sponsoring company, if a completed project did not deliver its anticipated value, it would be seen as a failure. Today's changing economic climate, marked by an increasingly competitive global environment, is driving project managers to become more business oriented. Projects must now be viewed from a strategic perspective within the context of a business or enterprise that needs to provide value to both the customer and the organization itself. As a result, project managers are now required to possess the skills to complete a project within certain specifications, and also know how

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to create and deliver value. Responding to the needs of today's project managers, Value-Driven Project Management begins by changing the paradigm of project management. Rather than judge the success of a project from the perspectives of time, budget, and quality, the authors demonstrate why success is only achieved when planned business values are met, including: Internal value Financial value Future value Customer-related value The authors also offer best practices that allow you and your organization to create additional value in efficiency, customer satisfaction, and enhanced products and services. Finally, the book helps you incorporate value into clearly defined business objectives and "sell" the value-driven process to executives. Throughout the book, helpful illustrations clarify complex concepts and processes. Assigning valuable resources to projects that don't provide some tangible form of value to the organization and to the client is poor management and poor decision-making. On the other hand, selecting and implementing projects that will deliver value and an acceptable return on investment is effective management and decision-making, but is very challenging, especially when a project may not provide its target value for years to come. With Value-Driven Project Management in hand, you'll discover the tools you need to ensure that projects deliver true value upon their completion.

Given the pace at which projects must be completed in an era of global hypercompetition and turbulence, examining the project management profession within the contexts of international trade and globalization is essential to encourage the highest level of efficiency and agility. Agile project management provides a flexible approach to managing projects as it allows a team to break large projects down into more manageable tasks that can be tackled in short iterations or sprints, thus enabling a team to adapt to change quickly and deliver work fast. Contemporary Challenges for Agile Project Management highlights the modern struggles that face businesses and leaders as they work to implement agile project management within their processes and try to gain a competitive edge through cross-functional team collaboration. Covering many underrepresented topics related to areas such as critical success factors, data science, and project leadership, this book is an essential resource for project leaders, managers, supervisors, business leaders, consultants, researchers, academicians, and students and educators of higher education.

If the projects you manage don't go as smoothly as you'd like, 97 Things Every Project Manager Should Know offers knowledge that's priceless, gained through years of trial and error. This illuminating book contains 97 short and extremely practical tips -- whether you're dealing with software or non-IT projects -- from some of the world's most experienced project managers and software developers. You'll learn how these professionals have dealt with everything from managing teams to handling project stakeholders to runaway

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meetings and more. While this book highlights software projects, its wise axioms contain project management principles applicable to projects of all types in any industry. You can read the book end to end or browse to find topics that are of particular relevance to you. 97 Things Every Project Manager Should Know is both a useful reference and a source of inspiration. Among the 97 practical tips: "Clever Code Is Hard to Maintain...and Maintenance Is Everything" -- David Wood, Partner, Zepheira "Every Project Manager Is a Contract Administrator" -- Fabio Teixeira de Melo, Planning Manager, Construtora Norberto Odebrecht "Can Earned Value and Velocity Coexist on Reports?" -- Barbee Davis, President, Davis Consulting "How Do You Define 'Finished'?" -- Brian Sam-Bodden, author, software architect "The Best People to Create the Estimates Are the Ones Who Do the Work" -- Joe Zenevitch, Senior Project Manager, ThoughtWorks "How to Spot a Good IT Developer" -- James Graham, independent management consultant "One Deliverable, One Person" -- Alan Greenblatt, CEO, Sciova

Project management is an essential life and workplace skill that everyone must develop. Following the popular style and format of other textbooks by Stewart Clegg, this brand new co-authored textbook on project management provides a much needed European perspective to the subject. Drawing on the latest research and practice, the authors guide students on an active learning journey through the project lifespan, promoting a critical and reflexive approach to studying project management, as well as one that creates value for all project stakeholders and emphasizes people and not just process. Case studies and examples discussed in the text cover a wide range of projects from large to smaller across different industries and sectors, both public and private, including: megaprojects (HS2); mega events (Olympics); political projects (Brexit); health-related project implementation (LEAN); tech-related projects (Google); building and restoration projects (housing/Sagrada Familia); and arts and cultural projects (European Capital of Culture). Incorporating a host of learning features both in chapters and via the supporting online resources, this textbook is essential reading for all students/managers completing a course unit in project management at either undergraduate or postgraduate level.

