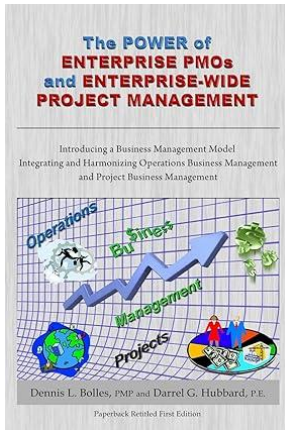


## PM WORLD BOOK REVIEW <sup>1</sup>



Book Title: ***The Power of Enterprise PMOs and Enterprise-wide Project Management***

Author: **Dennis Bolles and Darrel Hubbard**

Publisher: PBM Concepts

List Price: \$34.95      Format: Softcover, 374 pages

Publication Date: 2014      ISBN: 13-978-0-9858484-1-5

Reviewer: **Bill Sundermann**

Review Date: April, 2026

### Introduction

*The Power of Enterprise PMOs and Enterprise-Wide Project Management* by Dennis L. Bolles and Darrel G. Hubbard is a guidebook for establishing project management as an integrative business function the authors term Project Business Management (PBM). Written explicitly for executives and senior managers, the book challenges traditional views of project management by positioning PBM as a core driver of enterprise value, organizational alignment, and measurable business outcomes. To accomplish strategic goals and objectives, the authors extend business management to apply project-portfolio, project-program, and project processes and lead the reader through all phases of the project lifecycle.

### Overview of Book's Structure

To achieve desired outcomes, the Enterprise Project Business Management Organization contains five major elements – governance, methodology, capability, planning, and execution. The book takes these five major elements and then builds them into what the authors call the Enterprise Project Business Management Organization House of Excellence with the pillars of the house representing each element. Sections of the book and underlying chapters then align with them.

An overview section describes project business management from the viewpoint of an executive running a business. Section 2 covers the Governance pillar and shows how setting policy, establishing charters, and providing an organizational model are impactful across

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multiple decision-making levels. Section 3 is all about structuring policies, practices and procedures using defined and integrated processes.

Section 4 Illustrates how the assessment of a company's core competencies, along with developing adequate training and education opportunities, can benefit corporate goals. This section also details the steps to preparing a work breakdown structure, explains the benefits of system of project business management, and covers the cost accounting parameters to manage earned value measurements.

Section 5 is titled Planning and Execution, pillars four and five of the authors' structure of excellence. Strategic and tactical planning are the main focus. Methodologies for developing, prioritizing, and initiating business objectives is also covered. Section 6 topics include discussion about how the developing stages of a maturity model leads to repeatable business success.

## Highlights

The authors make the case for adding project management to core business functions like accounting, human resources, and marketing. Developing a checklist for implementing is a key to success and puts the organization on a path to maturity in project management.

A large part of building an effective management structure is identifying the procedures and standards that will be implemented. The book points to the Project Management Institute (PMI) resources for portfolio management, program management and project management. The authors correctly point out that standards are a "what to do" and not a "how to do" so it is incumbent on the management team on interpreting these standards to meet a business need.

Recognition of the impact environmental factors have on strategic planning is a focus of the Overview. The Governance section emphasizes the responsibilities for the Project Portfolio manager that are helpful to senior management when defining the expectations of business unit managers. There are a number of factors for the enterprise PMO to consider when selecting the processes for future PBM operations that are identified in the Standardization section. Also of importance in the development of project management practices is the planning for employee growth and competency. The book provides the process steps for employee training programs.

In the Execution section of the book, the authors pay close attention to developing the business cases that support the strategic business plan. An example of a system of ranking is provided and a list of questions is included to help document the business cases. Finally, a maturity model is recommended to ensure programs and projects achieve sustainable success.

## Highlights: What I liked!

Over the course of any project, fundamental events and actions are planned and initiated - this book describes them well. Section, chapter, and subchapter numbering make it easy to use as a reference. This structure makes it useful for those needing guidance on specific increments

of their project management approach and also for those looking for a completely integrated instruction set for portfolio, program, and project management.

The book provides many tables that can be used in planning and managing a team. One such example is in the Governance section that shows the project PMO staff roles and responsibilities. Throughout the content, there are references to standards and best practices promulgated by the Project Management Institute (PMI).

### **Who might benefit from the Book**

Executives and senior managers who are looking for a framework and guidance for applying governance and standardization will benefit from the detailed checklists, tables, and diagrams that are present throughout each section of the book. The solid list of operational management and project management business components with descriptions is one example.

### **Conclusion**

The authors emphasize that project management has become an integral part of the general business management function and put forth an organized approach for PMOs to use the PM focus areas of initiating, planning, executing, monitoring, and controlling to meet the strategic goals of an organization. An emphasis is placed on the initiating and supporting planning processes where the authors claim 80 percent of the value proposition can be established.

The book provides some timeless guidance for managing projects and includes valuable information for developing checklists and an overall approach to project business management. Modern PMO's are expected to deliver a broader and high level of enterprise value to remain relevant. The reader should be aware of the latest trends in project management following the book's publication such as adaptive development approaches, establishing value delivery systems, and PMI's updated performance domains.

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For more about this book, go to: <https://www.amazon.com/Power-Enterprise-Enterprise-Wide-Project-Management/dp/0985848413>

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## About the Reviewer



**Bill Sundermann**

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With 27 years in the financial industry and PMP certification, Bill has been in leadership positions of large projects for a Fortune 500 software services company. With the adoption of scaled Agile, Bill was the Release Train Engineer for an enterprise architecture team that successfully developed a CI/CD pipeline for cloud deployments of a component-based modern banking platform. Having longevity of relationships, depth of experience, and a range of skills provides insight into the formation of high-performing teams and the ability to assess elements required for the highest impact. Bill can be contacted at [bsundermann@verizon.net](mailto:bsundermann@verizon.net)

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