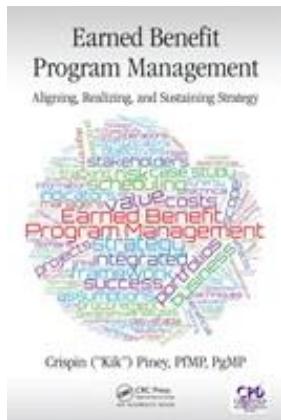


## PM WORLD BOOK REVIEW



Book Title: ***Earned Benefit Program Management: Aligning, Realizing, and Sustaining Strategy***<sup>1</sup>

Author: **Crispin ("Kik") Piney, PfMP, PgMP**

Publisher: CRC Press

List Price: \$120.88 Format: hardcover, 394 pages

Publication Date: 2018 ISBN: 978-1032476599

Reviewer: **Stephen Fierbaugh**

Review Date: February 2023

### Introduction

Crispin Piney has been involved in PMI, the PMBOK, and project management for a long time. He speaks from a position of deep authority and experience. Earned Benefit Program Management is an expansion of PMBOK style project management to encompass portfolio management of multiple projects in a thoughtful and rational methodology. It is a magnum opus for Program Management.

The general theme of Earned Benefit Program Management is that for a given business goal or objective, all projects which contribute to it should be tracked in a rational manner. Their relative profit & cost to the overarching goal should both be valued based upon how much benefit each project contributes to the goal.

### Overview of Book's Structure

Earned Benefit Program Management extends PMBOK for multiple projects. After a brief introduction and review, the heart of the book is a series of chapters which develop a concrete methodology for calculating cost and benefit for an entire program and for the individual projects which make it up. This is the key innovation and contribution of the book.

The remainder of the book's chapters apply this model to various aspects of project management and roughly parallel the PMBOK knowledge areas. Each chapter examines how to manage a KA for the entire program based upon the individual projects. There are chapters for scheduling, risk management, capacity planning,

<sup>1</sup> How to cite this work: Fierbaugh, S. (2023). Earned Benefit Program Management, book review, *PM World Journal*, Vol. XII, Issue III, March.

procurement, implementation tracking, progress tracking, stakeholder management, and communications.

## Highlights

Earned Benefit Program Management contains a large amount of math. Do not be intimidated by this. Almost all of it can be summarized as “All arrows have to sum to 100% in both directions.” If you can handle basic fractions or percents, you can handle all the math in this book. It is also suitable for spreadsheets or specialized software, and Piney devotes an entire appendix to automating it.

The book contains a large number of diagrams and charts. They are not there just for filler; the diagrams are referred to frequently in the accompanying text and are core to the methodology. It is a small tragedy that these are printed only in black and white. The lack of color renders many of them functionally incomprehensible.

### Highlights: What I liked!

One of the best features of the book is that a simple example is introduced early and then sequentially built upon throughout the book. A concept is introduced and then it is applied to this example. Therefore, the book contains not only the raw methodology but also an illustration of how to apply it in real life. If the reader is comfortable with basic math, some of these examples can be skimmed through.

### Who might benefit from the Book?

This book is for management professionals who are being asked to plan and track large strategic multi-project programs for an enterprise. It can determine which projects are worth doing and which are not, based upon their contribution to the end objective. The inclusion of an in-depth example in all chapters makes it especially helpful for those applying it in real life settings.

### Conclusion

As an experience project manager, I have used Earned Value Management’s CPI and SPI to evaluate large numbers of projects for progress. Earned Benefit Program Management gives me tools to extend this up by asking, “Which projects are contributing to the program’s objectives?”

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For more about this book, go to: [https://www.routledge.com/Earned-Benefit-Program-Management-Aligning-Realizing-and-Sustaining-Strategy/Piney/p/book/9781032476599?utm\\_source=cjaffiliates&utm\\_medium=affiliates&cievent=11442e4bb91f11ed83b6899c0a1cb826](https://www.routledge.com/Earned-Benefit-Program-Management-Aligning-Realizing-and-Sustaining-Strategy/Piney/p/book/9781032476599?utm_source=cjaffiliates&utm_medium=affiliates&cievent=11442e4bb91f11ed83b6899c0a1cb826)

## About the Reviewer



**Stephen Fierbaugh**

Dallas, TX, USA



**Stephen Fierbaugh**, PMP, has a MA degree in Intercultural Studies and extensive experience leading international projects. Previously, Stephen has written in PM World Journal about how to apply Earned Value Management to nonprofit international projects. He can be contacted at [stephen@fierbaugh.org](mailto:stephen@fierbaugh.org) or on Mastodon: [@sfierbaugh@home.social](https://sfierbaugh@home.social)

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