

Index

Note to the reader: Throughout this index boldfaced page numbers indicate primary discussions of a topic. Italicized page numbers indicate illustrations.

Symbols

- ? (estimated durations), 123–125
- % Complete column, Variance table
 - adding, 374
- % Complete field, 339, 358, 371
- % Work Complete field, 371

A

- abbreviations, scheduling, 121–122
- AC. *See* actual cost
- Accept button, 339
- Accept New External Data, 338
- accounting, skills, 6
- action, scale of, 13
- Active Directory, 172
- activity sequencing, 27
- actual(s)
 - costs, 384–385
 - dates, 382
 - duration, 382, 393
 - entering, 380–389, 390
 - Task Form view, 383
 - Update Tasks dialog box, 382
 - hours, 382–384
 - percent complete and, 381–382
 - Project with enhanced copy and paste
 - capturing, 388
 - resources replaced with, 386–387
 - tracking table for, 381
 - understanding, 375–380
- actual cost (AC), 403
- Actual Duration, 370
- Actual Finish, 357
- Actual Start, 357
- Add New Column, 63, 107, 128, 248,
 - 272–274
 - Variance table, 357
- administrator, EPM functions, 43
- ALAP. *See* As Late As Possible
- All button, 339
- Analysis, 103
- analytics, 41
- analyzing, 16
- AND statement, 291
- As Late As Possible (ALAP), 151
- As Soon As Possible (ASAP), 151
 - default, 154
- ASAP. *See* As Soon As Possible
- Assign Resources, 183
 - resources, 187–188
- assignment units, 78
- assignments. *See* resource assignments
- auto-filter, 63, 234, 302
 - creating, 299–300
 - turn off, 300
- automatic project update, 378–379
- automatic scheduling, 71. *See also*
 - critical path
 - duration estimation, 119–121
 - manual scheduling compared to, 103
 - manual scheduling switching to,
 - 217–221
 - summary task level, 218–221
 - task level, 217–218
 - time calculation, 204–212
 - work, 128
- automatic task update, 379
- availability profiles, 46
 - resources, 174–175

B

BAC. *See* budget at completion

backing up. *See* saving

backstage view, 309

- accessing, 61
- Organizer, 62

backward scheduling, 85

bank conversions, 81

bar area

- formatting, 63
- Gantt chart, 159–160
- text fields in, 315

bar styles

- formatting, 313–315
 - accessing, 313
 - view-wide, 313–315

Bar Styles dialog box, 315

baseline(s)

- clearing, 360–361
- fields, 354
- Gantt chart default view, formatting, 358–359, 367
- maintaining, 359–366
- manual scheduling tasks and, 366
- organization, 359
- resetting, 363, 367
- rolling-wave planning, 361–362
- saving, 364–365
- setting, 355–356
 - tasks added after, 362
- Tracking Gantt view, 356–357
- understanding, 354–355
- Variance table, 357–358
- view, 356–359
- view multiple, 364–365

Baseline Finish, 357

Baseline Start, 357

Begin Manufacturing, 136

benchmarking, 118

- estimation, 119

Boolean buttons, 61

bottom form view, 66

bottom-up scheduling, 119–121

Browse button, 339

budget at completion (BAC), 404

Budget Resources, 177–178

budget resources, 177–178

Build Team, 172

business intelligence, 41

buttons, 60

- Accept, 339
- All, 339
- Boolean, 61
- Browse, 339
- combo, 61
- Delete Link, 339
- Mark On Track, 379
- percent complete, on ribbon, 374
- split, 61
- Visual Report, 326

C

calculation. *See* cost calculation; time calculation

Calculation Mode, 212

Calendar view, 244–246

calendars, 222

- assigning, 80
- Change Working Time exercise, 86–87
- conversion factors, 81–82
- creating new, 79–81, 177
- holidays, 177
- PTO, 177–178
- resource, 87
- specialized, 81
- time calculation
 - project level, 206
 - resource level, 207
 - task level, 206–207
- for what-if scenarios, 79

- callouts, Timeline view, 316–317
- career development credentials, 6
- central repository, EPM for project, 47–48
- certification (Project). *See also specific Microsoft Certification programs*
 - exam tips, 413
 - objectives maps, 413–417
 - types, 412
- Change Highlighting, 145–146
- change management, 33–34
- change requests, 24
- Change Working Time, 79–80
 - calendars exercise, 86–87
- change-management plan, 27, 29
- check boxes, 61
- Class One Project, 87, 320–321
 - critical path, 161
 - open/closed, 338–339
 - phases, 89
- Class Three Project, 340–341
- Class Two Project, 340
- Clear Baseline dialog box, 360
- Clear Filter, 284
- Clear Group, 233
- clearing baselines, 360–361
- click-and-drag approach
 - dependencies, 148
 - percent complete, 388
- closing, 21. *See also lessons learned events*
 - activities, 35
 - difficulty, 37
 - Project with, 37
- coding tool (WBS), 107–109
 - define and set, 110
 - renumbering, 109–110
- collapse
 - task views, zoom and, 243
 - WBS, Show Outline for, 106
- Collapse Boxes command, 243
- color, highlights changing, 288
- column(s)
 - % Complete, 374
 - Add New Column, 63, 107, 128, 248, 272–274
 - Variance table, 357
 - Duration, 126
 - Finish, 126
 - Fixed Cost, 214–215
 - Indicator, 241
 - Insert, 128
 - Overtime Hours, 384
 - Predecessors, 126
 - dependencies, 146
 - Remaining Work, 383
 - Resource Name, 168
 - resources assigned with, 180–181
 - Resource Sheet view inserting, 248
 - Resources, 126
 - settings, 274–276
 - Start, 126
 - tables adding, 272–274
 - Task Name, 106, 109, 126, 300, 333
 - importance, 100–101
 - WBS entering into, 101–102
 - WBS, 107–108
 - Work, 128
 - Entry table, 127
- Column Settings, 274–276
- combo buttons, 61
- command(s)
 - Collapse Boxes, 243
 - Copy Picture
 - Gantt Bars, 320
 - PowerPoint, 321
 - Insert Summary, 104
 - Move, 379, 387
 - Options, 61
 - ribbon organization, 60
 - view, 234–235

