This handbook has three primary objectives: (?) to give the project managers guidance to avoid conflicts in project execution and to understand the procedures in case of legal proceedings, (?) to give lawyers the understanding of the technical problems in project management, and (?) to give students an introduction into the technical and legal aspects of managing big international projects. The case studies and questions at the end of each chapter are especially directed to the student and the young project managers, who try to enter the ever more complicated world of managing international projects. This book does not try to give legal advice, but it tries to help engineers and project managers how to thoroughly plan their project in order to avoid conflicts during execution. In this way it also helps lawyers to better understand their clients, when they have to defend them in conflicts regarding big international projects. The authors’ many years of experience in managing international projects on one side and in assisting as experts and monitors of litigation on the other side have led them to write this book and thus to help other project managers avoid the mistakes.
that they themselves and other project managers have made in the past.
This is a self-contained text on the logic and institutions of project finance, supplemented by a series of project finance case studies illustrating applications in different economic environments, across different jurisdictions and at different stages of development. It will introduce an analytical framework drawing on applied institutional economics that includes and concentrates primarily on an analysis of the institutional logic behind generic project finance arrangements. The application of the institutional framework will be demonstrated with project cases from Hong Kong, Thailand, India, Europe and Azerbaijan – each at different stages of development. While each project case will have a general theme and will highlight aspects of interest to built environment professionals, it will primarily be used to illustrate one or more specific PF/PFI principle.

The ever expanding market need for information on how to apply project management principles and the PMBOK® contents to day-to-day business situations has been met by our case studies book by Harold Kerzner. That book was a spin-off from and ancillary to his best selling text but has gained a life of its own beyond adopters of that textbook. All indications are that the market is hungry for more cases while our own need to expand the content we control, both in-print and online would benefit from such an expansion of project management "case content". The authors propose to produce a book of cases that compliment Kerzner's book. A book that offers cases beyond the general
project management areas and into PMI®'s growth areas of program management and organizational project management. The book will be structured to follow the PMBOK in coverage so that it can not only be used to supplement project management courses, but also for self study and training courses for the PMP® Exam. (PMI, PMBOK, PMP, and Project Management Professional are registered marks of the Project Management Institute, Inc.)