Project Management

Project Management in the Library Workplace

Value-Driven Project Management

Breaking Through the Project Fog

Balancing Collaboration with Centralised Control in a Project Driven World

How Smart Organizations Achieve Success by Creating, Selecting and Executing On-Strategy Projects

Conquering the Top 10 Risks That Threaten Success

Discover solutions to common obstacles faced by project managers. Written as a business novel, the book is highly interactive, allowing readers to participate and consider options at each stage of a project. The book is based on years of experience,

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both through the author's research projects as well as his teaching lectures at business schools. The book tells the story of Emily Reed and her colleagues who are in charge of the management of a new tennis stadium project. The CEO of the company, Jacob Mitchell, is planning to install a new data-driven project management methodology as a decision support tool for all upcoming projects. He challenges Emily and her team to start a journey in exploring project data to fight against unexpected project obstacles. Data-driven project management is known in the academic literature as "dynamic scheduling" or "integrated project management and control." It is a project management methodology to plan, monitor, and control projects in progress in order to deliver them on time and within budget to the client. Its main focus is on the integration of three crucial aspects, as follows: Baseline Scheduling: Plan the project activities to create a project timetable with time and budget restrictions. Determine start and finish times of each project activity within the activity network and resource constraints. Know the expected timing of the work to be done as well as an expected impact on the project's time and budget objectives. Schedule Risk Analysis: Analyze the risk of the baseline schedule and its impact on the project's time and budget. Use Monte Carlo simulations to assess the risk of the baseline schedule and to forecast the impact of time and budget deviations on the project objectives. Project Control: Measure and analyze the project's performance data and take actions to bring the project on track. Monitor deviations from the expected project progress and control performance in order to facilitate the decision-making process in case corrective actions are needed to bring projects back on track. Both traditional Earned Value Management (EVM) and the novel Earned Schedule (ES) methods are used. What You'll Learn Implement a data-driven project management methodology (also known as "dynamic scheduling") which allows project managers to plan, monitor, and control projects while delivering them on time and within budget Study different project management tools and techniques, such as PERT/CPM, schedule risk analysis (SRA), resource buffering, and earned value management (EVM) Understand the three aspects of dynamic scheduling: baseline scheduling, schedule risk analysis, and project control Who This Book Is For Project managers looking to learn data-driven project management (or "dynamic scheduling") via a novel, demonstrating real-time simulations of how project managers can solve common project obstacles

This book constitutes revised selected and extended papers presented at track 4 of the Conference on Computer Science and Intelligence Systems, FedCSIS 2020, which took place in Sofia, Bulgaria, during September 6-9, 2020. The FedCSIS Information Systems and Technologies Track included AIST 2020, DSH 2020, ISM 2020, and KAM 2020. For this track, a total of 29 submissions was received from which a total of 5 full and 3 short papers was accepted for publication in this volume. The papers were organized in topical sections named: improving project management methods; numerical methods of solving management problems; and technological infrastructure for business excellence.

Everyone manages projects – even if "project manager" isn't your official title. Whether you're a marketer or a creative director or an IT professional, project management is essential to achieving business objectives. Project management can be defined as the actual process of creating, organizing, and executing a plan in order to meet specific goals. However, project management is much greater than its definition. It's actually a

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vast subject covering a wide variety of topics. Project management is the process of steering a project from the start through its lifecycle. The main objective of project management is to complete a project within the established goals of time, budget, and quality. Projects have life cycles since they aren't intended to last forever. A project management life cycle starts when the project is initiated and ends when the project is either completed or terminated in one way or another. Process-based project management allows project managers to create, manage, and improve projects that align with the vision, mission, and core values of a business. All project activities and objectives are designed in such a way that they contribute towards achieving the most important organizational objectives. Process-based project management includes six stages: - Defining the processes - Identifying process indicators - Measuring performance - Adjusting objectives - Planning improvements - Implementing improvements Ideal project management can increase organizational efficiencies, boost team performance, and impact the bottom line. However, we realize not everyone is a project manager by trade. Although project management is common in all aspects of business, there are many complex concepts and terminologies OUTLINED in this BOOK that may help you take your project managing career to the next level.

