

TECHNICAL PROJECT MANAGER DUTIES

TECHNICAL PROJECT MANAGER DUTIES ENCOMPASS A WIDE RANGE OF RESPONSIBILITIES THAT ENSURE THE SUCCESSFUL DELIVERY OF TECHNOLOGY-DRIVEN PROJECTS. THESE DUTIES REQUIRE A BLEND OF TECHNICAL EXPERTISE AND PROJECT MANAGEMENT SKILLS TO COORDINATE TEAMS, MANAGE TIMELINES, AND MITIGATE RISKS EFFECTIVELY. A TECHNICAL PROJECT MANAGER SERVES AS A CRITICAL BRIDGE BETWEEN TECHNICAL TEAMS AND BUSINESS STAKEHOLDERS, FACILITATING COMMUNICATION AND ALIGNING PROJECT OBJECTIVES WITH ORGANIZATIONAL GOALS. UNDERSTANDING THE SCOPE OF THESE DUTIES PROVIDES INSIGHT INTO HOW PROJECTS ARE GUIDED FROM INCEPTION TO COMPLETION. THIS ARTICLE EXPLORES THE ESSENTIAL ROLES AND TASKS INVOLVED IN TECHNICAL PROJECT MANAGEMENT, HIGHLIGHTING KEY RESPONSIBILITIES, NECESSARY SKILLS, AND BEST PRACTICES THAT CONTRIBUTE TO PROJECT SUCCESS.

- KEY RESPONSIBILITIES OF A TECHNICAL PROJECT MANAGER
- ESSENTIAL SKILLS AND QUALIFICATIONS
- PROJECT PLANNING AND EXECUTION
- TEAM LEADERSHIP AND COMMUNICATION
- RISK MANAGEMENT AND PROBLEM SOLVING
- TOOLS AND TECHNOLOGIES USED

KEY RESPONSIBILITIES OF A TECHNICAL PROJECT MANAGER

THE CORE OF TECHNICAL PROJECT MANAGER DUTIES INVOLVES OVERSEEING THE PLANNING, EXECUTION, AND DELIVERY OF TECHNICAL PROJECTS. THIS ROLE REQUIRES MANAGING PROJECT SCOPE, TIMELINES, BUDGETS, AND RESOURCES WHILE ENSURING ALIGNMENT WITH BUSINESS OBJECTIVES. A TECHNICAL PROJECT MANAGER ACTS AS THE LIAISON BETWEEN DEVELOPMENT TEAMS, STAKEHOLDERS, AND CLIENTS, TRANSLATING TECHNICAL REQUIREMENTS INTO ACTIONABLE PLANS.

PROJECT SCOPE AND REQUIREMENT MANAGEMENT

DEFINING AND CONTROLLING THE PROJECT SCOPE IS CRUCIAL TO PREVENT SCOPE CREEP AND ENSURE FOCUSED PROGRESS. TECHNICAL PROJECT MANAGERS GATHER AND ANALYZE REQUIREMENTS FROM STAKEHOLDERS AND TRANSLATE THEM INTO DETAILED PROJECT PLANS THAT TECHNICAL TEAMS CAN IMPLEMENT.

SCHEDULING AND RESOURCE ALLOCATION

EFFECTIVE SCHEDULING IS VITAL TO MEET DEADLINES AND OPTIMIZE RESOURCE UTILIZATION. ASSIGNING TASKS BASED ON TEAM MEMBERS' STRENGTHS AND AVAILABILITY, AND ADJUSTING PLANS AS NEEDED, ARE PART OF THE TECHNICAL PROJECT MANAGER DUTIES TO MAINTAIN PRODUCTIVITY AND MOMENTUM.

BUDGET OVERSIGHT

MANAGING THE PROJECT BUDGET ENSURES THAT EXPENDITURES ALIGN WITH ALLOCATED FUNDS. THIS INCLUDES FORECASTING COSTS, TRACKING EXPENSES, AND MAKING ADJUSTMENTS TO AVOID OVERRUNS WHILE DELIVERING VALUE.

ESSENTIAL SKILLS AND QUALIFICATIONS

TECHNICAL PROJECT MANAGER DUTIES REQUIRE A UNIQUE COMBINATION OF TECHNICAL KNOWLEDGE AND PROJECT MANAGEMENT EXPERTISE. A SUCCESSFUL MANAGER IN THIS ROLE BALANCES LEADERSHIP WITH DETAILED UNDERSTANDING OF TECHNOLOGY AND METHODOLOGIES.

