



Gower Handbook of Programme Management

Geoff Reiss, Malcolm Anthony, John Chapman, Geof Leigh, Adrian Pyne and Paul Rayner



October 2006
738 pages
978-0-566-08603-8

234 x 156 mm
Hardback
\$200.00

Programme management involves managing a portfolio of projects that deliver organizational changes of strategic significance. Whilst project management focuses on the delivery of products, programme management emphasises the delivery of change and business benefits. The techniques involved, which emerged in the mid-nineties, solve many of the perceived shortcomings of traditional project management, especially within the high-technology sector, by delivering organizational improvements in a predictable and efficient manner.

This Handbook provides authoritative guidance and advice, templates, concepts, systems and approaches on every aspect of successful programme management. The main part of the handbook presents a detailed description of the whole programme management process, together with the requisite supporting infrastructure essential for the delivery of planned programme outcomes. The book also includes The Programme Management Maturity Model, a benchmarking tool covering the ten key processes within programme management, plus the Programme Management Improvement Process: a step-by-step guide to improving an organization's ability to deliver change.

This is a definitive reference to Programme Management written by six of the most experienced practitioners in this area: Geoff Reiss, Malcolm Anthony, John Chapman, Geof Leigh, Adrian Pyne and Paul Rayner.

Contents

Part I: Introduction; The programme management process. Part II A Supporting Infrastructure: Programme organization and governance; Programme planning and control; Benefits management; Stakeholder management; Management of risks and issues; Programme assurance and quality; Configuration management; Internal communications; Programme accounting and financial control; Management of scope and change; The programme office; Programme knowledge management. Part III Programme Management Maturity: Measuring programme management maturity; The Programme Management Improvement model. Appendices: Glossary; Sources of additional information; Worked example of a programme definition document. Index.

About the Author

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Geoff Reiss founded and is today Senior Architect at the Program Management Group plc. He was also co-author of Apple Project Manager, Pertmaster and Pertmaster Advance software systems, and founder and features editor of Project Management Today magazine. He is the Chairman of ProgM.

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ProgM is the Programme Management Specific Interest Group for the Association for Project Management and the British Computer Society.

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