

Index

Note to the Reader: Throughout this index **boldfaced** page numbers indicate primary discussions of a topic. *Italicized* page numbers indicate tables and illustrations.

A

- A+ certification, 27
 - acceptance criteria in project scope statements, 98
 - accepting risks, 160
 - accountability for trust and respect, 229
 - accounts, closing, 266
 - accuracy in SMART goals, 85
 - acknowledgments in project charter, 71
 - action logs, 232–235, 233–234, 303
 - active listening, 47–48, 51
 - activities. *See* project activities
 - activity on arrow (AOA)
 - diagramming, 120, 120
 - activity on node (AON)
 - diagramming, 119–120, 120
 - adjustments
 - in budgeting, 201
 - in scheduling, 177–179
 - administrative costs in
 - budgeting, 190
 - administrative time in
 - schedules, 177
 - agenda for kickoff meetings, 78–79, 79, 297
 - analogous estimating technique, 195
 - AOA (activity on arrow)
 - diagramming, 120, 120
 - AON (activity on node)
 - diagramming, 119–120, 120
 - appraisal costs, 185
 - approvals
 - in budgeting, 203, 207–208
 - in Closing process, 260
 - archiving documents, 274
 - assigning risk impacts, 156–158, 156
 - assumptions
 - checklist for, 5
 - defined, 319
 - in goals, 93–95
 - attachments in project charters, 75
 - attention in listening, 47
 - authority
 - for budgeting, 201–202
 - in functional organizations, 9
 - in projectized organizations, 10
 - avoiding risks, 160
 - awarding contracts, 139
- ## B
- baselines, cost, 203–204, 204
 - benchmarking
 - in cost of quality, 185
 - defined, 319
 - benefits of project management practices, 13–15
 - bias in listening, 47
 - bid solicitation, 137–138
 - bonuses, 224
 - bottom-up estimating technique
 - in budgeting, 195–196
 - defined, 319
 - brainstorming
 - for assumptions, 94
 - defined, 319
 - in requirements gathering meetings, 89
 - in resource requirements, 131
 - for risk identification, 151
 - budgets and budgeting, 189
 - approvals in, 203, 207–208
 - authority for, 201–202
 - changes in, 240, 250
 - checklists for, 6, 311
 - conflicts in, 193–194
 - contingency reserves in, 200–201
 - costs in, 202
 - baselines, 203–204, 204
 - estimating, 197–199, 198
 - project, 190–191
 - defined, 319
 - documentation for, 191–192
 - estimating techniques in, 195–197
 - finalizing, 199–201
 - items in, 192–193
 - problems from cuts in, 255
 - process, 194–195
 - in project planning, 205–206, 205–206
 - project size in, 206–207, 207
 - questions in, 199
 - reductions and adjustments in, 201
 - review questions, 209
 - and schedules, 168, 193
 - steps in, 192
 - terms, 208
 - bureaucracy in functional organizations, 8
 - business justification
 - in project charters, 74
 - in project requests, 58
 - business needs as project generators, 55
 - business risks, 148–149
 - business rules
 - defined, 319
 - in requirements, 90
 - buy-in as critical success factor, 91

C

- calculations, financial, 60–62
- calendar views for schedules, 180–181, 181
- calendars, 34
- cash flow, discounted, 61
- celebrating project completion, 274–275
- certification programs, 25–27
- chain of command in functional organizations, 8
- change control boards
 - defined, 319
 - establishing, 244–245
- change management plans
 - checklist for, 6
 - defined, 319
 - forming, 242–244
- change request forms, 243, 248, 304
- changes, 240
 - change control boards for, 244–245
 - change management plans for, 242–244
 - cost management in, 250
 - impact assessments for, 246
 - planning document review for, 247
 - problems from, 256
 - responding to, 241–242
 - scope and schedule, 247–250, 248
 - sources of, 240–241
 - tracking, 245–246, 245
- checklists
 - for budget items, 311
 - for Closing process, 260, 261–265
 - for implementation, 269, 269, 317
 - for project planning, 309–310
 - for project processes, 4, 5–6, 312–316
 - for risk assessment, 153–155, 153–154, 307–308
 - as tools, 39
- clarifying questions in listening, 48
- clarity in messages, 51
- Closing process, 20, 259
 - archiving documents, 274
 - celebrations, 274–275
 - checklist for, 260, 261–265
 - closing accounts, 266
 - contract finalization, 266–267
 - customer satisfaction, 272–274
 - defined, 319
 - lessons learned, 269–271
 - project implementation, 268–269, 269
 - review questions, 276
 - sign-offs, 271, 272
 - successful projects, 260
 - team member release, 267–268
 - terms, 275
 - training and warranty periods in, 268
- college courses, 25–28
- collocated team members
 - defined, 319
 - in projectized organizations, 9–10
- commitment as constraint, 95
- communication
 - active listening, 47–48
 - in budgeting conflicts, 194
 - connections in, 48–49, 49
 - as constraint, 95
 - importance of, 41–42
 - information exchange, 42
 - problems from, 255
 - receivers in, 45–46
 - senders in, 44–45
 - in team member release, 267
 - in team performance, 216
 - tips for, 50–51
 - for trust and respect, 228
 - verbal, 42–43
 - written, 43
- communication plans, 299
 - checklist for, 5
 - creating, 101–102, 102
 - defined, 319
- communication skills
 - importance of, 33
 - for project charter, 72
- competition
 - in functional organizations, 9
 - in projectized organizations, 10
- completion dates in project requests, 58
- complex ideas, communicating, 51
- compromise approach to problem-solving, 220
- CompTIA project, 27
- CompTIA Project+ Study Guide, 27
- computerized tools
 - for budget estimates, 196
 - for project management, 15–16
- confidence factors
 - defined, 319
 - in PERT, 171
- confidential information, 231
- conflicts
 - in budgeting, 193–194
 - in matrix organizations, 12
 - stakeholder needs, 70
 - in teams, 216–221
- conflicts of interest
 - defined, 319
 - potential areas of, 230–231
- connections in communication, 48–49, 49
- constraint-related risks, 146–147
- constraints, 22–25
 - checklist for, 5
 - defined, 319
 - in goals, 95–96
 - in project selection process, 65
- consultants for feasibility studies, 66
- contact lists, 34
- contingency planning
 - defined, 319
 - in risk assessment, 161–162
- contingency reserves
 - in budgeting, 200–201
 - defined, 319
- contingency time in schedules, 176–177
- contract life cycles
 - defined, 319
 - phases in, 136

