



## PPG#14 PORTFOLIO AND PROGRAM MANAGEMENT, 2<sup>ND</sup> EDITION

### Table of Contents

#### Introduction to the Second Edition

#### Introduction to the First Edition

#### Chapter 01: Enterprise Management: General Imperatives and Concerns

1. *International Aspects Of Business*, Lawrence J. Tidrick, **AACE Transactions**, 1968
2. *The Owner as a Project Manager*, B. Fletcher; D. Haeney, **AACE Transactions**, 1974
3. *Organization Planning - Concepts & Implications*, S.L.G. Jain, **AACE Transactions**, 1981
4. *A Winning Business Planning Process*, Robert J. Kyle; Alfred Z. Matos, **AACE Transactions**, 1991
5. *Visioning and Strategic Planning - The Measure of Departmental Self-Esteem*, Paul E. Martin, **Cost Engineering Journal**, 1992
6. *The Global Economy*, David E. Bond, **Cost Engineering Journal**, 1996
7. *Can Government Contracting Be Reengineered?*, Larry G. Medley Sr., CCC, **AACE Transactions**, 1997
8. *The Role of Risk Series: Understanding Risk*, Michael W. Curran, **Cost Engineering Journal**, 1999
9. *Total Cost Management in the Internet Age*, Paul Doherty, **AACE Transactions**, 1998
10. *The Leadership Factor: Leading the Way Toward the Next Millennium*, Deborah S. Kezsbom, **AACE Transactions**, 1998
11. *Principles of Business Process Reengineering, TQM, and the Learning Organization*, Victor S. Sohmen, CCC, **AACE Transactions**, 1998
12. *Business Process Reengineering on Materials Management*, Prasanta K. Dey; Devinder K. Banwet, **AACE Transactions**, 1999
13. *Leadership, Teamwork, and Empowerment: Management Toward 2000*, Carlos G. Taborda M., PE, **AACE Transactions**, 1999
14. *Relationship Marketing in the Construction Industry*, Peter R. Davis, **AACE Transactions**, 1999
15. *Creating Teamwork in Virtual Teams*, Deborah S. Kezsbom, **Cost Engineering Journal**, 2000
16. *Assessing Human Performance in a Dynamic Business Environment*, Rodney B. Adams, CCE, **Cost Engineering Journal**, 2000
17. *Leadership, Teamwork, and Empowerment: Future Management Trends*, Carlos G. Taborda M., PE, **Cost Engineering Journal**, 2000
18. *Beyond "Survival": Strategies for Creating Innovative Teams*, Deborah S. Kezsbom, **AACE Transactions**, 2001
19. *Unleash Your Leadership Potential*, Christine Harvey, **Cost Engineering Journal**, 2001
20. *Electronic Project Documentation: Legal and Practical Problems*, James G. Zack Jr., **AACE Transactions**, 2002
21. *A Business Manager's Role in Improving Capital Stewardship*, Nick J. Lavingia, **AACE Transactions**, 2002
22. *Leadership--The Invisible Cost Category*, Lee R. Lambert, **AACE Transactions**, 2002
23. *Knowledge Management Improves Performance*, David Thomas; Tara Keithley, **AACE Transactions**, 2002
24. *Grooming Project Managers for Company Leadership*, Randy R. Rapp, PE CCE, **Cost Engineering Journal**, 2004
25. *Surviving the Perfect Storm*, Valerie Behrendt, **Cost Engineering Journal**, 2005
26. *Understanding Risk*, Michael W. Curran, **AACE Document**, 1998



27. *How to Avoid the Ten Biggest Marketing Mistakes Businesses Make*, Peter Koeppel, **Cost Engineering Journal**, 2005
28. *Ten Steps to Deploying Self-Directed Teams*, Joe Phelps, **Cost Engineering Journal**, 2005
29. *The Human Factor I: Attracting, Retaining, and Motivating Capable People*, Minnesh Kaliprasad, CCE, **Cost Engineering Journal**, 2006
30. *The Human Factor II: Creating a High Performance Culture in an Organization*, Minnesh Kaliprasad, CCE, **Cost Engineering Journal**, 2006
31. *Sarbanes-Oxley and Cost Engineering*, W. Doug Creech, CCC, **Cost Engineering Journal**, 2006