TECHNICAL EXPERTISE

A STRONG FOUNDATION IN SOFTWARE DEVELOPMENT, IT INFRASTRUCTURE, OR RELEVANT TECHNOLOGY DOMAINS IS CRITICAL. THIS KNOWLEDGE ENABLES THE MANAGER TO UNDERSTAND TECHNICAL CHALLENGES, COMMUNICATE EFFECTIVELY WITH ENGINEERS, AND MAKE INFORMED DECISIONS.

PROJECT MANAGEMENT PROFICIENCY

PROFICIENCY IN PROJECT MANAGEMENT FRAMEWORKS SUCH AS AGILE, SCRUM, OR WATERFALL EQUIPS TECHNICAL PROJECT MANAGERS TO STRUCTURE PROJECTS EFFICIENTLY. CERTIFICATIONS LIKE PMP OR SCRUM MASTER ARE OFTEN PREFERRED QUALIFICATIONS.

COMMUNICATION AND LEADERSHIP SKILLS

CLEAR COMMUNICATION AND LEADERSHIP ARE ESSENTIAL TO COORDINATE TEAMS, MANAGE STAKEHOLDER EXPECTATIONS, AND RESOLVE CONFLICTS. TECHNICAL PROJECT MANAGERS MOTIVATE TEAMS, FACILITATE COLLABORATION, AND ENSURE TRANSPARENCY THROUGHOUT THE PROJECT LIFECYCLE.

PROJECT PLANNING AND EXECUTION

PLANNING AND EXECUTING PROJECTS SYSTEMATICALLY IS A FUNDAMENTAL ASPECT OF TECHNICAL PROJECT MANAGER DUTIES. THIS INVOLVES BREAKING DOWN PROJECTS INTO MANAGEABLE TASKS, SETTING MILESTONES, AND MONITORING PROGRESS.

WORK BREAKDOWN STRUCTURE (WBS)

CREATING A DETAILED WORK BREAKDOWN STRUCTURE HELPS IN ORGANIZING TASKS AND DEFINING DELIVERABLES. IT CLARIFIES RESPONSIBILITIES AND TIMELINES, ALLOWING FOR BETTER TRACKING AND CONTROL.

MILESTONE AND DELIVERABLE MANAGEMENT

ESTABLISHING KEY MILESTONES AND DELIVERABLES PROVIDES CHECKPOINTS TO MEASURE PROGRESS AND QUALITY. TECHNICAL PROJECT MANAGERS ENSURE THAT DEADLINES ARE MET AND DELIVERABLES MEET SPECIFIED STANDARDS.

QUALITY ASSURANCE

OVERSEEING QUALITY ASSURANCE PROCESSES ENSURES THAT TECHNICAL OUTPUTS COMPLY WITH REQUIREMENTS AND INDUSTRY STANDARDS. THIS INCLUDES COORDINATING TESTING, REVIEWS, AND VALIDATION ACTIVITIES.

TEAM LEADERSHIP AND COMMUNICATION

LEADING TECHNICAL TEAMS REQUIRES A CLEAR STRATEGY FOR COMMUNICATION AND COLLABORATION. TECHNICAL PROJECT MANAGER DUTIES INCLUDE FOSTERING AN ENVIRONMENT THAT PROMOTES TEAMWORK AND KNOWLEDGE SHARING.

FACILITATING TEAM MEETINGS

REGULAR MEETINGS, SUCH AS DAILY STAND-UPS OR SPRINT REVIEWS, HELP MAINTAIN ALIGNMENT, ADDRESS CHALLENGES PROMPTLY, AND ENCOURAGE ACCOUNTABILITY AMONG TEAM MEMBERS.

STAKEHOLDER ENGAGEMENT

MAINTAINING OPEN LINES OF COMMUNICATION WITH STAKEHOLDERS IS CRITICAL TO MANAGE EXPECTATIONS AND INCORPORATE FEEDBACK. TECHNICAL PROJECT MANAGERS PROVIDE UPDATES, REPORT RISKS, AND NEGOTIATE CHANGES AS NECESSARY.