- communicating, 16
 - time spent, 32
- communication(s)
 - effective, 33
 - lines of, 32
 - plan, 30
- complexity, 117
- concurrent dependencies, 137–138
- Conduct Training, 171
- constraints. *See* task constraints
- contoured resource assignments, 241–242
- contract management, 33–34
- contracting plan, 30
- contracts, managing, 31
- controlling. *See* monitoring and controlling
- controls. *See* enterprise standards and controls
- conversion factors, calendars, 81–82
- conversions, bank, 81
- copy and paste
 - Project with enhanced, 70, 319–320
 - actuals captured with, 388
 - sharing, 319–320
- Copy Picture command
 - Gantt bars, 320
 - PowerPoint, 321
- cost(s), 27
 - actual, 384–385
 - assigning, 180–191
 - control, 33–34
 - Resource Usage view, 271–272
 - Task Usage view, adding, 240–241
- cost and budget plan, 27, 29
- cost calculation
 - cost-per-use, 214
 - factors affecting, 212–217
 - fixed cost, 214–215
 - overtime rates, 213–214
 - resource assignments, 215–217
 - standard rates, 213–214
- cost performance index (CPI), 403–404
- cost resources, 171
- Cost table, in split-screen view, 385, 396–397
- cost variance (CV), 392, 403
- cost-per-use, 176, 222
 - cost calculation, 214
- cost-rate profiles, 176
- Cost/Use field, 214
- Covey, Stephen R., 92
- CPI. *See* cost performance index
- credentials
 - career development, 6
 - for PMPs, 5
- Critical group, 291–292, 399
- critical path, 27, 156, 164–165, 349
 - calculating, 158–159
 - Class One Project, 161
 - default, 340–341
 - definition, 157
 - identifying, 159
 - importance, 159
 - master project file, 340–341
 - settings, 341–342
 - view formatting, 159–161
- critical tasks, group by, 291–292
- CRM. *See* customer relationship management
- cross-project links
 - external, 336–337, 339
 - options, 337–339
 - setting up, 335–337
- current date, 405
 - formatting gridlines for, 375–376
 - Gantt chart displaying, 83–84, 375–376
 - Project Information dialog box, 377–378
 - Tracking Gantt view, 377

Current Work field, 383

custom fields, 280–281

- available, 256–257
- custom text fields, 257
- exchanging, 395
- flags, 265–266
- formulas created for, 261–265
 - graphical indicators, 263–264
- lookup table, 259–260
- Needs Updating, 386, 394–395
- renaming, 258, 262
- SharePoint synching, 324
- Task Finish Status, 386, 394–395
- text, 257
- types, 266–267

Custom Fields dialog box, 256–257

custom filters, 288–290, 303

- applying, 289
- copying, 290

custom groups, 296–297

custom sorts, 299

custom tables, 271–279

- creating new, 277–278, 281
- saving, 276–277
- tracking, 278
 - Tracking Gantt view, 394–396

custom task views, 307–308

custom views

- common, 309
- creating, 306–310, 328
- Organizer, 321
- Show in Menu, 309
- stakeholder task view example, 307–310

customer relationship management (CRM), 10

CV. *See* cost variance

D

dashboard reporting, master project files for, 334

dashboard table, 279

Data group, 230

date(s). *See also* current date; status date

- actual, 382
- current
 - Gantt chart displaying, 83–84
- fixed
 - fixed duration compared to, 75
- hard-coded, 386
- start
 - Gantt chart displaying, 83–84

Date field (Links Between Projects dialog box), 339

Date Range filter, 285–286

Deadline field, 154–155

deadlines. *See* task deadlines

Decimal, Show Assignment Units, 173

decision points, go/no-go, 98

decision tree, tracking, 388–389

default

- ASAP, 154
- critical path, 340–341
- Entry table, 355
- Gantt chart view, 63, 125–126, 229, 355
 - baseline formatting, 358–359, 367
 - sides of, 356
 - views accessed from, 237–238
- Max Units, 172–173
- Resource Sheet view, 170
- status date, 376
- task types, 185
- view, 59
 - Entry table in, 58, 229

Default Task Type, setting/changing, 77, 79

- Delete Link button, 339
 - deliverable(s), 8
 - interim, 9
 - defining, 93
 - demand management, 41
 - dependencies. *See also*
 - task dependencies
 - Change Highlighting, 145–146
 - click-and-drag approach, 148
 - concurrent, 137–138
 - FF relationship, 135
 - FS relationship, 135
 - ignoring, 139–140
 - inactive tasks, 142–143
 - Link tool, 144–145
 - manual scheduling, 139–141
 - overlapping, 137–138
 - Predecessors column, 146
 - Project, setting, 143–150
 - sequential, 136–137
 - setting, 134–150, 163–164
 - SF relationship, 135–136
 - split-screen view, 146–148
 - SS relationship, 135–136
 - talk-to-yourself method of
 - setting, 146
 - Task Information dialog box,
 - Predecessors tab, 148–149
 - top-down scheduling, 141–142
 - understanding, 134–135
- Design, 98
 - Design Complete, 103
 - Design Document, 103
 - desktop, Project for, 48–49
 - detail roll-up bar, 142
 - detail task, 104–105
 - Develop, 98
 - dialog box(es)
 - Bar Styles, 315
 - Clear Baseline, 360
 - Custom Fields, 256–257
 - Links Between Projects, 338–339
 - fields, 339
 - More Filters, 287
 - More Tables, 268
 - More Views, 238
 - Move Project, 205–206
 - Project Information, 80
 - current date/status date, 377–378
 - Project Statistics, 354–355
 - Resource Pool, 344
 - Set Baseline, 355–356, 361, 363
 - Task Information
 - percent complete entered in, 373
 - Predecessors tab for dependencies, 148–149
 - resource assignments, 187–188
 - task details reviewed, 246
 - using, 125–126
 - Text Styles, 312
 - Update Tasks, 382
 - View Definition, 307
 - Differences field (Links Between Projects dialog box), 339
 - duration. *See also* estimated durations;
 - task durations
 actual, 382, 393
 - estimating, 89, 117–118
 - automatic scheduling, 119–121
 - edays, 122
 - entering, 118–120
 - manual scheduling, 121–123
 - methods, 118
 - fixed
 - fixed dates compared to, 75
 - fixed-duration scheduling, 182–184
 - manual scheduling, 119
 - options, 125
 - remaining, 393
 - work estimation compared to, 116–127, 129
 - work's relationship with, 77–79

Duration column, 126
 duration estimate. *See*
 estimated durations
 Duration variance, 392
 duration-based scheduling, 75–76, 117
 with resources, 76