This book presents some twenty case studies, showing how companies in different industry sectors and of different sizes make advances in Product Lifecycle Management (PLM). Like the author’s previous volumes, this book provides a valuable resource for those wishing to learn about PLM and how to implement and apply it in their companies. Helping readers to · learn about implementing and benefiting from PLM; · learn about good PLM solutions and best practice; · improve their planning and decision-making abilities; · benefit from the lessons learned by the companies featured in the case studies; · proceed faster and further with PLM the book presents effective PLM solutions and best practices. At the same time, the case studies included demonstrate how different companies implement and benefit from PLM. Each case study is addressed in a separate chapter and details a different situation, enabling readers to put themselves in the situation and think through different actions and decisions. A valuable resource for PLM team managers and employees in engineering and manufacturing companies, the book is also of interest to researchers and students in industrial
This textbook teaches the basic concepts and methods of project management but also explains how to convert them to useful results in practice. Project management offers a promising working area for theoretical and practical applications, and developing software and decision support systems (DSS). This book specifically focuses on project planning and control, with an emphasis on mathematical modeling. Models and algorithms establish a good starting point for students to study the relevant literature and support pursuing academic work in related fields. The book provides an introduction to theoretical concepts, and it also provides detailed explanations, application examples, and case studies that deal with real-life problems. The chapter topics include questions that underlie critical thinking, interpretation, analytics, and making comparisons. Learning outcomes are defined and the content of the book is structured following these goals. Chapter 1 begins by introducing the basic concepts, methods, and processes of project management. This Chapter constitutes the base for defining and modeling project management problems. Chapter 2 explores the fundamentals of organizing and managing projects from an organization’s perspective. Issues related to project team formation, the role of project managers, and organization types are discussed. Chapter 3 is devoted to project planning and network modeling of projects, covering fundamental concepts such as project scope, Work Breakdown Structure (WBS), Organizational Breakdown Structure (OBS), Cost Breakdown Structure
(CBS), project network modeling, activity duration, and cost estimating, activity-based costing (ABC), data and knowledge management. Chapter 4 introduces deterministic scheduling models, which can be used in constructing the time schedules. Models employing time-based and finance-based objectives are introduced. The CPM is covered. The unconstrained version of maximizing Net Present Value (NPV) is also treated here together with the case of time-dependent cash flows. Chapter 5 focuses on the time/cost trade-off problem, explaining how to reduce the duration of some of the activities and therefore reduce the project duration at the expense of additional costs. This topic is addressed for both continuous and discrete cases. Chapter 6 discusses models and methods of scheduling under uncertain activity durations. PERT is introduced for minimizing the expected project duration and extended to the PERT-Costing method for minimizing the expected project cost. Simulation is presented as another approach for dealing with the uncertainty in activity durations and costs. To demonstrate the use of the PERT, a case study on constructing an earthquake-resistant residential house is presented. Classifications of resource and schedule types are given in Chapter 7, and exact and heuristic solution procedures for the single- and multi-mode resource constrained project scheduling problem (RCPSP) are presented. The objective of maximizing NPV under resource constraints is addressed, and the capital-constrained project scheduling model is introduced. In Chapter 8, resource leveling, and further resource management problems are introduced. Total
adjustment cost and resource availability cost problems are introduced. Various exact models are investigated. A heuristic solution procedure for the resource leveling problem is presented in detail. Also, resource portfolio management policies and the resource portfolio management problem are discussed. A case study on resource leveling dealing with the annual audit project of a major corporation is presented. Project contract types and payment schedules constitute the topics of Chapter 9. Contracts are legal documents reflecting the results of some form of client-contractor negotiations and sometimes of a bidding process, which deserve closer attention. Identification and allocation of risk in contracts, project control issues, disputes, and resolution management are further topics covered in this Chapter. A bidding model is presented to investigate client-contractor negotiations and the bidding process from different aspects. Chapter 10 focuses on processes and methods for project monitoring and control. Earned Value Management is studied to measure the project performance throughout the life of a project and to estimate the expected project time and cost based on the current status of the project. How to incorporate inflation into the analysis is presented. In Chapter 11, qualitative and quantitative techniques including decision trees, simulation, and software applications are introduced. Risk phases are defined and building a risk register is addressed. An example risk breakdown structure is presented. The design of risk management processes is introduced, and risk response planning strategies are discussed. At the end of the Chapter, the
quantitative risk analysis is demonstrated at the hand of a team discussion case study. Chapter 12 covers several models and approaches dealing with various stochastic aspects of the decision environment. Stochastic models, generation of robust schedules, use of reactive and fuzzy approaches are presented. Sensitivity and scenario analysis are introduced. Also, simulation analysis, which is widely used to analyze the impacts of uncertainty on project goals, is presented. Chapter 13 addresses repetitive projects that involve the production or construction of similar units in batches such as railway cars or residential houses. Particularly in the construction industry repetitive projects represent a large portion of the work accomplished in this sector of the economy. A case study on the 50 km section of a motorway project is used for demonstrating the handling of repetitive project management. How best to select one or more of a set of candidate projects to maintain a project portfolio is an important problem for project-based organizations with limited resources. The project selection problem is inherently a multi-objective problem and is treated as such in Chapter 14. Several models and solution techniques are introduced. A multi-objective, multi-period project selection and scheduling model is presented. A case study that addresses a project portfolio selection and scheduling problem for the construction of a set of dams in a region is presented. Finally, Chapter 15 discusses three promising research areas in project management in detail: (i) Sustainability and Project Management, (ii) Project Management in the Era of Big Data, and (iii) the Fourth Industrial Revolution and the
New Age Project Management. We elaborate on the importance of sustainability in project management practices, discuss how developments in data analytics might impact project life cycle management, and speculate how the infinite possibilities of the Fourth Industrial Revolution and the new technologies will transform project management practices.

This Ninth Edition of the industry-leading project management "bible" applies its streamlined approach to new, authoritative coverage aligned with the Project Management Institute's Project Management Body of Knowledge (PMI®'s PMBOK®), the new mandatory source of training for the Project Management Professional (PMP®) Certification Exam. Written by one of the best-known authorities on the subject, this extraordinary edition gives a profound understanding of project management. Content from this book is available as an online continuing professional education course at http://www.wiley.com/WileyCDA/Section/id-320255.html#intro_pm. WileyCPE courses are available on demand, 24 hours a day, and are approved by the American Institute of Architects. (PMBOK, PMP, Project Management Professional, and CAPM are registered marks of the Project Management Institute, Inc.)