CONFLICT RESOLUTION

MANAGING DISAGREEMENTS AND RESOLVING CONFLICTS WITHIN THE TEAM OR WITH STAKEHOLDERS ENSURES A PRODUCTIVE WORKING ENVIRONMENT AND PREVENTS DISRUPTIONS TO PROJECT PROGRESS.

RISK MANAGEMENT AND PROBLEM SOLVING

ANTICIPATING, IDENTIFYING, AND MITIGATING RISKS ARE INTEGRAL TECHNICAL PROJECT MANAGER DUTIES THAT PROTECT PROJECTS FROM POTENTIAL SETBACKS.

RISK IDENTIFICATION AND ANALYSIS

TECHNICAL PROJECT MANAGERS CONTINUOUSLY ASSESS RISKS RELATED TO TECHNOLOGY, RESOURCES, TIMELINES, AND EXTERNAL FACTORS. EARLY IDENTIFICATION ALLOWS FOR PROACTIVE MANAGEMENT.

DEVELOPING MITIGATION STRATEGIES

ONCE RISKS ARE IDENTIFIED, CREATING CONTINGENCY PLANS AND MITIGATION STRATEGIES ENSURES THAT THE PROJECT CAN ADAPT WITHOUT SIGNIFICANT IMPACT ON OBJECTIVES.

ISSUE RESOLUTION

WHEN PROBLEMS ARISE, PROMPT AND EFFECTIVE PROBLEM-SOLVING IS REQUIRED TO MINIMIZE DELAYS AND MAINTAIN PROJECT QUALITY. THIS INVOLVES ROOT CAUSE ANALYSIS AND IMPLEMENTING CORRECTIVE ACTIONS.

TOOLS AND TECHNOLOGIES USED

UTILIZING THE RIGHT TOOLS ENHANCES THE EFFICIENCY AND EFFECTIVENESS OF TECHNICAL PROJECT MANAGER DUTIES. THESE TOOLS FACILITATE PLANNING, COMMUNICATION, TRACKING, AND REPORTING THROUGHOUT THE PROJECT LIFECYCLE.

PROJECT MANAGEMENT SOFTWARE

APPLICATIONS SUCH AS JIRA, MICROSOFT PROJECT, AND TRELLO ARE COMMONLY USED TO ORGANIZE TASKS, SCHEDULE ACTIVITIES, AND MONITOR PROGRESS IN REAL TIME.

COLLABORATION PLATFORMS

TOOLS LIKE SLACK, MICROSOFT TEAMS, AND CONFLUENCE SUPPORT TEAM COMMUNICATION, DOCUMENT SHARING, AND KNOWLEDGE MANAGEMENT, WHICH ARE ESSENTIAL FOR REMOTE AND CO-LOCATED TEAMS ALIKE.

REPORTING AND ANALYTICS

TECHNICAL PROJECT MANAGERS USE REPORTING TOOLS TO GENERATE INSIGHTS ON PROJECT STATUS, RESOURCE UTILIZATION, AND RISK METRICS. THESE ANALYTICS INFORM DECISION-MAKING AND STAKEHOLDER COMMUNICATIONS.

- DEFINE PROJECT SCOPE AND REQUIREMENTS CLEARLY
- CREATE DETAILED PROJECT SCHEDULES AND ALLOCATE RESOURCES EFFICIENTLY
- MANAGE BUDGETS AND CONTROL COSTS TO AVOID OVERRUNS
- LEAD AND MOTIVATE TECHNICAL TEAMS THROUGH EFFECTIVE COMMUNICATION
- IDENTIFY AND MITIGATE RISKS PROACTIVELY
- UTILIZE SPECIALIZED PROJECT MANAGEMENT AND COLLABORATION TOOLS

FREQUENTLY ASKED QUESTIONS

WHAT ARE THE PRIMARY RESPONSIBILITIES OF A TECHNICAL PROJECT MANAGER?

A TECHNICAL PROJECT MANAGER IS RESPONSIBLE FOR PLANNING, EXECUTING, AND CLOSING PROJECTS WHILE MANAGING TECHNICAL TEAMS AND ENSURING THAT PROJECT GOALS ALIGN WITH BUSINESS OBJECTIVES. THEY OVERSEE TIMELINES, BUDGETS, RESOURCE ALLOCATION, RISK MANAGEMENT, AND STAKEHOLDER COMMUNICATION.