E

EAC. *See* estimate at completion
 Earlier Than, 209
 earliest finish (EF), 158
 earliest start (ES), 158
 earned value (EV), 403
 physical percent complete, 372–373
 earned value analysis
 components, 403–404
 physical percent complete, 405–406
 Project, 407
 purposes, 402
 status date, 405, 407
 Earned Value table, 408
 earned-value calculation method,
 405–406
 edays. *See* elapsed days
 Edit Template, 326
 Editing Links option, 141
 EF. *See* earliest finish
 Effort Driven, 184–185. *See also*
 fixed-work
 Fixed Units, 185–186
 effort-based scheduling, 76
 approach, 78
 calculating, 116–117
 painting task, 78
 effort-driven, 76, 116
 elapsed days (edays), 122
 e-mail, Timeline view in, 317–318
 “End in Mind,” 92
 end reviews, phase, 98
 Enterprise Project Management (EPM),
 22. *See also* Project Professional;
 Project Server 2010
 administrator functions, 43
 central repository for projects, 47–48
 choosing to use, 48–50
 culture/behavior supporting, 53
 enterprise standards and controls,
 42–44
 executives and, 50
 functions, 41
 limitations, 48
 local functionality, 44
 overview, 40–42
 PMBOK mapping, 55–56
 portfolio management and, 54–55
 PPM mapping, 55–56
 products, 41
 project managers and, 52–54
 project team and, 52
 project team building, 45
 projects without resources, 48
 reasons to use, 49
 resource
 availability profiles, 46
 resource assignments view, 45
 resource capabilities, 44–46
 resource management/functional
 management and, 50–51
 sharing, 169
 solution architecture, 42
 templates, 69
 enterprise resource planning (ERP), 10
 enterprise standards and controls, EPM,
 42–44
 Entry table, 126, 277
 default, 355
 in default view, 58, 229
 Work column, 127
 environment, 118

EPM. *See* Enterprise Project Management

ERP. *See* enterprise resource planning

ES. *See* earliest start

estimate at completion (EAC), 404

estimate to complete (ETC), 404

estimated durations, 123–125

- exercise for, 131–132
- PERT, 130
- turning off, 124

estimation. *See also* Program Evaluation and Review Technique

benchmarking, 119

duration, 89, 117–118

- automatic scheduling, 119–121
- entering, 118–120
- manual scheduling, 121–123
- methods, 118

duration v. work, 116–127, 129

expected time, 129–130

work, 89, 126–127

- entering, 128

ETC. *See* estimate to complete

EV. *See* earned value

exam tips, 413

Excel, 26

- familiarity/availability, 69
- Project imported from, 69–70
- visual reports, 325–327

executing, 21

- activities, 30–31
- process groups, 30
- Project for, 31

executive dashboard view, 51

executives, EPM and, 50

expand, 106

expected time, 129

- estimation, 129–130

experience, 118

external links, 336–337, 339

external tasks, 336–337

F

FF relationship. *See* finish-to-finish relationship

field(s). *See also* custom fields

baseline, 354

Cost/Use, 214

Current Work, 383

Date, 339

Deadline, 154–155

Differences, 339

Group, 293–294

Lag, 135, 149

Links Between Projects dialog box, 339

name root, 101

Notes, 400

Overtime work, 384

Peak Units, 183

Physical % Complete, 372–373

Resource Group, 175

Resource Initials, 175

Stoplight, 262

Task, 339

text

- in bar area, 315
- custom, 257
- Type, 339

File tab, 61

file types, saving, 324–325

filter(s), 302. *See also* auto-filter

automatic, 63, 234, 302

- creating, 299–300
- turn off, 300

Clear, 284

clearing, 232

custom, 288–290, 303

- applying, 289
- copying, 290

Date Range filter, 285–286

Milestones, 284–285

- milestones across projects, 346
 - predefined, 284–287
 - slippage, corrective action with, 399
 - Using Resource, 285–286
 - view, 230–231
 - Finish column, 126
 - Finish No Earlier Than (FNET), 151
 - Finish No Later Than (FNLT), 151
 - finish status, 264
 - Finish variance, 262–263, 357, 392
 - finish-to-finish relationship (FF relationship), 135
 - finish-to-start relationship (FS relationship), 135, 323
 - fixed cost, 222
 - cost calculation, 214–215
 - Fixed Cost column, 214–215
 - fixed dates, 75
 - Fixed Duration, 182–184
 - recalculation matrix, 186
 - fixed duration, 117
 - fixed dates compared to, 75
 - with resources, 76
 - scheduling
 - duration changes, 183–184
 - resources, 182–184
 - Fixed Units
 - Effort Driven enabled, 185–186
 - recalculation matrix, 186
 - fixed units, 116
 - Fixed Work, 184–185
 - recalculation matrix, 186
 - fixed-work, 76, 116
 - scheduling
 - assignments, 184–185
 - flags, custom fields, 265–266
 - float, 157
 - flyout anchors, 61
 - FNET. *See* Finish No Earlier Than
 - FNLT. *See* Finish No Later Than
 - fonts, highlights changing, 288
 - formula(s)
 - custom fields creating, 261–265
 - graphical indicators, 263–264
 - finish status, 264
 - FS relationship. *See* finish-to-start relationship
 - FTEs. *See* full-time equivalents
 - full constraints, 209
 - full-time equivalents (FTEs), 171
 - Resource Group, 296
 - functional management, 14–15
 - EPM and, 50–51
 - future tasks, percent complete, 380
-
- G**
- Gantt, Henry, 58
 - Gantt bars, 311
 - Copy Picture command, 320
 - Gantt chart, 33. *See also* Tracking
 - Gantt view
 - current date displayed in, 83–84, 375–376
 - default view, 63, 125–126, 229, 355
 - baseline formatting, 358–359, 367
 - sides of, 356
 - views accessed from, 237–238
 - group view, 232–233
 - Leveling Gantt view, 197–198
 - origin, 58
 - planning, 351
 - sides of, 63
 - start date displayed in, 83–84
 - text area/bar area, 159–160
 - with Timeline view, 59
 - Gather information, 103
 - generic resources, 170–171
 - replace, 189
 - ghost tasks, 336–337

global.mpt file, 306
 Organizer sharing, 320–322
 saving, 322

goals
 strategic projects v., 13
 subdividing, 92–93

go/no-go decision points, 98

governance, Project Server 2010 stages
 of, 55

graphical indicators, 280–281
 custom fields, creating formulas with,
 263–264
 example, 265
 lookup tables, 260–261

graphs, resource, 192–193

gridlines
 formatting, 84
 for current date, 375–376

group(s), 60, 63, 302. *See also*
specific groups
 applying, 233
 automatic, 234
 by critical tasks, 291–292
 custom, 296–297
 Data, 230
 Gantt chart view, 232–233
 by milestone, 291–292
 milestones across projects,
 346–347
 by department, 347
 by resource, 293–296
 Resource Sheet view,
 248–249
 slippage, corrective action
 with, 399
 Split View, 235
 using, 291–297
 Window, 235–236
 zoom, 234–235