Senior executives and project managers from more than 50 world-class companies offer their best practices for successful project management implementation The first two editions of the bestselling Project Management Best Practices helped project managers navigate the increasingly complex task of working within global corporations employing distant and diverse work teams.
This new Third Edition includes the same valuable wealth of proven best practices, while following up on case studies from previous editions and offering new case studies on project management practices at large and small companies. The Third Edition offers insight from project managers and executives at more than fifty global companies in all sectors of the market. These industry-leading professionals offer insight and best practices for: Project risk management Project management for multinational cultures and cultural failures Focusing on value, as well as cost and schedule Integrated and virtual project teams Covering the latest developments in the project management field, Project Management Best Practices, Third Edition offers a must-have window into the issues and solutions facing corporate managers, project and team managers, engineers, project team members, and business consultants in today’s global market.

The comprehensive guide to project management implementation, updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere; built on efficiency, analysis, and codified practice, professional project management leads to the sort of reproducible results and reliable processes that make a business successful. Project Management Best Practices provides implementation guidance for every phase of a project, based on the real-world methodologies from leading companies around the globe. Updated to align with the industry’s latest best practices, this new Fourth Edition includes new
discussion on Agile and Scrum, tradeoffs and constraints, Portfolio PMO tools, and much more. Get up-to-date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world-class organizations including Airbus, Heineken, RTA, IBM, Hewlett-Packard, Sony, Cisco, Nokia, and more Delve deeper into implementation guidance for Agile, Scrum, and Six Sigma Explore more efficient methodologies, training, measurement, and metrics that boost organization-wide performance Adopt new approaches to culture and behavioral excellence, including conflict resolution, situational leadership, proactive management, staffing, and more Ideal for both college and corporate training, this book is accompanied by an Instructor’s Manual and PowerPoint lecture slides that bring project management concepts right into the classroom. As the field continues to grow and evolve, it becomes increasingly important to stay current with new and established practices; this book provides comprehensive guidance on every aspect of project management, with invaluable real-world insight from leaders in the field. Learn to plan and execute projects in any organization with this practical and insightful resource The comprehensively updated and revised edition of Strategic Project Management Made Simple cements this series’ status as the leading resource for anyone looking for step-by-step guidance on project design and action initiatives. Written by celebrated management consultant Terry Schmidt, this book fully covers the necessity of systems thinking and the logical framework
approach to solve today’s challenging problems. Strategic Project Management Made Simple also includes: An expanded section on turning ideas, problems, and opportunities into projects A newly created chapter on managing your “inner game” to achieve project excellence Fresh case studies that cover how to pivot your business to meet changing needs A new approach, Iterating to Excellence, to create your Minimum Viable Project and produce solutions smoother and faster Strategic Project Management Made Simple, Revised and Updated is an indispensable volume for leaders and workers seeking to transform their approach to planning, driving, and executing projects in their organizations.

Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management results. It provides methods for best project selection, faster completion, optimal project portfolio management, and how to explicitly measure the PMO for rapidly increasing project ROI.

Provides a unique overview of supply chain management (SCM) concepts, illustrating how the methodology can help enhance construction industry project success This book provides a unique appraisal of supply chain management (SCM) concepts brought together with lessons from industry and analysis gathered from extensive research on how supply chains are managed in the construction industry. The research from leading international academics has been drawn together with
the experience from some of the industry’s foremost SCM practitioners to provide both the experienced researcher and the industry practitioner a thorough grounding in its principles, as well as an illustration of SCM as a methodology for enhancing construction industry project success. The new edition of Successful Construction Supply Chain Management: Concepts and Case Studies incorporate chapters dealing with Building Information Modelling, sustainability, the ‘Demand Chain’ in projects, the link between self-organizing networks and supply chains, decision-making, ‘Lean,’ and mega-projects. Other chapters cover risk transfer and allocation, behaviors, innovation, trust, supply chain design, alliances, and knowledge transfer. Supply Chain Management techniques have been used successfully in various industries, such as manufacturing and food processing, for decades Fully updated with new chapters dealing with key construction industry topics such as BIM, sustainability, the ‘Demand Chain' in projects, ‘Lean,’ mega-projects, and more Includes contributions from well established academics and practitioners from Network Rail, mainstream construction, and consultancy Illustrates how SCM methodologies can be used to enhance construction industry project success Successful Construction Supply Chain Management: Concepts and Case Studies is an ideal book for postgraduate students at MSc and PhD level studying the topic and for all construction management practitioners.