HOW DOES A TECHNICAL PROJECT MANAGER DIFFER FROM A TRADITIONAL PROJECT MANAGER?

A TECHNICAL PROJECT MANAGER HAS A STRONGER BACKGROUND IN TECHNOLOGY AND UNDERSTANDS THE TECHNICAL ASPECTS OF THE PROJECT, ENABLING THEM TO COMMUNICATE EFFECTIVELY WITH ENGINEERS AND DEVELOPERS. IN CONTRAST, A TRADITIONAL PROJECT MANAGER MAY FOCUS MORE ON GENERAL PROJECT MANAGEMENT SKILLS WITHOUT DEEP TECHNICAL EXPERTISE.

WHAT SKILLS ARE ESSENTIAL FOR A TECHNICAL PROJECT MANAGER?

ESSENTIAL SKILLS INCLUDE TECHNICAL KNOWLEDGE RELEVANT TO THE INDUSTRY, LEADERSHIP, COMMUNICATION, RISK MANAGEMENT, PROBLEM-SOLVING, TIME MANAGEMENT, AND PROFICIENCY WITH PROJECT MANAGEMENT TOOLS AND METHODOLOGIES LIKE AGILE OR SCRUM.

How Does a Technical Project Manager Handle Risk Management?

They identify potential technical and project risks early, assess their impact and likelihood, develop mitigation strategies, and monitor risks throughout the project lifecycle to minimize disruptions and ensure successful project delivery.

What Role Does a Technical Project Manager Play in Agile Project Management?

In agile environments, a technical project manager often acts as a Scrum Master or Agile Coach, facilitating team collaboration, managing backlogs, ensuring iterative delivery, removing impediments, and aligning technical tasks with project goals.

How Important is Stakeholder Communication for a Technical Project Manager?

Stakeholder communication is crucial as it ensures that expectations are aligned, progress is transparently reported, feedback is integrated, and any issues are addressed promptly, which ultimately contributes to project success.

What Tools Do Technical Project Managers Commonly Use to Manage Their Duties?

They commonly use project management software like Jira, Trello, Microsoft Project, or Asana, along with communication tools such as Slack or Microsoft Teams, and documentation platforms like Confluence to plan, track, and communicate project progress effectively.

Additional Resources

1. *"The Phoenix Project: A Novel About IT, DevOps, and Helping Your Business Win"* by Gene Kim, Kevin Behr, and George Spafford

This book offers an engaging narrative that highlights the challenges and solutions in managing IT projects within an organization. It introduces key DevOps principles and demonstrates how technical project managers can bridge gaps between development, operations, and business teams. The story-driven approach makes complex concepts accessible and emphasizes the importance of collaboration and continuous improvement.

2. *"The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses"* by Eric Ries

Although focused on startups, this book provides valuable insights into iterative project management and lean methodologies. Technical project managers can learn how to implement validated learning, rapid prototyping, and build-measure-learn feedback loops to manage projects effectively. It encourages a mindset of experimentation and adaptability, essential for managing technical initiatives in fast-paced environments.

3. *"Scrum: The Art of Doing Twice the Work in Half the Time"* by Jeff Sutherland

Co-creator of Scrum, Jeff Sutherland explains the agile framework that has transformed project management worldwide. The book details how Scrum can improve team productivity, communication, and project outcomes, making it a must-read for technical project managers. It includes practical advice and real-world examples on implementing Scrum effectively in various technical projects.

4. *"Project Management for the Unofficial Project Manager"* by Kory Kogon, Suzette Blakemore, and James Wood

This book is tailored for professionals who manage projects without formal training or titles. It covers essential project management skills such as planning, communication, and leadership, with a focus on practical application. Technical project managers can benefit from its straightforward guidance and tools to navigate complex projects confidently.

5. *"THE MYTHICAL MAN-MONTH: ESSAYS ON SOFTWARE ENGINEERING"* BY *FREDERICK P. BROOKS JR.*

A CLASSIC IN SOFTWARE PROJECT MANAGEMENT, THIS COLLECTION OF ESSAYS EXPLORES THE CHALLENGES OF SOFTWARE DEVELOPMENT PROJECTS. BROOKS INTRODUCES CONCEPTS LIKE THE "MYTHICAL MAN-MONTH" AND THE IMPORTANCE OF REALISTIC SCHEDULING AND COMMUNICATION. TECHNICAL PROJECT MANAGERS GAIN TIMELESS WISDOM ON MANAGING SCOPE, TIMELINES, AND TEAM DYNAMICS IN COMPLEX ENGINEERING PROJECTS.

