

Harold Kerzner, Ph.D.



Project Management Metrics, KPIs, and Dashboards

A Guide to Measuring and Monitoring Project Performance

4

FOURTH EDITION



WILEY

Project Management Metrics Kpis And Dashboards A Guide To Measuring And Monitoring Project Performance

Lincoln H. Forbes, Syed M. Ahmed



Project Management Metrics Kpis And Dashboards A Guide To Measuring And Monitoring Project Performance:

Project Management Metrics, KPIs, and Dashboards Harold Kerzner, 2022-11-15 *Project Management Metrics KPIs and Dashboards* Enables readers to easily understand and implement essential strategies on measuring project management performance *Project Management Metrics KPIs and Dashboards* provides complete coverage of what metrics and KPIs are and how to use them effectively offering comprehensive coverage of the different dashboard types design issues and applications that readers may come across during practical application of the concepts To aid in seamless reader comprehension the work includes full color dashboards from some of the most successful project management companies As a modern resource the work aligns with PMI's PMBOK Guide and stresses value driven project management Written by the leading authority in the field sample topics covered in the work are as follows Stakeholder relations management effective metric measurements selecting the right project metrics innovation metrics and how to become and stay agile Comparing traditional and nontraditional projects defining complexity decision making fluid methodologies global project management and project management methodologies frameworks Customer relations management a new look at defining project success and why customer satisfaction must always be considered Scope creep scope creep dependencies causes of scope creep the business side of scope creep and ways to minimize scope creep For project managers across all industries *Project Management Metrics KPIs and Dashboards* is a valuable resource on the subject that will bolster your awareness of what good metrics management really entails and arm you with the important knowledge needed to measure and communicate performance more effectively

Project Management Metrics, KPIs, and Dashboards Harold Kerzner, 2011-07-15 Essential strategies from Harold Kerzner on measuring project management performance The maze like path of today's projects reflects a business environment that's growing in complexity Factors influencing projects such as new advancements in computer technology an unpredictable economy and the increase in stakeholder involvement make metrics and key performance indicators KPI for project management an important focus Such measures are commonly used to help an organization define and evaluate how successful it is typically in terms of making progress towards its long term organizational goals *Project Management Metrics KPIs and Dashboards* helps functional managers gain a thorough understanding of what metrics are and how they can be best implemented to gain traction in a fast paced and diverse working atmosphere With content aligned with PMI's PMBOK Guide this book offers extensive coverage on KPIs and how they may be monitored using techniques such as business dashboards to assist in prescribing meaningful business strategies After reading this book functional managers will bolster their awareness of what good metrics management really entails and be armed with the knowledge to measure performance more effectively This book begins with basic KPI principles helping functional managers deal with such key issues as Successfully integrating KPIs and metrics into managing a project within a business strategy Important business dashboard techniques used in monitoring performance What is really important to

different stakeholders in a project Managing resistance to change Next the book explores the key questions to ask before implementing a dashboard or reporting system Some of these questions include What are your needs What is involved in integration What s involved in operations and maintenance What does the system cost How long will the system last Throughout the book helpful illustrations clarify complex concepts and processes These illustrations are also available as PowerPoint slides for course and seminar presentations

33rd International Conference on Organization and Technology of Maintenance (OTO 2024) Hrvoje Glavaš, Marijana Hadzima-Nyarko, Naida Ademović, Tomáš Hanák, 2024-12-30 This book offers a comprehensive and innovative exploration of maintenance technologies blending fundamental theories with practical applications in modern engineering systems Covering a broad range of topics it examines areas such as smart street lighting for energy conservation the effects of faulty power supplies on equipment and the use of digital twin technology in concrete plant operations Emerging and unique subjects such as utilizing unused faculty computers for cryptocurrency mining and employing augmented reality for maintenance scheduling underscore innovative approaches Targeted at engineers maintenance professionals researchers and students the book provides valuable insights for enhancing asset reliability operational efficiency and safety protocols across various industries The collected contributions emphasize the interdisciplinary nature of maintenance and serve as a platform for exchanging expertise and introducing innovative methods into daily practice