This book, through the included full-text case studies, provides the reader actual information on how project,
program, and portfolio management offices (PMOs) are being structured and operated by current project management organizations. This book explores the actual business actions taken by well-known enterprises that shared, in a business case study format the "what" and the "how" they used to developed and manage their project management organization. Through their included case studies, they provide the reader the actual "how-it-is-being-done" by current project management organizations. Knowing what specific actions have been taken by others and what PMO organizational models they applied, provides the user with information on how to proceed after executive management gives the go-ahead to establish a PMO. This knowledge can be used immediately by enterprises, of any size or type, to implement a Project Business Management Organization and to establish Project Business Management enterprise-wide.

This book clarifies the challenges and outcomes of the Sunshine Project, a national project in Japan for developing new energy that was launched about 40 years ago at the time of the first oil crisis in the early 1970s and ended, as planned, in the early 2000s. The Sunshine Project was the government’s national project for developing new energy technologies such as solar energy and other natural energy sources—what we call renewable energy today. The book considers why policies were successful in some areas but did not have the intended effect in other areas. It explains how technology innovation was employed to achieve energy policy goals and to tackle environmental issues. If we can present suggestions for how to structure national projects, it may also be possible to identify ways for industry, government, and
academia to come together to find solutions not only to environmental energy problems, but also to other social problems. Herein lies the goal of this book. Although the development of new energy is the main subject of the book, the author also scrutinizes the governmental decision-making process involved in planning policy, the creative process, and the design of systems of collaboration between industry, government, and academia as well as cases where corporations have developed commercial versions of new energy products. The main part of the book consists of three case studies interspersed with two reflective chapters. The first case study describes the Sunshine Project from the perspective of project management based on the perspective of government. The second case study is a detailed examination of the routines in all organizations, whether industry, government, or academia, and of the autonomy of the project organization. The third case study increases the degree of detail to focus on the smallest unit of analysis, the intentions and motivations of key individuals participating in the project.

Project Management has, as one of its essential ingredients, development, use, administration and management of contract. On any significant project here will be many players and stakeholders contractually linked. It is essential therefore that all project personnel be aware of contract matters. The difficulty with this for project personnel in the past, however, has been in finding a systematic and comprehensive coverage of contractual matters in the literature, written at an understandable lever. This book goes toward filling this void. This book focuses on the important issues of whether to contract out (outsource) work or do it in-house, on the
numerous contractual payment options including bonuses and penalties, and on the delivery method or contractual relationships between project participants. This is provided in an international context, where project management takes on an added dimension related to differing practices and customs between countries. Numerous case studies and exercises are given to promote the understanding of the contractual and project management issues covered. Actionable tools, processes and metrics for successfully managing innovation projects Conventional project management methods are oftentimes insufficient for managing innovation projects. Innovation is lost under the pre-determined scope and forecasted environments of traditional project management. There is tremendous pressure on organizations to innovate, and the project managers responsible for managing these innovation projects do not have the training or tools to do their jobs effectively. Innovation Project Management provides the tools, insights, and metrics needed to successfully manage innovation projects—helping readers identify problems in their organization, conceive elegant solutions, and, when necessary, promote changes to their organizational culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from market-disrupting new technology—that possess different characteristics and often require different tools. Best-selling author and project management expert Harold Kerzner integrates innovation, project management, and strategic planning to offer students and practicing professionals the essential tools and processes to analyze innovation from all sides. Innovation Project Management deconstructs traditional project management methods and explains why and how innovation projects should be managed differently. This invaluable
resource: Provides practical advice and actionable tools for effectively managing innovation projects. Offers value-based project management metrics and guidance on how to establish a metrics management program. Shares exclusive insights from project managers at world-class organizations such as Airbus, Boeing, Hitachi, IBM, and Siemens on how they manage innovation projects. Explores a variety of types of innovation including co-creation, value-driven, agile, open versus closed, and more. Instructors have access to PowerPoint lecture slides by chapter through the book’s companion website.

Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects is an essential text for professional project managers, corporate managers, innovation team members, as well as students in project management, innovation and entrepreneurship programs.

"Offering the latest in green techniques and methods, this book is designed to help project managers maximize limited project resources and get the most out of a finite budget. It provides proven techniques and best practices in green project management, including risk and advantage assessments and the procurement of incentives such as grants, rebates, and tax credits. With illustrative case studies and insights from acknowledged leaders in green project management, this book is a crucial addition to any project manager's library in this age of ecological awareness."--Provided by publisher.

Case Studies in Knowledge Management provides rich, case-based lessons learned from several examples of actual applications of knowledge management in a variety of organizational and global settings. A variety of KM issues are explored, including issues associated with building a KMS, organizational culture and its effect on knowledge capture, sharing, re-use, strategy, and implementation of KM initiatives.
and a KMS. The benefit of focusing on case and action research is that this research provides an extensive and in-depth background and analysis on the subjects, providing readers with greater insight into the issues discussed.

The most comprehensive PMP Exam study package on the market Prepare for the demanding PMP certification exam with this Deluxe Edition of our PMP: Project Management Professional Exam Study Guide, Fourth Edition. Featuring a bonus workbook with over 200 extra pages of exercises, this edition also includes six practice exams, over two hours of audio on CD to help you review, additional coverage for the CAPM (Certified Associate in Project Management) exam, and much more. Full coverage of all exam objectives in a systematic approach, so you can be confident you're getting the instruction you need for the exam Bonus workbook section with over 200 pages of exercises to help you master essential charting and diagramming skills Practical hands-on exercises to reinforce critical skills Real-world scenarios that put what you've learned in the context of actual job roles Challenging review questions in each chapter to prepare you for exam day Exam Essentials, a key feature in each chapter that identifies critical areas you must become proficient in before taking the exam A handy tear card that maps every official exam objective to the corresponding chapter in the book, so you can track your exam prep objective by objective Featured on
How do project team members get the knowledge, skills, and attitudes needed to perform effectively? One proven method is through the case study approach. The book offers 50 case studies that represent the breadth and importance of project management and its impact on the everyday management of projects. Each of the cases provides new and unique challenges that have been mastered by the practice of project management. Readers will be able to apply the knowledge learned from this casebook in their work. The cases enable readers to see how and why projects are used in a wide variety of organizational settings in contemporary life. Readers are exposed to both successful and not-so-successful project management practices. The case-study approach encourages reader participation and active learning, and provides the opportunity to learn something of the real world of project management.
It is essential in the curricula of project management training for both undergraduate and graduate students, as well as for continuing education, consulting, and in-house company training programs. The cases were chosen for their importance in discussing the fundamentals of project management. Most contain descriptions of actual projects, and each is followed by a series of questions to guide readers' analysis of the article to maximize the learning process.

This timely volume provides thorough and practical treatment of the engineering and managerial issues surrounding project management. Project Management offers managers, engineers, and technology experts a larger appreciation of their roles by defining a common terminology, explaining the interfaces between the different disciplines involved, and teaching the techniques commonly used in the planning and execution of modern projects. Shtub, Bard, and Globerson outline for readers, techniques for learning how to better select, plan, monitor, and control a project throughout its life cycle. They emphasize organizational design as well as the types of data and systems needed for successful decision making. Stressing integrative concepts rather than isolated methodologies, Project Management relies on simple models to convey ideas and intentionally avoids detailed mathematical formulations and solution algorithms; presents some
of the more important analytic techniques in project management and provides references for further study; includes real-world case studies, with forty worked-out examples illustrating how computations and methodologies can be applied on the job (many examples relate to the design of the U.S. Space Station); and features a continuous chapter-to-chapter Team Project. The accompanying disk contains an educational version of Computer Associate's SuperProject Expert - one of the most sophisticated project management software packages available today.