Group field, 293–294

*A Guide to the Project
 Management Body of
 Knowledge, Fourth Edition*
 (PMBOK), 7, 150. *See also*
 process groups
 EPM mapping to, 55–56
 importance, 14, 20
 WBS defined, 92

H

half constraints, 152, 209

hard constraints, 152

hard-coded dates, 386

highlights, 302
 applying, 232
 clearing, 232
 font/color, 288
 milestone, 287
 views, 230, 232

historical information, 118

holidays, 177

hours
 actual, 382–384
 overtime, 176, 384
 person, 11
 resources, 385

I

Implement, 98

Import Wizard, 70

inactive tasks, dependencies,
 142–143

incomplete parts, to status date,
 379–380

indenting, 102–104
 tasks, 105

Indicator column, 241

indicators

- automatic v. manual, 261
 - graphical, 260–261, 280–281
 - custom fields, creating formulas with, 263–264
 - example, 265
 - Needs Updating, 358
 - task constraints, 153
 - Task Finish Status, 358
- initiating, 21
- planning compared to, 27
 - progressive elaboration and, 24–25
 - with Project, 25
- in-progress tasks, splitting, 387–388
- Insert Column, 128
- Insert Read-Only, 333
- Insert Summary command, 104
- Install Software, 171
- interim deliverables, 9
- defining, 93

J

- “just do it” organizations, 28, 30

K

- knowledge, importance, 4–5

L

- Lag field, 135, 149
- lag time, 150
- Later Than, 209
- latest finish (LF), 158
- latest start (LS), 158
- LCM. *See* life cycle management
- lead time, 150

lessons learned events

- importance, 35
 - plus/delta T structure, 36
- leveling. *See* resource leveling
- leveling all, 196–197
- Leveling Gantt view, 197–198
- LF. *See* latest finish
- life cycle management (LCM), 10
- life cycles, 20
- project v. product, 9–10
 - shortening, 157, 161
 - software development, 20
- lines of communication, formula, 32
- Link to Project option, 333–334
- Link tool
- dependencies, 144–145
 - manual scheduling, 144
- links. *See also* cross-project links
- external, 336–337, 339
 - ignoring, 140
 - between projects, 338–339
 - respecting, 141
 - setting, 244
- Links Between Projects dialog box, 338–339
- fields, 339
- local functionality, 44
- lookup table, 259–260
- graphical indicators, 260–261
- LS. *See* latest start

M

- M. *See* Most Likely
- management. *See* functional
- management; project and portfolio management; project management
- manual scheduling, 71. *See also* User Controlled Scheduling
- automatic scheduling compared to, 103

- automatic scheduling switching to, 217–221
 - summary task level, 218–221
 - task level, 217–218
- benefits, 102
- dependencies, 139–141
- duration, 119
- duration estimation, 121–123
- Link tool, 144
- summary tasks, 104, 122
- task constraints, 150–151
- tasks
 - baselines and, 366
 - work, 128
- Mark On Track button, 379
- master project file(s)
 - creating, 349
 - critical path, 340–341
 - for dashboard reporting, 334
 - saving, 334–335
 - setting up, 332–335
 - subprojects, 333
 - sharing resource pool and, 343
- master schedules, 332–339
 - integrated, 342
- material resources, 171
 - standard rates, 176
- Max Units, 197
 - default, 172–173
 - resource allocation, 174
 - Resource Graph, 251
- MCA. *See* Microsoft Certified Architect
- MCAS. *See* Microsoft Certified Application Specialist
- MCITP. *See* Microsoft Certified IT Professional
- MCP program. *See* Microsoft Certified Professional program
- MCPD. *See* Microsoft Certified Professional Developer
- MCTS. *See* Microsoft Certified Technology Specialist
- MFO. *See* Must Finish On
- micro-managing, 96
- Microsoft Business Certifications, 412
- Microsoft Certified Application Specialist (MCAS), 412
- Microsoft Certified Architect (MCA), 412
- Microsoft Certified IT Professional (MCITP), 412
- Microsoft Certified Professional Developer (MCPD), 412
- Microsoft Certified Professional program (MCP program) levels, 412
- Microsoft Certified Technology Specialist (MCTS), 5, 412
 - consistency, 6
- Microsoft Project 2010 (Project)
 - certification, 412–413
 - exam tips, 413
 - objectives maps, 413–417
 - types, 412
 - certifications, 5
 - closing, 37
 - copy and paste enhanced, 70, 319–320
 - actuals captured with, 388
 - default view, 59
 - dependencies, setting in, 143–150
 - for desktop, 48–49
 - difficulty, 4–7
 - earned value analysis, 407
 - effective results, 17
 - Excel imported into, 69–70
 - executing with, 31
 - features, 16–17
 - getting started, 58–59
 - initiating with, 25

- monitoring and controlling,
 - 33–34, 351
 - options, key, 71–74
 - person hours as guideline, 11
 - planning utilizing, 29–30
 - prerequisites, 6–7
 - process groups management, 22
 - project management concepts for
 - understanding, 7
 - project management methodology
 - mapping, 20
 - settings, key, 71–74
 - strategic relevance, 14
 - strategic value, 12–15
 - teaching approach, 15
 - template training example, 67
 - views, 168
 - when to use, 7–11
 - Microsoft Project Web App 2010 (PWA),
 - 41, 44, 50–51
 - schedule, 42
 - milestone(s), 89
 - defining, 97–98
 - entering, 100–111
 - filtering across projects, 346
 - group by, 291–292
 - grouping across projects, 346–347
 - by department, 347
 - highlights, 287
 - report, 43–44
 - schedule, 113
 - task as, 99
 - task deadlines, late, 155
 - Timeline view adding, 238–239
 - Milestones filter, 284–285
 - mind mapping, 94
 - Mintzberg, Henry, 13
 - mission
 - statement, 13
 - strategy and, 12
 - MLU. *See* multilevel undo
 - monitoring and controlling, 21
 - activities, 33
 - Project, 33–34, 351
 - More Filters dialog box, 287
 - More Tables dialog box, 268
 - More Views dialog box, 238
 - Most Likely (M), 129
 - Move command, 379, 387
 - Move Project dialog box, 205–206
 - .mpp files, 47
 - Resource Pool.mpp, 343
 - resource sharing, 179
 - single user access, 343
 - MSO. *See* Must Start On
 - multilevel undo (MLU), 107
 - using, 110–111
 - what-if scenarios, 109–111
 - multiple-baselines view, 364–365
 - Must Finish On (MFO), 75, 209
 - using, 152
 - Must Start On (MSO), 75, 209
-
- N**
- name root field, 101
 - Needs Updating field, custom, 386, 394–395
 - Needs Updating indicator, 358
 - network diagram
 - inserting tasks, 244–245
 - launching, 242
 - modifying layout, 244
 - Network Diagram view, 242–243
 - networking, 137, 242–243
 - tasks, 134–135
 - notes
 - printing, 400–401
 - slippage, 400
 - Notes field, 400

