



Welcome to the PMI Houston Conference & Expo and Annual Job Fair 2014

- Please set your cell phone/pager to silent mode
- Q&A will be taken at the close of this presentation
- There will be time at the end of this presentation for you to take a few moments to complete the session survey. We value your feedback which allows us to improve this annual event.





Topic: Challenges in implementation of **Project Portfolio Management (PPM)** and an overview of significant industry practices

Speaker: Archana Sukumaran

Company: University of Houston

Website: www.uh.edu



Research Details

Chairperson: Dr. Gary Richardson, Ph.D.,

Program Manager / Instructional Professor

Department of Information & Logistics Technology

Sponsor: Mr. Walter Viali, PMP

Region Mentor

South Central North America Region, PMI

Research Details

Committee: Dr. Ronald Hopkins, Ph.D.,

Visiting Associate Professor

Department of Information & Logistics Technology

Research performed between Aug '13

- Apr '14

Agenda for today...

Section I: Introduction

Section II: Research Methodology

Section III: Research Findings

Section IV: Conclusion

Section I

Introduction

What is PPM?

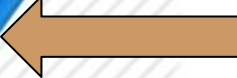
Pool of Projects

Q^s A^M B^T C^N D^U E^O F^v X^P Z^w Y^R

Financial Feasibility



Resource Availability



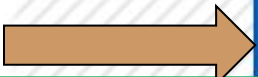
Risk Evaluation



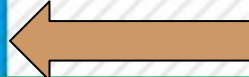
Strategic Plans



Technical Feasibility



Return On Investment



Project Portfolio

W^s C^P Z^U Q

Research Focus

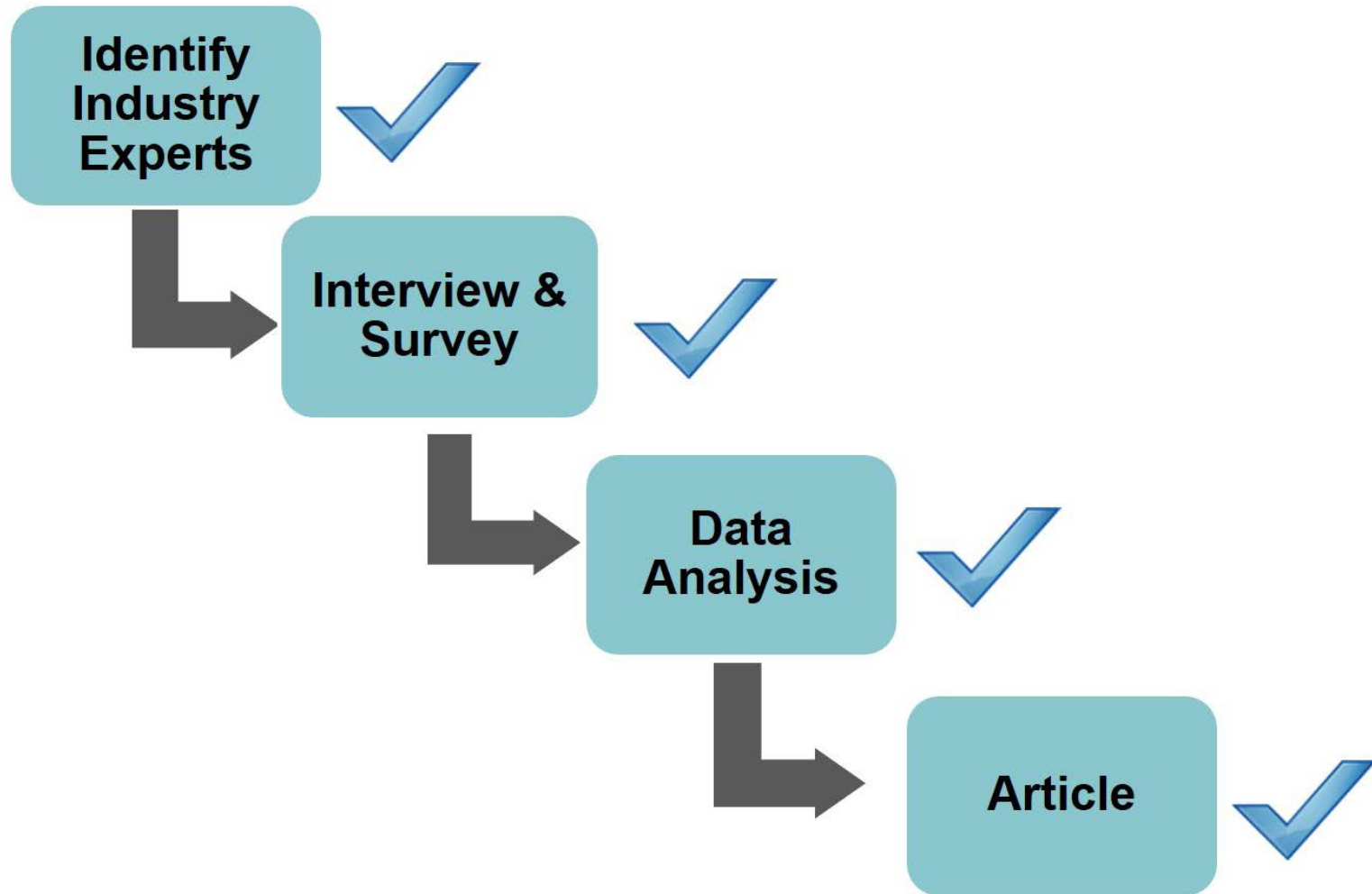
- Identifying **challenges** in PPM implementation
- An overview of significant **industry practices**