#### **Chapter 02: Asset Requirements Elicitation and Analysis**

1. *Analytic Techniques In Corporate Planning*, A. R. Eagle, **AACE Transactions**, 1966
2. *The Commercial Intelligence Center*, William Levitz, **AACE Transactions**, 1969
3. *The Delphi Process: A Tool For Business Forecasting*, Lawrence S. Hill, **AACE Transactions**, 1970
4. *Marketing - Research And Development*, Leon J. Fiegel, **AACE Transactions**, 1972
5. *Expert Systems for Financial Planning*, Peter S. Brandon, **AACE Transactions**, 1988
6. *Executive Reporting System*, Jeffrey C. Christiansen, **AACE Transactions**, 1997
7. *What Is a Competitive Advantage in the Construction Industry?*, Alfred B. Ngowi; Pantaleo D. Rwelamila, **Cost Engineering Journal**, 1999
8. *Are Contractors, Engineers, and Architects Ready for a Crisis?*, Janine Reid, **Cost Engineering Journal**, 1999
9. *The Role of Environmental Economics in the Cost Management of Projects*, Dr. Craig Langston; Caroline Mackley, **AACE Transactions**, 1998
10. *Competing With Environment-Friendly Construction Practices*, Dr. Alfred B. Ngowi, **AACE Transactions**, 1999
11. *Assessing Human Performance in Our Dynamic Business Environment*, Rodney B. Adams, CCE, **AACE Transactions**, 1999
12. *From Business Opportunity to Cost Target*, Herman C. Poortinga, CCE, **AACE Transactions**, 1999
13. *Organization and Benefits of Systematic Project Experience Data Transfer*, Robert Laan, **AACE Transactions**, 2000
14. *Data Center Outsourcing and the Bottom Line*, Gregg D. Michael, **Cost Engineering Journal**, 2002
15. *Projects, Operations, and Capabilities in Evaluation of a Strategic Plan*, Corrado Gatti; Gianluca Vagnani, **AACE Transactions**, 2002
16. *Resolving the Process Paradox -- A Strategy for Launching Meaningful Business Process Improvement*, Cherian Varghese, CCE, **Cost Engineering Journal**, 2004
17. *Reliability and Efficiency in a Changing Market*, Larry Romine; Amy Cooper, **Cost Engineering Journal**, 2005
18. *Human Resource Replacement Cost: Measures and Usefulness*, Tang Tang, **Cost Engineering Journal**, 2005
19. *Better Service for Taxpayers through Public Private Partnerships*, Simon Taylor, **Cost Engineering Journal**, 2007

#### **Chapter 03: Asset Planning and Investment Decision-Making**

1. *An Outline For Venture Analysis*, James S. Murphy, **AACE Transactions**, 1967
2. *Tax Policy And Business Investment*, Melvin I. White, **AACE Transactions**, 1967
3. *Essential Planning In Investment Analysis*, John R. Hays, **AACE Transactions**, 1968
4. *Technical Planning For Research And Development*, Julian A. Piekarski, **AACE Transactions**, 1972
5. *Construction Management*, R. A. Porter, **AACE Transactions**, 1974



6. *Capital Budgeting for Construction Vehicles*, Julian A. Piekarski; James G. Bachman, **AACE Transactions**, 1976
7. *Capital Estimates and Cost Control for a Long Term Construction Program*, A. S. Jarvis, **AACE Transactions**, 1976
8. *Cost Control in Building Design - Determining the Right Strategy*, Peter Brandon, **AACE Transactions**, 1976
9. *Capital Budgeting Techniques*, Douglas J. Warne, **AACE Transactions**, 1978
10. *Improving Capital Productivity*, Jerry L. Hamlin, PE, CCE, **AACE Transactions**, 1979
11. *Practical Capital Budgeting*, Charles Poulton, P.Eng. CCE, **AACE Transactions**, 1985
12. *Capital Budgeting - An Owner Company's Method*, Charles Poulton, P.Eng. CCE; S. F. Prest, **AACE Transactions**, 1986
13. *Optimize Equipment Replacement Costs*, Akhilesh Kumar, **AACE Transactions**, 1988
14. *The Dangers of Early Estimates*, Charles G. Poulton, PE CCE, **AACE Transactions**, 1989
15. *Cost-Effective Capital Budgeting for Environmental Projects*, Richard A. Selg, CCE, **AACE Transactions**, 1994
16. *Constructability, "The Stretch Version"*, Robert J. Geile, PE, **AACE Transactions**, 1996
17. *Risk and Capital Budgeting*, Reza Amirkhalili, **AACE Transactions**, 1997
18. *An Evolutionary Approach to the Capital Budgeting of Construction Projects*, Hashem Al-Tabtabai; Alex P. Alex, **Cost Engineering Journal**, 1998
19. *Revitalizing Cost Engineering With Systems Thinking*, Nicolaas Duursema, CCE, **AACE Transactions**, 1999
20. *Cost Engineering Taking on Capital Management*, Bernard A. Pietlock, **AACE Transactions**, 2000
21. *Key Partnering Success Factors*, Jennifer L. Krahn; George F. Jergeas; Sami Fahmy, **AACE Transactions**, 2001
22. *Builders Warned Terrorist Attacks Will Change 21st Century Facility Construction and Ownership Costs*, Michael Dell'Isola, **Cost Engineering Journal**, 2002
23. *A Business Plan is a Must*, Elaine Biech, **Cost Engineering Journal**, 2002
24. *Notes From Your Technical Board: Easy (?) Decision-Making*, Randy R. Rapp, PE CCE, **Cost Engineering Journal**, 2002
25. *Company Profitability through Direct Costing*, Andrew P.F. Bourget, **AACE Transactions**, 2003
26. *Planning/Control of Professional Staff Resources*, Harry W. Jarnagan, PE CCE, **AACE Transactions**, 2004
27. *A Best Practice Methodology for Conducting SAP Team Alignments on Capital Projects*, Suzanne L. Gaut, CCE, **Cost Engineering Journal**, 2004
28. *Lead With Clarity: How to Make Effective Decisions*, Luda Kopeikina, **Cost Engineering Journal**, 2006