O

O. *See* Optimistic
 OLAP. *See* online analytical processing
 On Time, 274
 online analytical processing
 (OLAP), 401
 operations, project compared to, 8
 Optimistic (O), 129
 options
 cross-project links, 337–339
 duration, 125
 Editing Links, 141
 Link to Project, 333–334
 Project, key, 71–74
 Project Summary Task
 automating, 74
 functions, 71–72
 resource leveling, 195–196
 Respect Links, 141, 144
 scheduling, 210
 Selected Tasks, 361
 Options command, 61
 OR statement, 291
 organization(s)
 baseline, 359
 “just do it,” 28, 30
 Organizer, 309
 backstage view, 62
 custom views, 321
 global.mpt file sharing, 320–322
 using, 322, 328–329
 outdenting, 102–104
 tasks, 105
 Outline Number, 71–72, 109
 turning off, 107
 outlining tools, summary tasks inserted,
 102–104
 overlapping dependencies, 137–138
 overtime hours, 176, 384

Overtime Hours column, 384
 overtime rates, 176, 222
 cost calculation, 213–214
 Overtime Work field, 384

P

P. *See* Pessimistic
 paste. *See* copy and paste
 Peak Units field, 183
 percent complete. *See also* percent work
 complete; physical percent complete
 actuals and, 381–382
 click-and-drag approach, 388
 entering, 373–375, 390
 buttons on ribbon, 374
 split-screen view, 374–375
 in Task Information dialog
 box, 373
 future tasks, 380
 types, 370
 understanding, 370–371
 percent work complete, 370
 understanding, 371–372
 Percentage, Show Assignment
 Units, 173
 performance reporting, 33–34
 person hours, 11. *See also* work
 personal time off (PTO), 177–178
 PERT. *See* Program Evaluation and
 Review Technique
 Pessimistic (P), 129
 phase(s), 89. *See also* summary task(s)
 defining, 97
 end reviews, 98
 entering, 100–111
 inserting, 102–104
 phase exits, 98
 Physical % Complete field,
 372–373

- physical percent complete, 370
 - earned value analysis, 405–406
 - EV calculation, 372–373
- plan(ning), 21
 - activities, 26
 - balancing, 28
 - change-management, 27, 29
 - communications, 30
 - contracting, 30
 - core steps, 89
 - cost and budget, 27, 29
 - effective, 32
 - ERP, 10
 - essentials, 16, 89
 - excuses, 26–27
 - Gantt chart, 351
 - initiating compared to, 27
 - project, 10–11
 - management, 27
 - Project utilization, 29–30
 - purchases and acquisitions, 30
 - quality, 29
 - right-sizing, 96–97
 - rolling-wave, 24, 98
 - baselines, 361–362
 - schedule, 351
 - speed, 28
 - staffing, 29
 - template starting new, 68–69
- planned value (PV), 403
- plus/delta T structure, 36
- PMBOK. *See A Guide to the Project Management Body of Knowledge, Fourth Edition*
- PMI. *See Project Management Institute*
- PMOs. *See project management offices*
- PMP. *See Project Management Professional*
- policy, project, 11
- portfolio, 13. *See also project and portfolio management*
 - EPM and, 54–55
 - management, 13
 - projects forced out of, 54
 - selection, 41
- PowerPoint, Copy Picture command, 321
- PPM. *See project and portfolio management*
- predecessor
 - links, 195
 - tasks, 144
- Predecessors column, 126
 - dependencies, 146
- Predecessors tab
 - dependencies, Task Information dialog box, 148–149
- predefined
 - filters, 284–287
 - reports, 326–327
 - sorts, 298
- Present Alternatives, 103
- preview function, Project Server 2010, 53
- PRINCE2, 20
- printing notes, 400–401
- process groups, 20
 - executing, 30
 - Project managing, 22
 - Project Server 2010 supporting, 56
 - types, 21
- product, project v., 9–10
- Program Evaluation and Review Technique (PERT), 116, 118
 - components, 129
 - definition, 127
 - estimated durations, 130
 - history/development, 128–129

- progressive elaboration
 - initiating and, 24–25
 - timeline, 98
- Project. *See* Microsoft Project 2010
- project(s)
 - activities, 10–11
 - automatic update, 378–379
 - calendars for time calculation, 206
 - control system, 30
 - definition, 7
 - end, 9
 - EPM, without resources, for, 48
 - EPM as central repository for, 47–48
 - filtering milestones across, 346
 - grouping milestones across, 346–347
 - by department, 347
 - information
 - communicate/distribute, 31
 - length, 8
 - life cycles, product v., 9–10
 - links between, 338–339
 - management
 - career, 4–5
 - mapping Project to
 - methodology, 20
 - Project understood with
 - concepts of, 7
 - management plan
 - elements, 27
 - master, 332–335
 - operations compared to, 8
 - planning, 10–11
 - policy, 11
 - portfolio, forcing out, 54
 - resource analysis across multiple, 345
 - set up exercise, 86
 - sharing resource pool across, 342–344
 - status reviews, 34–35
 - strategic goals v., 13
 - strategic value, 15
 - Team Planner view across, 345
 - temporary, 8
- project and portfolio management (PPM), 41
 - EPM mapping to, 55–56
- Project Center (Project Server 2010), 47
- Project Information dialog box, 80
 - current date/status date, 377–378
- Project Management Institute (PMI), 4, 20, 92
- project management offices (PMOs), 11, 43
- Project Management Professional (PMP), 4–5
 - consistency, 6
 - credentials for, 5
 - exam requirements, 404
- project managers
 - assessing, 5
 - EPM and, 52–54
 - micro-managing, 96
- Project Options box, 124
- project plan. *See* plan(ning)
- Project Professional, 22
 - features, 40, 189
 - publishing, 52–53
- Project Server 2010, 14, 44
 - governance stages, 55
 - preview function, 53
 - process groups supported, 56
 - Project Center of, 47
 - rationale, 50
 - task updates, 52
 - timesheets view, 46
- Project Standard, 22, 40
 - ASAP, 151
- project start date. *See* start date
- Project Statistics dialog box, 354–355