Section II

Research

Methodology

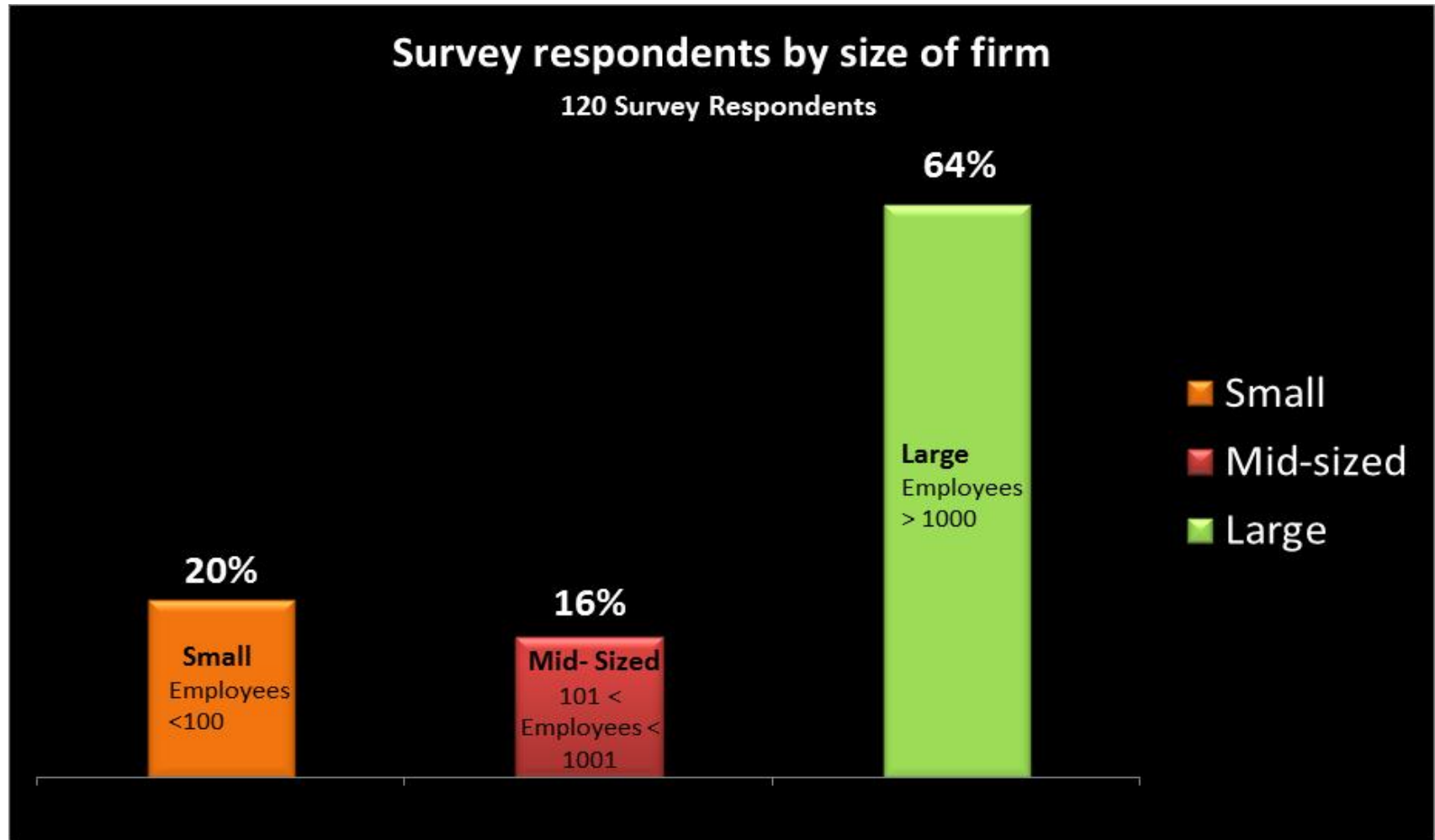
Research Methodology



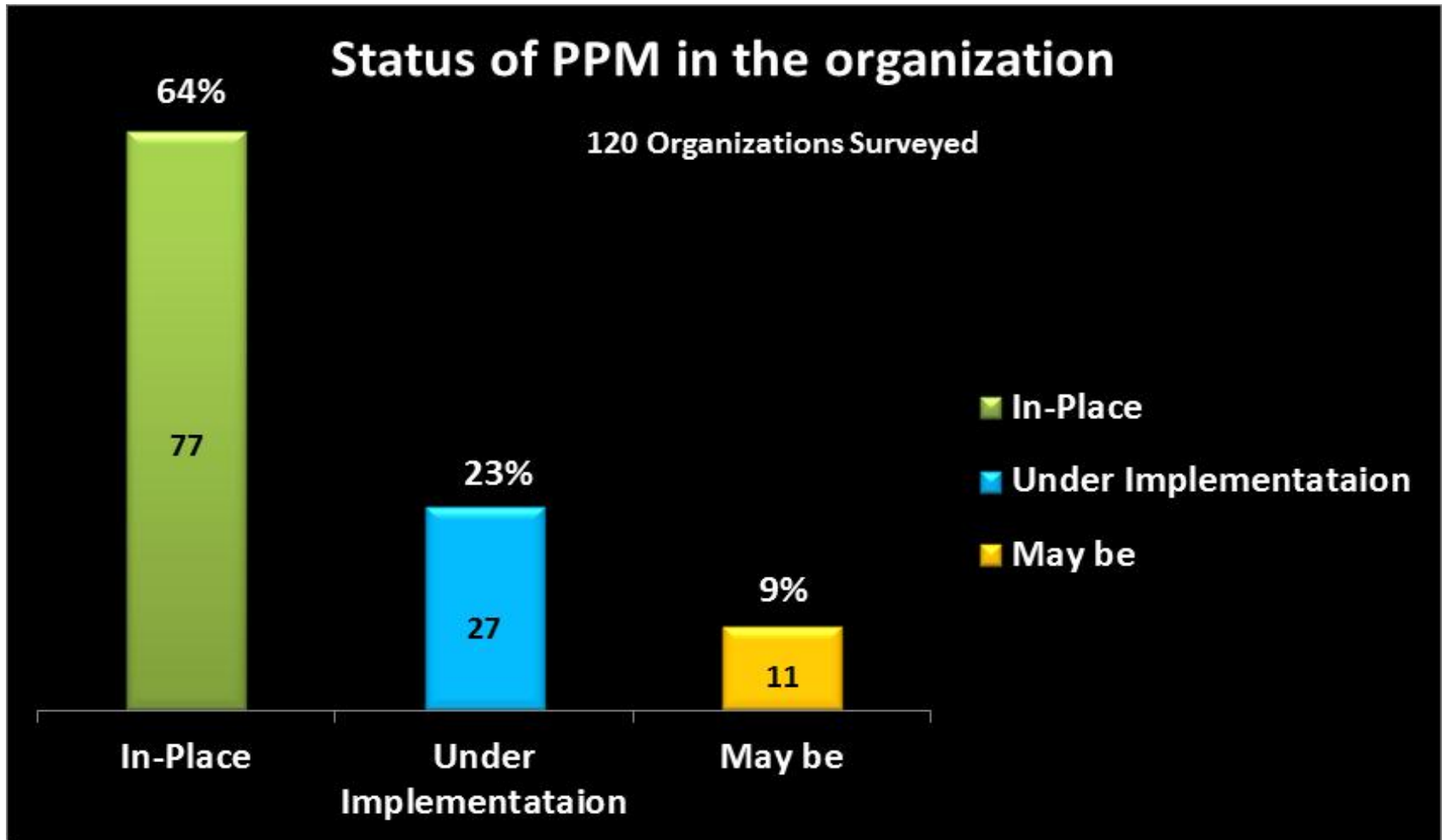
Research Methodology



Survey Respondents



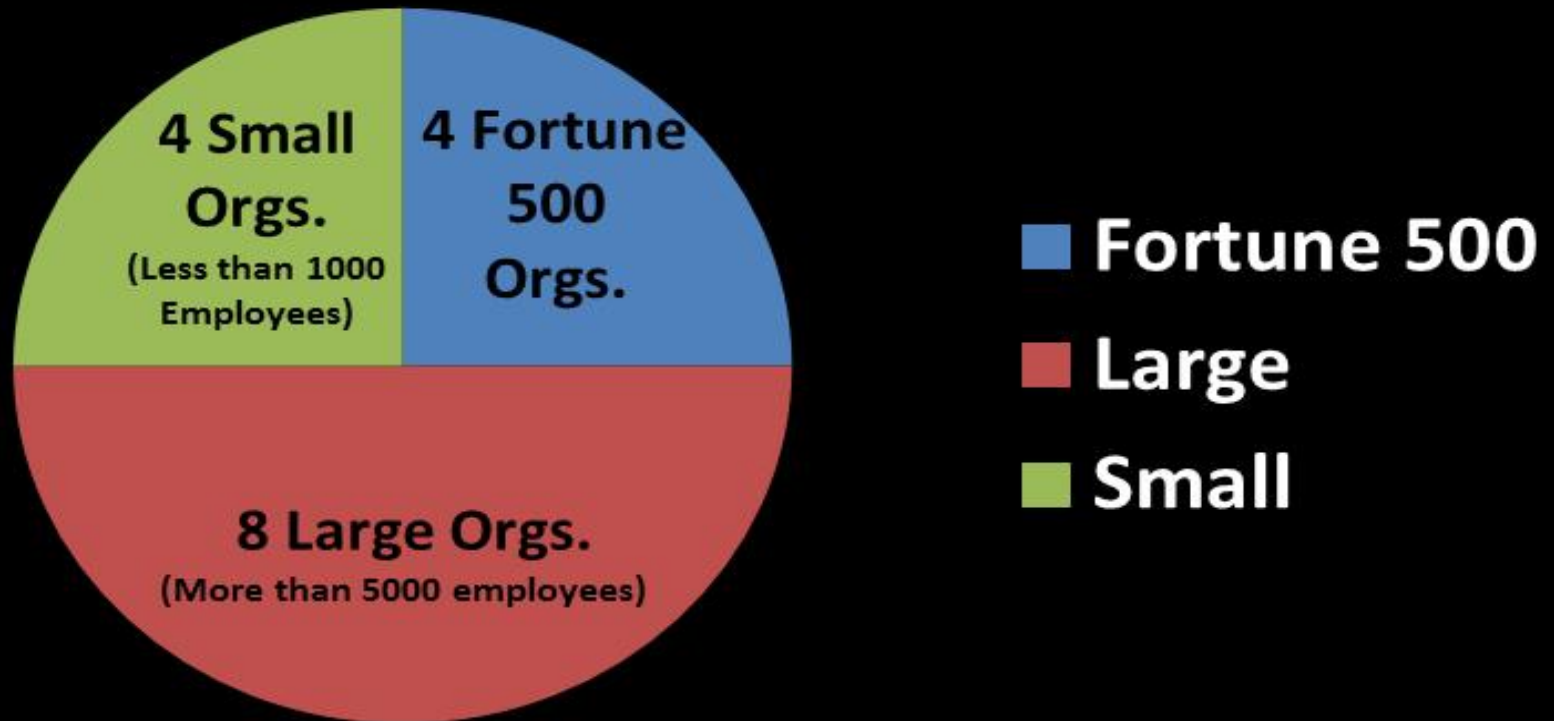
Surveyed Organizations



Interviewed Organizations

Interviewed Organizations

16 Interviewees/Organizations



Section III

Research Findings: Needs, Challenges & Mechanics

PPM - Hierarchy of Needs



PPM - Hierarchy of Needs

Level 1: Effective Demand Management

Too many projects competing for very few resources

Level 2: Effective Decision Making