We are entering the era of digital transformation where human and artificial intelligence (AI) work hand in hand to achieve data driven performance. Today, more than ever, businesses are expected to possess the talent, tools, processes, and capabilities to enable their organizations to implement and utilize continuous analysis of past business performance and events to gain forward-looking insight to drive business decisions and actions. AI-Enabled Analytics in Business is your Roadmap to meet this essential business capability. To ensure we can plan for the future vs react to the future when it arrives, we need to develop and deploy a toolbox of tools, techniques, and effective processes to reveal forward-looking unbiased insights that help us understand significant patterns, relationships, and trends. This book promotes clarity to enable you to make better decisions from insights about the future. Learn how advanced analytics ensures that your people have the right information at the right time to gain critical insights and performance opportunities Empower better, smarter decision making by implementing AI-enabled analytics decision support tools Uncover patterns and insights in data, and discover facts about your business that will unlock greater performance Gain inspiration from practical examples and use cases showing how to move your business toward AI-Enabled decision making AI-Enabled Analytics in Business is a must-have practical resource for directors, officers, and executives across various functional disciplines who seek increased business performance and valuation.

Information Technology for Management: Towards Business Excellence

Spreadsheets and Finance: A Practical Guide

Evolving Toolbox for Complex Project Management

9 Habits of Project Leaders

Managerial Perspectives on Intelligent Big Data Analytics

Becoming a data-driven Organisation

The Data Shake

*Big data, analytics, and artificial intelligence are revolutionizing work, management, and lifestyles and are becoming disruptive technologies for healthcare, e-commerce,*

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and web services. However, many fundamental, technological, and managerial issues for developing and applying intelligent big data analytics in these fields have yet to be addressed. *Managerial Perspectives on Intelligent Big Data Analytics* is a collection of innovative research that discusses the integration and application of artificial intelligence, business intelligence, digital transformation, and intelligent big data analytics from a perspective of computing, service, and management. While highlighting topics including e-commerce, machine learning, and fuzzy logic, this book is ideally designed for students, government officials, data scientists, managers, consultants, analysts, IT specialists, academicians, researchers, and industry professionals in fields that include big data, artificial intelligence, computing, and commerce.

*Executing Data Quality Projects, Second Edition* presents a structured yet flexible approach for creating, improving, sustaining and managing the quality of data and information within any organization. Studies show that data quality problems are costing businesses billions of dollars each year, with poor data linked to waste and inefficiency, damaged credibility among customers and suppliers, and an organizational inability to make sound decisions. Help is here! This book describes a proven Ten Step approach that combines a conceptual framework for understanding information quality with techniques, tools, and instructions for practically putting the approach to work - with the end result of high-quality trusted data and information, so critical to today's data-dependent organizations. The Ten Steps approach applies to all types of data and all types of organizations - for-profit in any industry, non-profit, government, education, healthcare, science, research, and medicine. This book includes numerous templates, detailed examples, and practical advice for executing every step. At the same time, readers are advised on how to select relevant steps and apply them in different ways to best address the many situations they will face. The layout allows for quick reference with an easy-to-use format highlighting key concepts and definitions, important checkpoints, communication activities, best practices, and warnings. The experience of actual clients and users of the Ten Steps provide real examples of outputs for the steps plus

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*highlighted, sidebar case studies called Ten Steps in Action. This book uses projects as the vehicle for data quality work and the word broadly to include: 1) focused data quality improvement projects, such as improving data used in supply chain management, 2) data quality activities in other projects such as building new applications and migrating data from legacy systems, integrating data because of mergers and acquisitions, or untangling data due to organizational breakups, and 3) ad hoc use of data quality steps, techniques, or activities in the course of daily work. The Ten Steps approach can also be used to enrich an organization's standard SDLC (whether sequential or Agile) and it complements general improvement methodologies such as six sigma or lean. No two data quality projects are the same but the flexible nature of the Ten Steps means the methodology can be applied to all. The new Second Edition highlights topics such as artificial intelligence and machine learning, Internet of Things, security and privacy, analytics, legal and regulatory requirements, data science, big data, data lakes, and cloud computing, among others, to show their dependence on data and information and why data quality is more relevant and critical now than ever before. Includes concrete instructions, numerous templates, and practical advice for executing every step of The Ten Steps approach Contains real examples from around the world, gleaned from the author's consulting practice and from those who implemented based on her training courses and the earlier edition of the book Allows for quick reference with an easy-to-use format highlighting key concepts and definitions, important checkpoints, communication activities, and best practices A companion Web site includes links to numerous data quality resources, including many of the templates featured in the text, quick summaries of key ideas from the Ten Steps methodology, and other tools and information that are available online*