6. *"AGILE PROJECT MANAGEMENT WITH KANBAN"* BY *ERIC BRECHNER*

THIS BOOK PRESENTS KANBAN AS A FLEXIBLE AND VISUAL APPROACH TO MANAGING TECHNICAL PROJECTS. IT EXPLAINS HOW TO IMPLEMENT KANBAN BOARDS TO IMPROVE WORKFLOW, LIMIT WORK IN PROGRESS, AND INCREASE TEAM EFFICIENCY. TECHNICAL PROJECT MANAGERS WILL FIND PRACTICAL STRATEGIES TO ADAPT AGILE PRINCIPLES TO THEIR UNIQUE PROJECT ENVIRONMENTS.

7. *"MAKING THINGS HAPPEN: MASTERING PROJECT MANAGEMENT"* BY *SCOTT BERKUN*

BERKUN SHARES INSIGHTS FROM HIS EXPERIENCE AT MICROSOFT, FOCUSING ON THE HUMAN AND ORGANIZATIONAL ASPECTS OF PROJECT MANAGEMENT. THE BOOK COVERS LEADERSHIP, DECISION-MAKING, AND COMMUNICATION STRATEGIES ESSENTIAL FOR TECHNICAL PROJECT MANAGERS. IT IS PACKED WITH REAL-WORLD ADVICE FOR OVERCOMING COMMON PROJECT CHALLENGES AND DELIVERING SUCCESSFUL OUTCOMES.

8. *"MANAGING THE UNMANAGEABLE: RULES, TOOLS, AND INSIGHTS FOR MANAGING SOFTWARE PEOPLE AND TEAMS"* BY *MICKEY W. MANTLE AND RON LICHTY*

THIS BOOK ADDRESSES THE UNIQUE CHALLENGES OF MANAGING SOFTWARE DEVELOPMENT TEAMS. IT PROVIDES PRACTICAL RULES AND TOOLS FOR TECHNICAL PROJECT MANAGERS TO LEAD, MOTIVATE, AND ORGANIZE HIGHLY SKILLED TECHNICAL PROFESSIONALS. THE AUTHORS EMPHASIZE EMPATHY, COMMUNICATION, AND PROCESS IMPROVEMENT TO ENHANCE TEAM PRODUCTIVITY.

9. *"THE ART OF PROJECT MANAGEMENT"* BY *SCOTT BERKUN*

ANOTHER ESSENTIAL READ BY SCOTT BERKUN, THIS BOOK DIVES DEEP INTO THE THEORY AND PRACTICE OF MANAGING TECHNICAL PROJECTS. IT COVERS TOPICS LIKE SCHEDULING, RISK MANAGEMENT, AND STAKEHOLDER COMMUNICATION WITH A FOCUS ON SOFTWARE AND TECHNOLOGY PROJECTS. TECHNICAL PROJECT MANAGERS WILL FIND COMPREHENSIVE GUIDANCE TO REFINE THEIR SKILLS AND HANDLE COMPLEX PROJECT DEMANDS EFFECTIVELY.

Technical Project Manager Duties

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communication, as well as how to leverage EI to build strong team relationships and improve leadership effectiveness. This book provides practical tools, methodologies, and case studies, offering insights from industry leaders to help both aspiring and practicing TPMs apply advanced concepts and strategies effectively. It also explores the unique aspects of the TPM role in major tech companies, helping you to navigate and thrive in your career. By the end of this book, you'll have a clear understanding of the TPM role, along with a breakdown of the necessary technical and program management skills, to develop a clear roadmap for your career. What you will learn

Uncover the critical importance of the TPM role in the tech industry
Understand and leverage the unique aspects of the TPM role
Discover what makes a successful TPM through real-world case studies
Master project management with advanced technical skills and AI tools
Apply EI to enhance leadership and team management
Explore careers and paths for TPMs in the Big Five tech companies

Who this book is for
This book is designed for aspiring and established Technical Program Managers (TPMs), tech professionals transitioning into TPM roles, and recent graduates embarking on careers in technology consulting. It's also valuable for business analysts, project managers, and anyone supporting or working alongside TPMs. To fully benefit from this book, readers should have a basic understanding of the project management life cycle and be comfortable with technical concepts, as it dives into advanced topics and real-world applications.