#### **Chapter 04: Asset Performance Assessment and Change Management**

1. *BenchMARK For Profitability*, Fred R. Douglas; Richard A. Bellin; B. J. Blewitt; W. H. Kapfer; F. V. Marsik; Arthur P. Narins; L. W. Pullen, **AACE Transactions**, 1968
2. *A Venture Analysis Of An Existing Business*, Arthur L. Squyres, **AACE Transactions**, 1969
3. *Application Of Risk Analysis To Evaluation Of Research Projects*, Warner J. G. Cudmore; J. B. Corns, **AACE Transactions**, 1972
4. *The Effect Of Working Capital Requirements On Return On Investment*, Leon J. Fiegel, **AACE Transactions**, 1972
5. *The Role of the Evaluation Group in the Corporate Structure*, Julian A. Piekarski, **AACE Transactions**, 1974
6. *Profitability - An Evasive Concept*, F.C. Jelen, **AACE Transactions**, 1975
7. *Accounting for Cost of Quality*, Charles A. Raz, CCE, **AACE Transactions**, 1985
8. *Capital Project Monitoring System (CPMS)*, Gamini A.K. Padmaperuma, CCE, **AACE Transactions**, 1993



9. *Advanced Managerial Costing in Industry*, Julian A. Piekarski, PE, CCE, **AACE Transactions**, 1994
10. *Quantifying Benefits Attributable to Electronic Technologies*, W. Edward Back; Lansford C. Bell, PE, **AACE Transactions**, 1994
11. *Concurrent Management of Total Cost and Total Quality*, Bryan R. McConachy, P.Eng., **AACE Transactions**, 1996
12. *The Challenge of Change*, Sarwar A. Samad, **Cost Engineering Journal**, 1996
13. *Why Is Traditional Accounting Failing Managers?*, Gary Cokins, **AACE Transactions**, 1998
14. *ABC Management—Where Does It Fit In?*, Michael C. Ray, PE CCE, **AACE Transactions**, 1998
15. *Balanced Scorecard Performance Measurement for Cost Engineering*, Nicolaas Duursema, CCE, **AACE Transactions**, 1999
16. *Project History Retrieval and History*, Douglas W. Leo, **AACE Transactions**, 1999
17. *Measuring Performance When Customer Service Is Not Enough*, Haydee Hernandez de Trujillo; Carlos G. Taborda M., PE, **AACE Transactions**, 1999
18. *Measuring Partnered Project Performance*, Douglas D. Gransberg; Howard L. Reynolds; Jack Boyd, **Cost Engineering Journal**, 1999
19. *The Transformation of Change*, Scott C. Bartsch, **AACE Transactions**, 2000
20. *Measuring Costs Across the Supply Chain*, Gary Cokins, **AACE Transactions**, 2000
21. *Integrate Analysis: A New Company Evaluation Method*, Nicolae Postavaru, **AACE Transactions**, 2000
22. *Appraisal of High-Tech Industrial Assets*, Giancarlo Guenzi, PE CCE; Giovanni Cannistra, PE CCE, **AACE Transactions**, 2002
23. *Budget Busts: The Influence of Demand in the Construction Market*, Jonathan Moss, CCC, **Cost Engineering Journal**, 2003
24. *Using Independent Assessments to Improve Company Performance*, Andrew S. Dowd Jr., **AACE Transactions**, 2003
25. *Performance Management: Making It Work*, Gary Cokins, **AACE Transactions**, 2006

#### **Chapter 05: Program Management**

1. *Cases Impairing C/SCSC Application in Program Management*, Nghi M. Nguyen, PE, **AACE Transactions**, 1989
2. *Program Management as a Team Effort*, Timothy M. Culligan; Crosby Mecham, PE, **AACE Transactions**, 1993
3. *A "New" Program Management Information System*, Jeffrey C. Christiansen; Michael S. Mellick, **AACE Transactions**, 1993
4. *Program Scheduling: Not Exactly = Project Scheduling*, Courtney James McCracken, PE; Patricia J. Auger; John H. Baratta, PE, **AACE Transactions**, 1995
5. *Multi-Project Costing and Reporting Techniques*, Erin Bogнар; Chris Schoenbauer, **AACE Transactions**, 1999
6. *Managing Changes in Large Programs*, Ashish Kumar, **AACE Transactions**, 2000
7. *Challenges of Managing Multiple Small Reconstruction Projects*, Mohamed Attalla; Tarek Hegazy; Sheila Penny, **AACE Transactions**, 2000
8. *Developing Program Controls for a Large Program*, Shawn L. Kildare; George P. Blank, **AACE Transactions**, 2001
9. *Staffing Problems on Large Construction Projects*, Frank F. Moynihan, CCC, **AACE Transactions**, 2004
10. *Portfolio Approach to Program Management*, Robert B. Connors, PE CCE, **AACE Transactions**, 2004





**Author Index**

**Chronological Index**

**About the Editor**