Online-Marketing-Intelligence Dennis Ahrholdt, Goetz Greve, Gregor Hopf, 2019-11-23 Dieses Buch bietet eine bislang einzigartige bersicht ber Kennzahlen der wichtigsten Online Marketinginstrumente verbunden mit einer fundierten Betrachtung der Instrumente und Erfolgswissen aus empirischen Forschungsergebnissen Aufgrund der F lle an verf gbaren Instrumenten und Daten fehlt dem Marketing Management h ufig ein berblick mit welchen Kennzahlen sich der Erfolgsbeitrag ihrer Online Marketing Aktivit ten bestm glich messen und dokumentieren l sst Somit f llt auch die Entscheidung zur Ausgestaltung der Online Marketing Aktivit ten schwer Das Verst ndnis ber Erfolgswissen ist h ufig nur rudiment r vorhanden Die Autoren beschreiben ber 150 Kennzahlen die in unterschiedlichen Kontexten und entlang der Customer Journey eingesetzt werden k nnen Sie geben auch Hilfestellungen f r die Entwicklung einer Online Marketing Intelligence Das Ziel trotz zunehmender Komplexit t der Online Marketing Instrumente eine bestm gliche Budgetallokation zu erreichen Auch daf r haben sie aus empirischen Forschungsergebnissen instrumentspezifische Erfolgswissen und Faktoren f r den Business Alltag extrahiert Der Praktiker findet in diesem Buch eine F lle von Handlungsempfehlungen f r sein Online Marketing um es auch unter Ber cksichtigung empirisch identifizierter Erfolgswissen auf state of the art Niveau zu betreiben

Research Handbook on Project Performance Vittal S. Anantatmula, Chakradhar Iyyunni, 2023-03-02 This engaging Research Handbook presents a fresh look at how to improve project performance for the project sponsor client and end user using a number of empirical research studies Focusing on project performance concepts and methods the Handbook provides a fresh look at successful project completions achieving project objectives on time or

ahead of time project completion or delivering within budget

Closing the Gap Between Practice and Research in

Industrial Engineering Elisabeth Viles, Marta Ormazábal, Alvaro Lleó, 2017-08-17 This book presents the proceedings of the XXII International Conference on Industrial Engineering and Operations Management International IIE Conference 2016 and International AIM Conference 2016 This joint conference is a result of an agreement between ADINGOR Asociaci n para el Desarrollo de la Ingenier a de Organizaci n ABEPRO Associa o Brasileira de Engenharia de Produ o AIM European Academy for Industrial Management and the IIE Institute of Industrial Engineers and took place at TECNUN School of Engineering San Sebasti n Spain from July 13th to 15th 2016 The book includes the latest research advances and cutting edge analyses of real case studies in Industrial Engineering and Operations Management from diverse international contexts while also identifying concrete business applications for the latest findings and innovations in operations management and the decisions sciences

Recent Advances in Artificial Intelligence in Cost Estimation in Project Management

Nevena Rankovic, Dragica Ranković, Mirjana Ivanovic, Ljubomir Lazić, 2024-12-06 This book focuses on the practical application of AI tools and techniques in software project management offering detailed theoretical explanations and practical examples of over 40 state of the art machine learning and deep learning algorithms applied across each project phase as well as in risk and resource management Helping the business world estimate projects more accurately while saving costs and resources is crucial in today s rapidly changing fast paced technological landscape Moreover it presents specific aspects of combined approaches through ensemble models incorporating Taguchi s optimization method to further improve estimation accuracy advancing this area of software project management A valuable resource for students and professionals to deepen their knowledge and skills it also serves as a great manual for companies adopting smarter strategies to manage and develop projects more efficiently and effectively