Project Summary Task option

- automating, 74
- functions, 71–72
- project team, 27
 - acquire, 31
 - EPM and, 52
 - EPM building, 45
 - management, 33–34
- PTO. *See* personal time off
- publishing, Project Professional, 52–53
- purchases and acquisitions plan, 30
- PV. *See* planned value
- PWA. *See* Microsoft Project Web App 2010

Q

- quality
 - assurance, 31
 - control, 33–34
 - plan, 29
- Quick Access Toolbar, 60
- quick view, 58–59
 - switching, 65
- Quinn, James Brian, 13

R

- relationships, managing, 31
- Remaining Duration, 370
- remaining duration, 393
- Remaining Work column, 383
- reporting, 16, 41
 - dashboard, 334
 - milestones, 43–44
 - performance, 33–34
 - predefined, 326–327
 - roll-up, 346–347
 - time spent, 32
 - visual, 325–327, 401–402

- resetting baselines, 363, 367
- resolution, 231
- resource(s)
 - Active Directory, 172
 - actuals replacing, 386–387
 - Assign Resources, 187–188
 - assigning, 89, 168, 201–202
 - availability profiles, 174–175
 - budget, 177–178
 - calendars, 87
 - calendars for time calculation, 207
 - cost, 171
 - duration-based scheduling
 - with, 76
 - EPM
 - availability profiles, 46
 - for projects without, 48
 - fixed-duration scheduling,
 - 182–184
 - generic, 170–171
 - replace, 189
 - graphs, 192–193
 - group by, 293–296
 - hourly, 385
 - management, 41
 - EPM and, 50–51
 - material, 171
 - standard rates, 176
 - Max Units allocating, 174
 - .mpp files sharing, 179
 - projects, multiple, analyzing, 345
 - resource leveling by, 197–198
 - Resource Name column assigning,
 - 180–181
 - resource pool, adding, 171–173
 - Resource Sheet view, 173
 - Resource Sheet view
 - analyzing, 192
 - sharing, 178–179
 - to task, 180

- Task Information dialog box
 - assigning, 187–188
 - types, 170–171
 - work, 171
 - standard rates, 175–176
- resource assignments, 222
 - contoured, 241–242
 - cost calculation, 215–217
 - EPM view, 45
 - fixed-work scheduling, 184–185
 - Microsoft Project Web App 2010,
 - editing, 50–51
 - Resource Usage view, 249–250
 - split-screen view, 181–182
 - stuffing envelopes approach, 211–212
 - Task Information dialog box,
 - 187–188
 - time calculation, 211–212
- Resource Form view
 - Resource Graph view with, 251–252
 - in split-screen view, 250–251
- Resource Graph view, 192–193,
 - 197–198
 - Max Unit, 251
 - with Resource Form view, 251–252
- Resource Group, 293
 - FTEs, 296
 - in Resource Sheet view, 294
 - in Resource Usage view, 295
- Resource Group field, 175
- Resource Initials field, 175
- resource leveling, 212
 - leveling all, 196–197
 - options, 195–196
 - priority setting, 195
 - purpose, 194
 - by resource, 197–198
 - by task, 199
- Resource Name column, 168
 - resources assigned with, 180–181
- resource pool
 - creating, 168
 - open, 179
 - resources added to, 171–173
 - setting up, 168–179
 - sharing, 169
 - master project files and, 343
 - across projects, 342–344
- Resource Pool dialog box, 344
- Resource Pool.mpp, 343
- Resource Sheet view
 - default, 170
 - groups, 248–249
 - importance, 247
 - inserting columns, 248
 - launching, 169
 - resource analysis, 192
 - Resource Group in, 294
 - resources, 173
 - using, 168–170
- Resource Usage view, 192–193,
 - 345–346
 - cost, 271–272
 - resource assignments, 249–250
 - Resource Group in, 295
 - Task Usage view v., 249
 - work, 250
- resource view(s), 246–252. *See also*
 - Resource Form view; Resource Graph view; Resource Sheet view; Resource Usage view; Team Planner view
 - tables, 270–271
- Resources column, 126
- Respect Links option, 141, 144
- result, 8
- reviews. *See* status reviews, project ribbon, 58, 308
 - command organization, 60
 - feedback, 59

- main parts, 60–61
- percent complete buttons on, 374
- resolution, 231
- right-sizing plans, 96–97
- risk, 117–118
 - monitoring, 34
 - plan, 27, 29
- rolling-wave planning, 24, 98
 - baselines, 361–362
- roll-up reports, 346–347

S

- Save Project as File, 325
- saving
 - baselines, 364–365
 - custom tables, 276–277
 - file types, 324–325
 - global.mpt file, 322
 - master project files, 334–335
- scale of action, 13
- schedule(ing), 27. *See also* automatic scheduling; calendars; manual scheduling; resource leveling; User Controlled Scheduling
 - abbreviations, 121–122
 - approaches, 74–76
 - backward, 85
 - bottom-up, 119–121
 - conflict message, 153–154
 - duration-based, 75–76
 - with resources, 76
 - effort-based, 76
 - approach, 78
 - calculating, 116–117
 - painting task, 78
 - fixed-duration
 - resources, 182–184
 - fixed-work
 - assignments, 184–185
 - management, 41
 - manual
 - tasks, baselines and, 366
 - master, 332–339
 - integrated, 342
 - options, 210
 - planning, 351
 - process for creating, 116
 - PWA, 42
 - Task Inspector fixing, 220–221
 - task/milestone, 113
 - top-down, 98, 104, 121–123
 - dependencies, 141–142
 - Schedule group, 124
 - schedule performance index (SPI), 404
 - schedule status, 370
 - schedule variance (SV), 403
 - scope, 27. *See also* work breakdown structure
 - creep, 24
 - defining, 92
 - statement, 27, 29
 - verification, 33–34
 - WBS representing, 89
 - SDLC. *See* software development life cycle
 - Selected Tasks option, 361
 - sequential dependencies, 136–137
 - Set Baseline dialog box, 355–356, 361, 363
 - The 7 Habits of Highly Effective People* (Covey), 92
 - SF. *See* start-to-finish relationship
 - SharePoint Foundation 2010, 40
 - synching, 323–324
 - custom fields, 324
 - SharePoint Server 2010, 40
 - synching, 323–324
 - custom fields, 324