contract managers, 135
 contracting
 for resources, 135–136
 bid solicitation, 137–138
 contract awards, 139
 requests for proposals, 136–137
 supplier selection, 138–139, 139
 for risk transfers, 160–161
 contracts
 awarding, 139
 finalizing, 266–267
 control charts, 252
 corrective actions
 defined, 319
 in Execution process, 235–236
 for project outcomes, 252–253
 cost baselines
 in budgeting, 203–204, 204
 defined, 319
 cost-benefit analyses
 checklist for, 5
 in project selection, 61
 cost of quality, 185–186, 319
 costs and cost estimates
 in budgeting, 197–199, 198, 202
 baselines, 203–204, 204
 estimating, 197–199, 198
 project, 190–191
 in changes, 250
 in make-or-buy decisions, 132
 in project charters, 75
 in project requests, 58
 in risk transfers, 160
 courses, 25–28
 CPM (Critical Path Method)
 defined, 320
 for project duration, 174–175, 175
 crashing
 defined, 319
 for schedule compression, 249–250
 criteria
 in project scope statements, 98
 in weighted scoring models, 138, 139

Critical Path Method (CPM)
 defined, 320
 for project duration, 174–175, 175
 critical paths
 defined, 319
 in schedules, 173–175, 173, 175
 critical success factors
 checklist for, 5
 defined, 320
 determining, 91–93
 in risk assessment, 147–148
 cultural differences, 231
 customer satisfaction, 3
 as constraint, 24
 determining, 272–274
 customer service skills, 40
 customers
 as change source, 240
 defined, 320
 as project generators, 55–56
 roles and responsibilities, 69

D

dates
 in project requests, 58
 in schedules. *See* schedules
 decision makers in projectized organizations, 10
 delay risks, 149
 deliverables, 84
 defined, 320
 elements, 86–87
 goals and objectives, 84–85
 multiple, phasing, 87–88
 SMART goals, 85–86
 in WBS development, 111
 Delphi technique
 defined, 320
 for risk identification, 151–152
 demands as project generators, 55–56
 departments in functional organizations, 7, 8
 dependencies
 in CPM, 174–175
 in network diagrams, 181, 181
 in project activities, 117

descriptions
 in project requests, 58
 scope, 73
 destinations, 3–4
 developing
 management skills. *See* management skills
 development
 teams. *See* teams
 diagrams, network, 118–119, 119
 direct costs
 in budgeting, 191
 defined, 320
 directories
 for project teams, 130
 for risk, 163, 163
 discounted cash flow, 61, 320
 dishonesty, problems from, 255
 display options for schedules, 179–182, 180–181
 documentation
 archiving, 274
 of assumptions, 94–95
 in budgeting, 191–192
 of lessons learned, 269–271
 of quality management plans, 183, 184
 duration
 in PERT, 170
 of project activities, 116–117
 in schedules, 178–179
 duties in matrix organizations, 12
 dysfunctional teams, 217