The Stakeholder Perspective Massimo Pirozzi, 2019-09-30 The Stakeholder Perspective places people at the center of both projects and project management It gives to the project management community a helpful innovative stakeholder centered approach to increase projects delivered value and success rate It presents a logical model also called the Stakeholder Perspective which acts as the reference point in a structured path to effectiveness Starting from the analysis of a project s stakeholders the model integrates both rational and relational innovative approaches Its continuous focus on stakeholder requirements and expectations helps to set a proper path and to maintain it in order to target success and to achieve goals in a variety of projects with different size and complexity The book presents a set of innovative and immediately applicable techniques for effective stakeholder identification and classification as well as analysis of stakeholder requirements and expectations key stakeholders management stakeholder network management and more generally stakeholder relationship management The proposed stakeholder classification model consists of just four communities each one based on the commonality of main interests and behavior This model features an accurate and stable identification process to increase effective communication and drastic reduce relationship complexity A

systemic approach is proposed to analyze both stakeholder requirements and expectations The approach aids in detecting otherwise unclear stakeholder requirements and or hidden stakeholder expectations An interactive communication model is presented along with its individual and organizational frames of reference Also presented are relevant cues to maximize effective and purposeful communication with key stakeholders as well as with the stakeholder network The importance of satisfying not only the project requirements but also the stakeholder expectations is demonstrated to be the critical success factor in all projects An innovative approach based on the perceived value and key performance indicators shows how to manage different levels of project complexity The book also defines a complete structured path to relationship effectiveness called Relationship Management Project which can be tailored to enhance stakeholder and communication management processes in each one of the project management process groups i e initiating planning executing monitoring and controlling and closing The book concludes with a look ahead at Project Management X 0 and the stakeholder centered evolution of both project and portfolio management

Advances in Information Technology in Civil and Building Engineering Adel Francis, Edmond Miresco, Silvio Melhado, 2025-03-13 This book gathers the latest advances innovations and applications in the field of information technology in civil and building engineering presented at the 20th International Conference on Computing in Civil and Building Engineering ICCCBE held in Montreal Canada on August 25 28 2024 It covers highly diverse topics such as BIM construction information modeling knowledge management GIS GPS laser scanning sensors monitoring VR AR computer aided construction product and process modeling big data and IoT cooperative design mobile computing simulation structural health monitoring computer aided structural control and analysis ICT in geotechnical engineering computational mechanics asset management maintenance urban planning facility management and smart cities Written by leading researchers and engineers and selected by means of a rigorous international peer review process the contributions highlight numerous exciting ideas that will spur novel research directions and foster multidisciplinary collaborations

Translation and Localization Project Management Keiran J. Dunne, Elena S. Dunne, 2011-10-18 Over the past three decades translation has evolved from a profession practiced largely by individuals to a cottage industry model and finally to a formally recognized industrial sector that is project based heavily outsourced and that encompasses a wide range of services in addition to translation As projects have grown in size scope and complexity and as project teams have become increasingly distributed across geographies time zones languages and cultures formalized project management has emerged as both a business requirement and a critical success factor for language service providers In recognition of these developments this volume examines the application of project management concepts tools and techniques to translation and localization projects The contributors are seasoned practitioners and scholars who offer insights into the central role of project management in the language industry today and discuss best practice approaches to the adaptation of generic project management knowledge skills tools and techniques for translation and localization projects Trends and Advances in

Information Systems and Technologies Álvaro Rocha,Hojjat Adeli,Luís Paulo Reis,Sandra Costanzo,2018-03-24 This book includes a selection of papers from the 2018 World Conference on Information Systems and Technologies WorldCIST 18 held in Naples Italy on March27 29 2018 WorldCIST is a global forum for researchers and practitioners to present and discuss recent results and innovations current trends professional experiences and the challenges of modern information systems and technologies research together with their technological development and applications The main topics covered are A Information and Knowledge Management B Organizational Models and Information Systems C Software and Systems Modeling D Software Systems Architectures Applications and Tools E Multimedia Systems and Applications F Computer Networks Mobility and Pervasive Systems G Intelligent and Decision Support Systems H Big Data Analytics and Applications I Human Computer Interaction J Ethics Computers K Health Informatics L Information Technologies in Education M Information Technologies in Radiocommunications N Technologies for Biomedical Applications