- sharing
 - copy and paste, 319–320
 - EPM, 169
 - Organizer and global.mpt file, 320–322
 - resource pool, 169
 - master project files and, 343
 - across projects, 342–344
 - resources, 178–179
 - .mpp files, 179
 - Timeline view, 62–63, 317–318
- Show Assignment Units, Percentage to Decimal, 173
- Show External Predecessors, 337–338
- Show External Successors, 337–338
- Show in Menu, 309
- Show Outline, WBS collapse and expand, 106
- size, 117
- slack time, 157
- slippage
 - filters/groups for corrective action, 399
 - notes, 400
 - understanding, 398
- Slipped/Late Progress filter, 399
- smart tags, 184, 212
- SMEs. *See* subject matter experts
- SNET. *See* Start No Earlier Than
- SNLT. *See* Start No Later Than
- soft constraints. *See* half constraints
- software development life cycle (SDLC), 20
- sort(s), 63, 302
 - applying, 233, 298
 - automatic, 234
 - custom, 299
 - predefined, 298
- SOW. *See* statement of work
- SPI. *See* schedule performance index
- split buttons, 61
- Split Task function, 387–388
- Split View group, 235
- split-screen view, 65–66, 169, 236
 - Cost table in, 385, 396–397
 - dependencies, 146–148
 - percent complete entered in, 374–375
 - resource assignments, 181–182
 - Resource Form view in, 250–251
 - Work table, 396–397
- SS. *See* start-to-start relationship
- staffing plan, 29
- stage gates, 98, 361
- stakeholder management, 33–34
- stakeholder task view example (custom views), 307–310
- standard rates, 222
 - cost calculation, 213–214
 - material resources, 176
 - work resources, 175–176
- standards. *See* enterprise standards and controls
- Start column, 126
- start date, 195, 222, 376
 - Gantt chart displaying, 83–84
 - time calculation, 204–206
- Start No Earlier Than (SNET), 151
- Start No Later Than (SNLT), 151
- Start variance, 357, 392
- start-to-finish relationship (SF relationship), 135–136
- start-to-start relationship (SS relationship), 135–136
- statement of work (SOW), 111
- status date
 - automatic project update, 378–379
 - automatic task update, 379
 - default, 376
 - earned value analysis, 405, 407
 - incomplete parts to, 379–380
 - Project Information dialog box, 377–378
 - Tracking Gantt view, 377

status reviews, project, 34–35
 Stoplight field, 262
 strategic relevance, Project, 14
 strategic value
 Project, 12–15
 of projects, 15
 strategy
 goals v. projects, 13
 mission and, 12
The Strategy Process (Mintzberg and Quinn), 13
 stuffing envelopes approach, 211–212
 subject matter experts (SMEs), 118
 WBS developed with, 94
 subprojects, master project file
 inserting, 333
 summary task(s)
 manual scheduling, 104, 122
 manual scheduling switching to
 automatic scheduling, 218–221
 outlining tools inserting, 102–104
 tasks compared to, 104–105
 Timeline view adding/deleting,
 316–317
 top-down, 99, 142
 uses, 103
 Summary Task option. *See* Project
 Summary Task option
 SV. *See* schedule variance
 synchronization, SharePoint, 323–324

T

table(s), 65
 changing, 231, 268
 columns added to, 272–274
 custom, 271–279
 creating new, 277–278, 281
 saving, 276–277
 tracking, 278
 dashboard, 279
 Earned Value, 408
 lookup, 259–260
 resource view, 270–271
 task view, 267–270
 tracking
 for actuals, 381
 Tracking table, 269
 using existing, 267–271
 Variance table, 269
 views, 230
 Work table, 269–271
 tabs, 60
 File, 61
 talk-to-yourself method of setting
 dependencies, 146
 task(s), 89 *See also* summary task(s)
 automatic update, 379
 baselines adding new, 362
 baselines and manual scheduling, 366
 calendars for time calculation,
 206–207
 defining, 99
 detail, 104–105
 entering, 100–111
 external, 336–337
 future, 380
 ghost, 336–337
 group by critical, 291–292
 inactive, 40
 dependencies, 142–143
 indenting/outdenting, 105
 manual scheduling switching to
 automatic scheduling, 217–218
 as milestone, 99
 network diagram, inserting, 244–245
 networking, 134–135
 predecessor, 144
 resource leveling by, 199
 resources assigned to, 180
 schedule, 113

- splitting in-progress, 387–388
- summary tasks compared to, 104–105
- Task Information dialog box, reviewing details, 246
- Team Planner view clicking and dragging, 247
- types, 174, 181, 222
 - default, 185
 - modifying, 182
 - recalculation matrix, 186
 - time calculation, 211–212
- updates
 - Project Server 2010, 52
- task constraints, 206, 222. *See also specific constraints*
 - as anchors, 154
 - full, 209
 - half, 152, 209
 - hard, 152
 - indicators, 153
 - manual scheduling, 150–151
 - setting, 152–153
 - task deadlines compared to, 154
 - time calculation, 207–209
 - types, 151
- task deadlines, 222
 - assigning, 155
 - late milestone, 155
 - task constraints compared to, 154
 - time calculation, 207–209
- task dependencies, 222
 - setting, 134–135
 - time calculation, 210–211
- task durations, 222
 - time calculation, 210
- Task field (Links Between Projects dialog box), 339
- Task Finish Status, 259, 264, 278
 - custom field, 386, 394–395
- Task Finish Status indicator, 358
- Task Form view, 235–236
 - actuals, 383
- Task Information dialog box
 - percent complete entered in, 373
- Predecessors tab for dependencies, 148–149
- resource assignments, 187–188
- task details reviewed, 246
- using, 125–126
- Task Inspector, 123
 - schedule fix in, 220–221
 - turning on, 156
- Task Mapping, 70
- Task Mode, 139
- Task Name column, 106, 109, 126, 300, 333
 - importance, 100–101
 - WBS entering into, 101–102
- Task Usage view, 192, 194
 - cost added to, 240–241
 - Resource Usage view v., 249
 - work modified, 240–241
- task view(s), 235, 237–246. *See also* Task Usage view; Timeline view
 - Calendar view, 244–246
 - collapse and zoom, 243
 - custom, 307–308
 - Network Diagram view, 242–243
 - tables, 267–270
- TCPI. *See* to completion
 - performance index
- team collaboration, 41
- team members. *See* project team
- Team Planner view, 40
 - functions, 189–190
 - across multiple projects, 345
 - opening, 190
 - tasks clicked and dragged, 247

