WEB ADDED VALUE DOWNLOAD GUIDE

This document identifies and describes the Web Added Value (WAV) download items provided with the book entitled ***Mastering Project Portfolio Management:*** *A Systems Approach to Achieving Strategic Objectives* authored by Michael J. Bible and Susan S. Bivins, to further aid readers, instructors and their students in gaining the knowledge, simulated experience, and comprehensive understanding of project portfolio management required to apply it in real-world practice with the high level of expertise needed to achieve optimal results.

Overview

The WAV download items are separated into two categories, those intended for use by all readers and those for course instructors only. The items available for all readers include:

- Source documents to support entry of example data into software models
- Example decision support software models
- A working draft chapter on evaluating strategic project portfolio performance
- A reader feedback form

The items available for instructors include:

- Instructor starter guide
- A student case study as an example of a class project or case study with professor critique
- Generic slide decks for each chapter
- Figures and tables in original color
- Questions and answers for class discussion, homework and exams

In addition, a document containing errata and major software release information will be made available as a download for readers and instructors should the need arise. From time to time, the decision support software may be updated with major enhancements or changes. Errors may be discovered within the book. These will be communicated via this document as well.

Each of the available download items is further described in following pages with information about suggested use.

Reader Materials

Supplemental WAV material available for all readers includes documents and spreadsheet files containing background material for ease of use in following the examples provided within the text and software, as well as an optimized sample project portfolio model and a choice evaluation model built using decision support software. A draft chapter containing new concepts for evaluating the strategic performance of projects and portfolios during execution is also provided.

Background Documents and Spreadsheets for Copy and Paste

Rather than manually entering the objectives, alternatives and supporting information into the decision support software models, these files allow readers to copy and paste needed text while following the examples in the book. This will save effort and reduce errors when building the sample models. One document can be used to copy and paste objectives during our coverage of Chapter 4 and alternatives (candidate projects) during coverage of Chapter 7. A spreadsheet contains the candidate project evaluated benefits, costs and constraint categories for use in Chapters 8 and 9. Of course readers who wish to use their own benefits should feel free to do so. Another spreadsheet illustrates the difference in strategic benefit between an optimized portfolio and one that was chosen by the common practice of selecting projects in descending order of priority until funds are exhausted.

Sample Models in Decision Support Software

Two Analytic Hierarchy Process (AHP) models that can be loaded into the accompanying decision support software are provided to show how a sample completed model has been structured, measured (evaluated) and synthesized.

One model is a completely evaluated project portfolio prioritization model that contains the goal, objectives, project candidates (alternatives) and completed evaluator judgments, resulting in relative priorities for each objective and the priorities for each candidate project with respect to the objectives they support and with respect to the organization's goal. Readers are encouraged to follow the examples in Chapters 4 and 7 to enter their own judgments; of course the results will be different from the supplied completed model. The model is provided as an example only and matches the figures in the book. In addition to allowing a reader to see a completed portfolio evaluation model built in the decision support software that accompanies the book, this model can also be entered into the optimization software module as described in Chapters 8 and 9.

The second model, also created in the decision support software, demonstrates an evaluation of three alternative approaches for a project, "Gold", "Silver" and "Bronze", each with a different scope and estimated cost; the alternative preferred as a result of the evaluation is then submitted as one of the project portfolio candidates, as described in Chapter 6, Appendix B.

Draft Chapter 12

Much has been written about measuring the performance of a portfolio and its member projects. Some of this material, and a few available portfolio management software products, consider the relative importance of each project in the portfolio in terms of achieving strategic objectives by weighting the performance metrics. In other words, the performance of a project that is strategically twice as important as another project carries twice as much weight when rolling up traditional performance metrics such as cost and schedule to the portfolio level.

However, metrics to help assess whether a portfolio and its member projects remain on track to deliver the strategic benefits for which they were selected are scarce or non-existent. A project does not deliver actual benefit to an organization until it becomes operational in some form; thus, a project portfolio is different from a financial portfolio, for which the actual value or benefit can be determined at any point in time. A project portfolio is selected based on the anticipated or expected strategic benefit, and while its member projects are under way, much can change. If the change is in organizational strategy, of course it may be time to reevaluate the entire portfolio. But what if the change is simply that a project cannot meet its promise of, say, being first to market; i.e., even though it will complete on time and within budget? Traditionally this would be considered a successful project, right? How do we measure situations such as this across projects and portfolios? The draft of a twelfth chapter for the book suggests some unique approaches to measuring the strategic performance of project portfolios in terms of continued expectation of achieving organizational goals and objectives. While these new concepts have not yet been subjected to formal review, the authors are interested in reader comments and feedback.

Feedback and Comment Form

A downloadable feedback and comment form is provided to gain reader input on the new concepts, ideas and approaches presented in draft Chapter 12, as well as the chapters contained within the book. Any improvement suggestions for subsequent editions of the book and software are welcome as well. Readers without access to the form in MS Word can simply send input via email to:

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Michael J. Bible mb1775@gwmail.gwu.edu

Software Access, Changes and Errata

This document contains information for readers on how to obtain access to the decision support software. From time to time, the decision support software may be updated with major enhancements or changes. In addition errors may be discovered in the material within the book. This document will be updated to reflect major software updates and errata.

Instructor Materials

The following materials were developed for use by course instructors only, and access to these materials is therefore restricted. To obtain permission and access to these materials contact salesandmarketing@jrosspub.com.

Instructor Starter Guide

The Instructor Starter Guide is intended to help professors teaching with *Mastering Project Portfolio Management* for the first time to productively (1) establish the software tools environment, (2) understand the materials available to instructors and to all readers through the WAV, and (3) gain a quick overview of the process described in the book.

ABU Case Study Student Paper

The student paper is an actual graduate student case study based on the fictitious American Business University (ABU) example described in the book. The paper describes the steps required to select the optimal project portfolio based upon a goal and objectives from the university's strategic plan. The process includes prioritizing the objectives, identifying and prioritizing the project candidates, establishing constraints, performing assessments of various scenarios including analysis of the efficient frontier, and selecting the optimal portfolio at a particular funding level under the specified constraints.

Professor critique notes are provided to indicate student insights and potential errors. The case study includes the use of the decision support software provided with the book to produce the desired results, in addition to narratives describing the project portfolio management process. It can be used as an example for students assigned a term project using their own real or imaginary portfolios.

PowerPoint Slide Deck for Each Chapter

A generic PowerPoint slide deck is provided covering the material in each chapter, including overview, content and summary slides. The slides can be downloaded and tailored by the instructor, or included with other lecture material.

Figures and Tables in PNG Format

All figures and tables from each chapter are provided in original color as portable network graphics files to aid instruction. This copyrighted material may be copied and used in the instructor's teaching material with appropriate attribution, and permission from the publisher. Simply submit your request to salesandmarketing@jrosspub.com.

.Questions and Answers

Questions about the material in each chapter and sample answers are provided. Instructors can use these for homework, in-class discussions, as exam questions and / or simply as thought provoking exercises.