A new edition of the most popular book of project management case studies, expanded to include more than 100 cases plus a "super case" on the Iridium Project Case studies are an important part of project management education and training. This Fourth Edition of Harold Kerzner's Project Management Case Studies features a number of new cases covering value measurement in project management. Also included is the well-received "super case," which covers all aspects of project management and may be used as a capstone for a course. This new edition: Contains 100-plus case studies drawn from real companies to illustrate both successful and poor implementation of project management Represents a wide range of industries, including medical and pharmaceutical, aerospace, manufacturing, automotive, finance and banking,
and telecommunications Covers cutting-edge areas of construction and international project management plus a "super case" on the Iridium Project, covering all aspects of project management. Follows and supports preparation for the Project Management Professional (PMP®) Certification Exam. Project Management Case Studies, Fourth Edition is a valuable resource for students, as well as practicing engineers and managers, and can be used on its own or with the new Eleventh Edition of Harold Kerzner's landmark reference, Project Management: A Systems Approach to Planning, Scheduling, and Controlling. (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Project managers who lead globally dispersed teams face unique challenges in managing project stakeholders, scope, knowledge sharing, schedules, resources, and above all team execution in a global business environment. Finding timely solutions to challenging events becomes more difficult in a global project environment. This book presents more than 80 case studies designed to help project managers craft solutions to the typical problems that can occur in global projects. The author describes surprising, unexpected, and catastrophic cases that he encountered during his 35 years of project management experience in the global arena. The author details the background of each challenging
case and then explains how he remedied the issue at hand. Some cases involve a logical step-by-step approach toward a solution, while others require unorthodox steps to get the project on the right track. The book includes lessons learned after every case. This book is designed to help global project managers become more proactive, careful, disciplined, and ready for sudden surprises that can affect their projects. The project cases detailed in this book support and guide the strategizing process that occurs during the execution of global projects. The book emphasizes the importance of documenting lessons learned after each project to prevent making the same mistakes in the future. A detailed guide to successful, efficient project management, written by two pros with a combined 55 years "in the trenches!" Project management is a vital and growing component of many organizations and can literally make or break a company. In this step-by-step guide, two project management consultants present a comprehensive guide to effective project management, complete with real stories and case studies from actual project managers. This straightforward guide cuts through the technical jargon to present an easy-to-follow, easy-to-learn approach to executing any project from beginning to end. Project managers, as well as those who want to learn more about project management, will find this guide to be an indispensable resource
The bestselling project management text for students and professionals—now updated and expanded! This Eleventh Edition of the bestselling "bible" of project management maintains the streamlined approach of the prior editions and moves the content even closer to PMI®'s Project Management Body of Knowledge (PMBOK®). New content has been added to this edition on measuring project management ROI, value to the organization and to customers, and much more. The capstone "super" case on the "Iridium Project" has been maintained, covering all aspects of project management. Increased use of sidebars throughout the book helps further align it with the PMBOK and the Project Management Professional (PMP®) Certification Exam. This new edition features significant expansion, including more than three dozen entirely new sections and updates on process supporting; types of project closure; project sponsorship; and culture, teamwork, and trust. This comprehensive guide to the principles and practices of project management: Offers new sections on added value, business intelligence, project governance, and much more! Provides twenty-five case studies covering a variety of industries, almost all of which are real-world situations drawn from the author's practice. Includes 400 discussion questions and more than 125 multiple-choice questions. Serves as an excellent study guide for the PMP Certification Exam (PMI, PMBOK, PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)

Agile Practice Guide – First Edition has been developed as a resource to understand, evaluate, and use agile and hybrid agile approaches. This practice guide provides guidance on when, where, and how to apply agile approaches and
provides practical tools for practitioners and organizations wanting to increase agility. This practice guide is aligned with other PMI standards, including A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and was developed as the result of collaboration between the Project Management Institute and the Agile Alliance.

Real Web Project Management Case Studies and Best Practices from the Trenches

Addison-Wesley Professional

Examines the role of the Web project manager, and offers strategies for running productive meetings, winning the confidence of the team, dealing constructively with conflict, and managing expectations.

A component of David's Strategic Management, 6/e, this book is unique in its lively, conversational style, practitioner-oriented perspective, numerous experiential exercises, and exceptionally up-to-date cases that focus on real companies in the news. It integrates three very contemporary themes throughout each chapter: globalization, the natural environment, and technology. Presents cases for study and skill-building in all the major areas of strategy formulation, implementation, and evaluation.

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