- template(s)
 - creating effective, 68
 - detail, 97
 - EPM, 69
 - phases, 67
 - plan starting in, 68–69
 - Project training example, 67
- temporary projects, 8
- text
 - area, 311
 - formatting, 63
 - Gantt chart, 159–160
 - fields
 - in bar area, 315
 - custom, 257
 - styles
 - formatting, 311–313
 - specific line items, 311–312
 - view-wide, 312–313
- Text Styles dialog box, 312
- time, 27
 - communicating, 32
 - expected, 129
 - estimation, 129–130
 - reporting, 32
 - slack, 157
- time calculation
 - automatic scheduling, 204–212
 - calendars
 - project level, 206
 - resource level, 207
 - task level, 206–207
 - resource assignments, 211–212
 - start date, 204–206
 - task constraints and deadlines, 207–209
 - task dependencies, 210–211
 - task durations, 210
 - task types, 211–212
- time estimate. *See* estimated durations
- timeline
 - copying, 239
 - formatting, 238–239
 - progressive elaboration, 98
- Timeline view, 58, 235–236
 - displayed by itself, 238, 315–316
 - in e-mail, 317–318
 - formatting, 238–239, 315–318
 - add line items, 316
 - callouts, 316–317
 - summary tasks added/deleted, 316–317
 - Gantt chart with, 59
 - milestones added to, 238–239
 - sharing/adding, 62–63, 317–318
 - turn on/off, 62, 315
- time-phased views, 192–194
- timescale, 295
- timesheets view, Project Server 2010, 46
- to completion performance index (TCPI), 404
- tool(s)
 - coding (WBS), 107–109
 - define and set, 110
 - renumbering, 109–110
 - Link
 - dependencies, 144–145
 - manual scheduling, 144
 - summary task insertion, outlining, 102–104
- top-down scheduling, 98, 104, 121–123
 - dependencies, 141–142
- top-down summary task, 99, 142
- total slack, 195
- tracking, 16, 35
 - decision tree, 388–389
 - table, 269
 - for actuals, 381
 - variance, 398

Tracking Gantt view, 230
 applying, 356
 baselines, 356–357
 current date/status date, 377
 custom, 358, 386
 custom tracking tables, 394–396
 Variance table, 393–394
 triple constraint, 27
 Type field (Links Between Projects dialog box), 339

U

UCS. *See* User Controlled Scheduling
 Undo, 110. *See also* multilevel undo
 Update Tasks dialog box, 382
 updating, 17, 35. *See also* actual(s);
 percent complete
 automatic project, 378–379
 automatic task, 379
 Project Server 2010, task, 52
 User Controlled Scheduling (UCS),
 74, 101–102. *See also* manual
 scheduling
 Using Resource filter, 285–286

V

VAC. *See* variance at completion
 vacation time, 177–178
 variance. *See also specific variances*
 analyzing, 398–402
 positive/negative, 398
 tracking, 398
 types, 392–393
 understanding, 392–398
 values, 392
 view, 393–398
 variance at completion (VAC), 403

Variance table, 269
 % Complete column added to, 374
 Add New Column, 357
 baselines, 357–358
 Tracking Gantt view, 393–394
 view(s). *See also* custom views; resource
 view(s); task view(s); Tracking Gantt
 view; specific views
 applying different, 253
 baselines, 356–359
 bottom form, 66
 changing, 237
 commands, 234–235
 components, 228–235
 critical path formatting, 159–161
 customizing, 228–229
 Data group, 230
 default, 59
 Entry table in, 58, 229
 elements of, 306–307
 filters, 230–231
 Gantt chart default, 229, 355
 baseline formatting, 358–359, 367
 sides of, 356
 views accessed from, 237–238
 groups in Gantt chart, 232–233
 highlights, 230, 232
 multiple-baselines, 364–365
 Project, 168
 quick view switching, 65
 split-screen, 65–66, 169, 236
 Cost table in, 385, 396–397
 percent complete entered in,
 374–375
 Resource Form view in, 250–251
 Work table, 396–397
 table, 230
 time-phased, 192–194
 types, 235
 variance, 393–398
 View tab changing, 65

View bar, 237
 displaying, 308–310
 View Definition dialog box, 307
 view specific, 228
 View tab, view changing, 65
 view-wide formatting
 bar styles, 313–315
 text styles, 312–313
 Visio, visual reports, 325–327
 Visual Report button, 326
 visual reports
 creating, 401–402
 Excel/Visio, 325–327

W

WBS. *See* work breakdown structure
 “what you see is what you get”
 (WYSIWYG), 106
 what-if scenarios
 calendars for, 79
 MLU, 109–111
 Who Does What When Report,
 326–327
 Window group, 235–236
 Word, 26
 work
 automatic scheduling, 128
 duration estimation compared to,
 116–127, 129
 duration’s relationship with, 77–79
 estimating, 89, 126–127
 entering, 128
 fixed, 76, 116
 manual scheduling, 128
 Resource Usage view, 250
 resources, 171
 standard rates, 175–176
 Task Usage view modifying, 240–241

work breakdown structure (WBS), 27,
 29, 68, 373
 coding tool, 107–109
 define and set, 110
 renumbering, 109–110
 columns, 107–108
 creating, 93–96
 detail levels, 96–97
 entering components, 100–111
 hierarchy, 105
 importance, 93–96, 111
 outline format, 93–94
 outlining exercise, 112–113
 PMBOK definition, 92
 scope represented by, 89
 Show Outline for collapse and
 expand, 106
 SMEs developing, 94
 SOW mapped to, 111
 Task Name column, entering,
 101–102
 what is, 92–100
 Work column, 128
 Entry table, 127
 Work table, 269–271
 split-screen view, 396–397
 Work variance, 392
 Wrap Text, 274–275
 WYSIWYG. *See* “what you see is what
 you get”

Z

0 or 100 method, 373
 zoom
 groups, 234–235
 slider, 59, 295
 task views, collapse and, 243
 Zoom Selected Tasks, 234–235