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David Loader, Graeme Biggs, 2002 Looks at issues in technology from the operations function rather than an IT perspective. It explores the use of technology for processing, provision of client services, risk management and business management.

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Dennis Lock's masterly exposition of the principles and practice of project management has been pre-eminent in its field for 45 years and was among the first books to treat project management as a holistic subject. But Project Management has been kept completely up to date by regular and sensitive revisions to ensure that it remains fresh and totally relevant. Project Management explains the entire project management process in great detail, demonstrating techniques from simple charts to detailed computer applications. Everything is reinforced with clear diagrams and case examples, many new for this edition. The author has expanded discussion of topics such as supply chain management and the project management office (PMO), and there are new chapters about implementing change management projects and the role of senior managers in supporting projects. Obsolete or less frequently used methods have been stripped out, but readers of the hardback Tutor's Edition will find that this deleted material lives on as new chapters on the accompanying downloadable resources, which have been thoroughly revised. Importantly, that disc includes comprehensive Power Point presentations with hundreds of well designed slides that tutors can use directly as a valuable resource for their lectures. Students have always commented on this book's reader-friendly style, which is free of unnecessary jargon, with clear diagrams and a construction that is logically organized, well indexed and simple to navigate. This Tenth Edition is certain to maintain the book's acclaimed status as the standard work for managers and students alike.

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Dennis Lock's masterly exposition of the principles and practice of project management has been pre-eminent in its field for 45 years. The Tenth Edition of Project Management explains the entire project management process in great detail, and includes brand new chapters on implementing management change projects and the role of senior management support. Everything is reinforced throughout with case examples and diagrams, many new for this edition. As with previous editions, meticulous care has been taken to ensure that the text is reader-friendly and free of unnecessary

jargon, with clear diagrams and a construction that is logically organized, well indexed and simple to navigate. The result is certain to maintain this book's acclaimed status as the standard work for managers and students alike.

technical project manager duties: *Harvard Business Review Project Management Handbook* Antonio Nieto-Rodriguez, 2021-10-19 The one primer you need to launch, lead, and sponsor successful projects. We're now living in the project economy. The number of projects initiated in all sectors has skyrocketed, and project management skills have become essential for every leader and manager. Still, project failure rates remain extremely high. Why? Leaders oversee too many projects and have too little visibility into them. Project managers struggle to translate their hands-on, technical knowledge up to senior management. The result? Worthy projects are starved of time and resources and fail to deliver benefits, while too much investment goes into the wrong projects. To compete in the project economy, you need to close this gap. The HBR Project Management Handbook shows you how. In this comprehensive guide, project management expert Antonio Nieto-Rodriguez presents a new and simple framework that will increase any project's likelihood of success. Packed with case studies from many industries worldwide, it will teach you how to manage your organization's projects, strategic programs, and agile initiatives more effectively and push the best ones ahead to completion. Timeless yet forward-looking, this book will help you win in the project-driven world. In the HBR Project Management Handbook you'll find: Everything you need to know about project management in practical, nontechnical language A definitive taxonomy of project types, from product launches to digital transformations to megaprojects A road map for becoming an effective project leader and executive sponsor A new, simple, and universal project framework, the Project Canvas, that breaks down any project into essential building blocks that can be easily understood by all project stakeholders Original concepts and exclusive case studies from public- and private-sector organizations worldwide You'll learn: A common language for project managers and executives to run successful projects across your organization When to use agile, traditional, or hybrid methods in your projects The twelve principles of successful projects, including purpose, agility, and a focus on outcomes Techniques for selecting and advancing the best projects and managing a strategic and balanced project portfolio How today's projects will help address some of the most pressing global trends, including automation, sustainability, diversity, and crisis management Why project management needed to be reinvented and what the future holds HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, and real-life stories, each comprehensive volume helps you to stand out from the pack—whatever your role.

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who need to specify and demonstrate quick-wins and early PMO-based accomplishments in their organization.

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