Biased and time consuming decision making

Level 3: High-Level View

Lack of wholesome view

PPM - Hierarchy of Needs

Level 4: Better Financial Predictability

Financial instability during recession or loss of opportunities

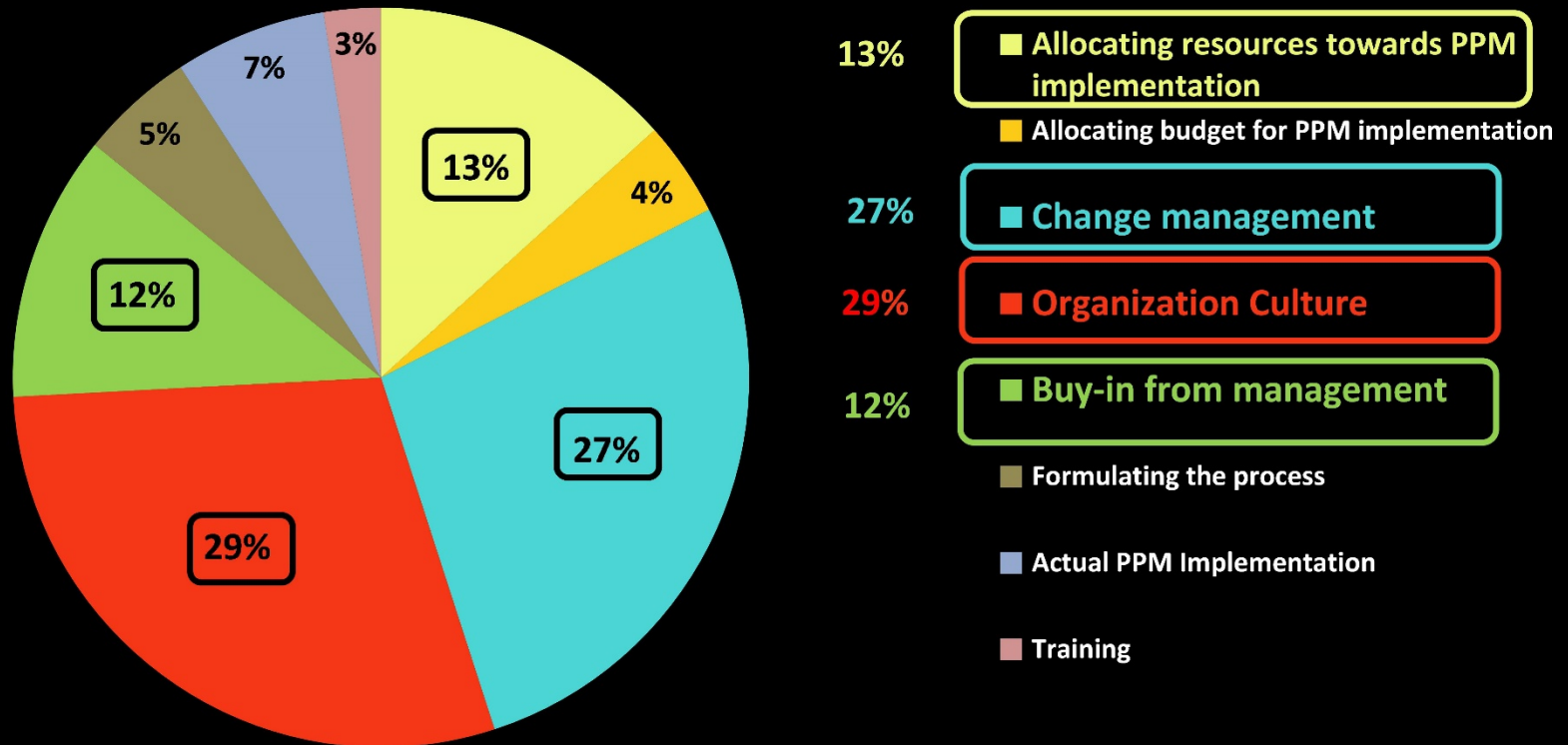
Level 5: Increase Organizational Maturity

Absence of industrialized execution of strategies

Top 4 Challenges

What is/was the primary challenge in Project Portfolio Management (PPM) implementation in your organization?

120 Respondents



Top 4 Challenges

1. Organization Culture:

Silo, Resist transparency, Resistance to change, Overhead

2. Change Management:

Unclear change plans, Lack of effective communication

Top 4 Challenges

3. Allocating Resources for PPM implementation:

Budget, Failing to identify skillful resource, Overlapping roles

4. Buy in from Management:

Management does not realize the value of PPM

Other Challenges

- Accuracy of Data
- Prioritization
- Decision Making

Mechanics & Mantras

MECHANICS
for PPM
Implementation

Business Case

Measurement

Training

Tools

Org. Support

Org. Culture

Communication

Requirements

Process

Power

Resources

Governance

Mgmt. Support

Mantras

- *Nurture the managers and initiative*
- *Outcomes cannot be always predicted*
- *PPM Implementation takes time*
- *Analyze from “What’s in it for me?”
perspective*
- *Discuss policies before you write them*

Section IV

Conclusion

Conclusion

- Identifies real-time challenges
- Highlights significant industry practices
- Better understanding of PPM implementation
- Contributes to project management community
- Can be directly used by organizations

Q & A

?

- Please step up to the floor microphone to ask a question

Contact Information

- Speaker: Archana Sukumaran
- Company: University of Houston
- Website: www.uh.edu
- Phone: 908-947-8405
- E-mail: sukumaran.archana@gmail.com

Thank You

Closing thoughts...

Thank you for attending this session.

I hope you found this presentation added value to your knowledge of

Project Management.

- Take a few moments to complete the Session Survey. We appreciate and value your feedback.
- Hand in your completed survey to **Registration**, you will receive a free raffle ticket for one of the drawings to be held in the Vendor Expo (see Conference Program Guide for details).