Essentials of Logistics and Management Corynne Jaffaux,Philippe Wieser,2012-12-11 The logistician plays a critical role in the growth of his or her company in this third edition of Essentials of Logistics the conceptual framework in which all the stakes and themes of logistics is systematically analyzed with a strong focus on the role of the supply chain Indeed many elements are critical to the successful logistical strateg *Essentials of Logistics and Management, Third Edition* Corynne Jaffaux,Philippe Wieser,2012-12-11 The logistician plays a critical role in the growth of his or her company in this third edition of Essentials of Logistics the conceptual framework in which all the stakes and themes of logistics is systematically analyzed with a strong focus on the role of the supply chain Indeed many elements are critical to the successful logistical strategy customer relation management interactive information support production optimization and process development vision strategy and operations management and human resources and resource allocation Growing out of a successful course given by the International Institute for the Management of Logistics IML of the Swiss Federal Institute of Technology EPFL in Lausanne and by the Ecole des Ponts ParisTech ENPC the purpose of this book is to present a methodology allowing the reader to understand and act based on the critical factors embedded in the design of strategy Concepts are thus combined with practical examples Transversal vision and detailed case studies highlight the main themes of modern logistics and daily preoccupations of logisticians The book is addressed to all professionals of logistics managers planners and engineers as well as to graduate students specializing in the field *Benefits Realization Management* Carlos Eduardo Martins Serra,2016-10-14 Benefits realization management BRM is a key part of governance because it supports the strategic creation of value and provides the correct level of prioritization and executive support to the correct initiatives Because of its relevance to the governance process BRM has a strong influence over project success and is a link between strategic planning and strategy execution This book guides portfolio program and project managers through the process of benefits realization management so they can maximize business value It discusses why and how programs and projects are expected

to enable value creation and it explains the role of BRM in value creation The book provides a flexible framework for Translating business strategy drivers into expected benefits and explains the subsequent composition of a program and project portfolio that can realize expected benefits Planning the benefits realization expected from programs and projects and then making it happen Keeping programs and projects on track Reviewing and evaluating the benefits achieved or expected against the original baselines and the current expectations To help project program and portfolio managers on their BRM journey as well as to support business managers in executing business strategies the book identifies key organizational responsibilities and roles involved in BRM practices and it provides a simple reference that can be mapped against any organizational structure A detailed and comprehensive case study illustrates each phase of the BRM framework as it links business strategy to project work benefits and business value Each chapter ends with a series questions that provide a BRM self assessment The book concludes with a set of templates and detailed instructions to ensure successful deployment of BRM

Managing Technology-Based Projects Hans J. Thamhain, 2014-03-12 A GUIDE TO EFFECTIVE PROJECT MANAGEMENT IN TECHNOLOGY BASED FIRMS Used effectively project management can increase a firm s market share product quality and customer satisfaction Though technology based companies place themselves at a competitive disadvantage if they neglect this strategic tool many overlook project management s benefits because they see themselves as continuously adapting organizations In reality this role makes project management even more vital Managing Technology Based Projects imparts the latest approaches and tools essential to lead a successful technology based project It outlines the practical integration of project management with four key areas strategic alignment of projects within the enterprise the project management process and its organizational support system invaluable tools and techniques and the individual and group leadership within a project s organization Complete with examples of industrial applications the book includes Methods for defining key performance indicators and assessing project management process effectiveness Suggestions for fine tuning and continuous improvement Practical case scenarios discussion topics end of chapter reviews and exercises Attention to project management as it applies to a globalized business No one in a managerial role should be without Thamhain s expert advice This guidebook is your road map to successfully incorporating enterprise project management into technology based work

Innovations in Mechanical Engineering II José Machado, Filomena Soares, Justyna Trojanowska, Erika Ottaviano, Petr Valášek, Mallikarjuna Reddy D., Eduardo André Perondi, Yevheniia Basova, 2022-06-17 This book covers a variety of topics in the field of mechanical engineering with a special focus on methods and technologies for modeling simulation and design of mechanical systems Based on a set of papers presented at the 2nd International Conference Innovation in Engineering ICIE held in Minho Portugal on June 28 30 2022 it focuses on innovation in mechanical engineering spanning from advanced materials and composites optimization of manufacturing and production processes and converging issues and technologies in additive manufacturing and industry 4.0 It covers applications in the transport and

automotive and medical and education sector among others This book which belongs to a three volume set provides engineering researchers and professionals with extensive and timely information on new technologies and developments in the field of mechanical engineering and materials