*From the publisher: 9 Habits of Project Leaders is about transforming a good Project Manager to a great Project Leader by adding simple yet powerful habits to the project execution toolbox. Inside you'll learn the keys to influence and win over three different sets of stakeholders through the art of the "Triple-Win" model and business driven application of the nine habits. The authors break down the top common-sense habits that project managers can adopt to*

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*engage, energize, and inspire their teams.*

*The Complete Project Manager: Integrating People, Organizational, and Technical Skills is the practical guide that addresses the “soft” project management skills that are so essential to successful project, program, and portfolio management. Through a storytelling approach, the authors explain the necessary skills—and how to use them—to create an environment that supports project success. They demonstrate both the “why” and the “how” of creatively applying soft project management skills in the areas of leadership, conflict resolution, negotiations, change management, and more. This guide has an accompanying workbook, The Complete Project Manager's Toolkit , sold separately.*

*25 Strategies for Capturing, Analyzing and Applying Building Data*

*Business Driven Project Portfolio Management*

*The Illusory Promise of High-Tech Driving*

*The Data Science Framework*

*Strategic Project Organizing*

*Fundamental Principles of Project Management*

*Towards Improved Project Management Practice*

**“In this comprehensive book, Professor Randy Deutsch has unlocked and laid bare the twenty-first century codice nascosto of architecture. It is data. Big data. Data as driver. . . This book offers us the chance to become informed and knowledgeable pursuers of data and the opportunities it offers to making architecture a wonderful, useful, and smart art form.” —From the Foreword by James Timberlake, FAIA** Written for architects, engineers, contractors, owners, and educators, and based on today’s technology and practices, **Data-Driven Design and Construction: 25 Strategies for Capturing, Applying and Analyzing Building Data** addresses how innovative individuals and firms are using data to remain competitive while advancing their practices. seeks to address and rectify a gap in our learning, by explaining to architects, engineers, contractors and owners—and students of these fields—how to acquire and use data to make more informed decisions. documents how data-driven design is the new frontier of the convergence between BIM and architectural computational analyses and associated tools. is a book of adaptable strategies you and your organization can apply today to make the most of the data you have at your fingertips. **Data-Driven Design and Construction** was written to help design practitioners and their project teams make better use of BIM, and leverage data throughout the building lifecycle.

Synthesizing and broadening the popular management techniques of Total Quality Management (TQM) and Project Management (PM) for the first time, this

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exciting book offers project managers, team members, and business leaders a dynamic new tool for continually assessing the customer's quality improvement needs and delivering superior products and services. Called Customer-Driven Project Management (CDPM), it demonstrates the benefits of up-front quality improvement analysis, customer-driven teams, and new "empowerment" actions that make all employees key players in the organization. The core of this comprehensive book is a new step-by-step CDPM process all organizations can follow when performing projects - whether large or small. You'll get a useful review of the basic principles and new applications of TQM and project management...the changing roles of managers in organizations...the importance of front-end analysis...the reorganization of the project structure for greater efficiency...self-assessment techniques and individual growth opportunities to "reenergize" the organization...the unique, ongoing role of the customer...and much more! For all those involved in projects, this book puts quality improvement and project management "on line" for the first time, shows how to react quickly and effectively to changing customer needs, lays out the steps for delivering outstanding products and services, and gives all companies a strong competitive edge in today's tough global economy!

This book enhances learning about complex project management principles and practices through the introduction and discussion of a portfolio of tools presented as an evolving toolbox. Throughout the book, industry practitioners examine the toolsets that are part of the toolbox to develop a broader understanding of complex project management challenges and the available tools to address them. This approach establishes a dynamic, structured platform for a comprehensive analysis and assessment of the modern, rapidly changing, multifaceted business environment to teach the next generation of project managers to successfully cope with the ever increasing complexity of the 21st century.

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