

Surf's Up: The Project Management Process



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TODAY'S project managers can boast a host of strategic skills, which complement a thorough understanding of basic life-cycle practices. They are proficient at planning, organizing, scoping for resources, monitoring progress, and delivering products on time and within budget. Moreover, project champions take pride in being adept at managing integrated, end-to-end processes that align with overall corporate strategic directions. Internet resources, such as the examples described below, furnish useful insights about effective structuring of project work while handling complex portfolios consisting of multiple projects. These websites provide information about tools and techniques such as earned value assessment, critical chain evaluation, critical path sequence analysis, risk control, quality auditing, and best practices for communicating with colocated or virtual teams. Also, they address training options and benefits of professional certification.

American Society for the Advancement of Project Management
<http://www.asapm.org/>

This nonprofit organization fosters the concept of project

management as a profession. It promotes best practices, provides competence certification, and develops project management standards. It offers open access to book reviews, information about events, and magazine and newsletter articles.

Global Alliance for Project Performance Standards
<http://www.globalpmstandards.org/>

Here is a group that strives to assess, define, and develop uniform performance measures, whereby stakeholders anywhere in the world can accurately gauge the qualifications of professional project managers. Their aim is for a globally acceptable framework to facilitate transfer of credentials that take into account aptitude, education, experience and expertise.

New York State Project Management Guidebook Release 2
<http://www.oft.state.ny.us/pmmp/guidebook2/index.htm>

Although this manual was designed as an exemplary government agency approach, its contents delineate a comprehensive methodology that details all basic aspects of the project management process. Readers will find it

applicable to both public and private sectors. It was developed by a collaborative process and then subjected to stringent peer review. Site visitors throughout the world welcome open access to the complete electronic text of this carefully crafted reference document. Those choosing to register at the site are alerted when updates become available. While the online version is free, the hardcopy book is for sale.

PMForum

<http://www.pmforum.org/>

Contributions to this peer-reviewed portal site are monitored for scholarly determination, original research, and supportive commentary. It serves as an international guide to Internet resources, collaboration opportunities, and educational tools in an effort to nurture a global community of present and potential project management practitioners. There are links to articles and breaking news stories. The calendar of upcoming

events includes conferences and training announcements. There is a directory of regional project management organizations that spans Africa, Asia/Pacific, Europe, and North America. Moreover, it is an informative pathfinder to key standardization and certification endeavors including supportive documentation.

Project Management Institute

<http://www.pmi.org>

Membership in this nonprofit society draws from over 160 countries. It publishes a guidebook defining the project management discipline in terms of essential areas of knowledge. It sponsors a quarterly scholarly journal that focuses on research advancements. More frequent publications include a magazine that alerts to current viewpoints and several informative newsletters. Supporters have rapid access via the Web to white papers and the complete electronic texts of several

hundred books, which are retrievable at discount rates. The Institute is a leader in the project management credentialing arena. It offers certification by rigorous examination, which needs to be followed by a stringent maintenance program and adherence to their code of conduct guidelines.

PROJECTMANAGER.com

<http://www.projectmanager.com/>

Software postings in this portal directory are linked to original sites, where applications and resources are described that facilitate the project management process. This compilation is arranged by categories that cover scheduling, task management, expense and protocol tracking, collaboration enablers, documentation control, and help desk services. In addition there is a selection of hyperlinks to consulting company Websites, continuing education courses, and professional organizations.