Lean Project Delivery and Integrated Practices in Modern Construction Lincoln H. Forbes, Syed M. Ahmed, 2020-04-01 Lean Project Delivery and Integrated Practices in Modern Construction is the new and enhanced edition of the pioneering book Modern Construction by Lincoln H Forbes and Syed M Ahmed This book provides a multi faceted approach for applying lean methodologies to improve design and construction processes Recognizing the wide diversity in the landscape of projects and encompassing private and public sector activity buildings and infrastructure the book expands upon the detailed coverage of integrated project delivery and new lean tools and techniques to include Greater emphasis on the importance of creating a lean culture and the initiatives required to transform the industry Expanded discussions of the foundational writings in lean construction theory Exploration of the synergies between lean and green initiatives Specific procedures for modifying planning and scheduling activities to improve the performance of the project team Expanded sections on quality and topics that have become a part of the lean lexicon such as Choosing by Advantages line of balance location based scheduling virtual design teams takt time planning and set based design Discussion questions for beginners and advanced lean practitioners and Improved cross referencing within the text to help the reader navigate the frameworks techniques and tools to support the application of lean principles The techniques described here enhance the use of resources reducing waste minimizing delays increasing quality and reducing overall costs They enable practitioners to improve the quality of the built environment secure higher levels of customer owner satisfaction and simultaneously improve their profitability This book is essential reading for all those wanting to be at the forefront of construction management and lean thinking

Implementing Effective IT Governance and IT Management Gad Selig, 2015-02-01 This book is a revised edition of the best selling title Implementing IT Governance ISBN 978 90 8753 119 5 For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material In all enterprises around the world the issues opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization s IT investments resources major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management An integrated and comprehensive approach to the alignment planning execution and governance of IT and its resources has become critical to more effectively align integrate invest measure deploy service and sustain the strategic and tactical direction and value proposition of IT in support of organizations Much has been written and documented about the individual components of IT Governance such as strategic planning demand management program and project management IT service management strategic sourcing and outsourcing performance management metrics compliance and others Much less has been written about a comprehensive and integrated approach for IT Business

Alignment Planning Execution and Governance This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today The book is divided into two parts which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment Leadership people organization and strategy IT governance its major component processes and enabling technologies Each of the chapters also covers one or more of the following action oriented topics the why and what of IT strategic planning portfolio investment management decision authority etc the how of IT Program Project Management IT Service Management including ITIL Strategic Sourcing and outsourcing performance risk and contingency management including COBIT the Balanced Scorecard etc and leadership team management and professional competences [Multidisciplinary academic research 2012](#)

, **Strategic Portfolio Management** Katy Angliss,Pete Harpum,2022-12-30 This book provides a powerful insight into strategic portfolio management and its central role in the delivery of organisational strategy maximisation of value creation and efficient allocation of resources and capabilities to achieve organisational strategic objectives The book makes a valuable contribution to the development of thinking on the translation of strategy into actionable work Whether you are a senior manager building a high performing strategic portfolio for your organisation or an academic searching for new perspectives on strategy execution through portfolio management you will find great significance in this book Twenty eight chapters in four sections provide multiple perspectives on the topic with in depth guidance on organisational design for strategic portfolio management and covering all process capability and leadership aspects of strategic portfolio management The book includes several detailed case studies for the effective deployment of strategic portfolios bringing together theory and practice for strategic portfolio management This book is particularly valuable for advanced undergraduate and postgraduate students of project and portfolio management strategic management and leadership who are looking to expand their knowledge within the multi project environment Highly practical and logical in its structure it also shows project management professionals how to effectively manage their business portfolios and align this with their business strategy

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