E

e-mail
 etiquette for, 50
 limiting, 43
 managing, 37–38
 earned value analysis, 252
 economy as constraint, 96
 education programs, 25–28
 Einstein, Albert, 39, 68
 employee recognition, 225
 environmental issues, 149
 equipment. *See* resources

estimates

- in budgeting
 - costs, 197–199, 198
 - techniques, 195–197
- in PERT, 169–170, 172–173
- problems from, 255
- of project duration, 116–117
- in schedules, 178

ethics

- conflicts of interest, 230–231
- personal gain, 229–230

etiquette, e-mail and voicemail, 50

examinations for PMP

- certification, 26

example, leading by, 228

exchanging information

- communication methods, 42–43
- receivers in, 45–46
- senders in, 44–45

exclusion lists, 97–98

Execution process, 19, 211

- corrective action, 235–236
- defined, 320
- negotiation and
 - problem-solving techniques, 217–221
- professional responsibility for, 229–231
- progress reports, 232–235, 233–234
- review questions, 237
- team assembling and
 - development. *See* teams
- terms, 236

expectations

- as constraint, 95
- problems from, 256

expected value

- defined, 320
- in PERT, 169–170

experience requirements for PMP

- certification, 26

experts

- for activity duration
 - estimates, 116
- for budget estimates, 196–197
- defined, 320
- power of, 226

external project risks, 149

extrinsic motivators

- defined, 320
- nature of, 222

eye contact in listening, 48

F

failure costs, 185–186

fast tracking

- defined, 320
- for schedule compression, 249–250

feasibility studies

- conducting, 66
- defined, 320

feedback, checklist for, 6

filtering by receivers, 45

Final Status Reports, 271, 272, 305

finalizing

- budgets, 199–201
- contracts, 266–267

finance managers in budgeting, 202

financial calculations, 60–62

finish dates in CPM, 174

finish to finish dependencies, 117

finish to start dependencies, 117

fire-fighting zones, 35

float time

- in critical paths, 173–175
- defined, 320

focus

- in matrix organizations, 12
- in projectized organizations, 10

forcing approach to

- problem-solving, 220

forming development stage for

- teams, 214

forms

- sample. *See* sample forms
- templates for, 16

functional managers

- meetings with, 128–129
- roles and responsibilities, 69

functional organizations

- defined, 320
- operation of, 7–9, 8

G

Gantt charts, 180, 180

general management skills, 39–40

gifts from vendors, 230

goals, 83

- assumptions in, 93–95
- communicating, 228
- in communication plans, 101–102, 102
- constraints in, 95–96
- deliverables, 86–88
 - and objectives, 84–85
- in project charter, 72
- project scope statement for, 96–101
- requirements discovery, 88–93
- review questions, 104
- in risk assessment, 148
- SMART, 85–86
- terms, 103

growth opportunities in matrix

- organizations, 12

Guide to the Project Management

- Body of Knowledge (PMBOK), 26

H

handoffs

- defined, 320
- in project life cycles, 17–18

historical data

- for budget estimates, 197
- for risk identification, 151

holidays, 176

honesty

- in change explanations, 241
- in professional conduct, 231
- for trust and respect, 228

human resource costs, 190

I

identification codes for WBS, 109–110

identifying risks, 144–145

- common, 146–150

- techniques, 150–155
 - brainstorming for, 151
 - checklists for, 153–155, 153–154
 - Delphi technique for, 151–152
 - historical information for, 151
 - interviewing in, 152
 - Nominal Group technique, 152
 - types of, 145–146
- idle time in projectized organizations, 10
- impact
 - of changes, 246
 - in project selection process, 65
 - in risk assessment, 155–158, 156–157
- implementation
 - checklist for, 6, 317
 - project, 268–269, 269
- indirect changes, 241
- indirect costs
 - in budgeting, 191
 - defined, 320
 - in make-or-buy decisions, 132
- information, managing, 37–39
- Initiating process, 18, 53
 - defined, 320
 - feasibility studies, 66
 - kickoff meetings, 78–80, 79
 - needs and demands, 55–56
 - priorities in, 60–65
 - project charters in, 71
 - elements of, 73–76
 - purposes for, 71–73
 - sample, 76, 77
 - project requests, 57–59, 57, 59
 - review questions, 81
 - risk in, 159
 - scope documents in, 78
 - selecting projects, 54–55, 54, 60–65
 - sponsors in, 67–68
 - stakeholders in
 - meetings, 67
 - needs, 70
 - roles and responsibilities, 68–70
 - terms, 80
 - input solicitation in team performance, 216
 - inspection
 - as change source, 241
 - in quality control, 252
 - insurance for risk, 160
 - internal rate of return (IRR)
 - calculating, 61–62
 - defined, 320
 - interruptions
 - as constraint, 95
 - in listening, 48
 - interviews
 - for customer satisfaction, 273
 - for risk identification, 152
 - intrinsic motivators
 - defined, 320
 - nature of, 222
 - IRR (internal rate of return)
 - calculating, 61–62
 - defined, 320
- J**
 - job descriptions, 124
 - juggling constraints, 24–25
 - justification
 - in project charters, 74
 - in project requests, 58
- K**
 - kickoff meetings
 - agendas for, 78–80, 79, 297
 - for teams, 212–213
 - known risks, 145
 - known risks with uncertain outcomes, 145–146
- L**
 - labor costs, 190
 - language in communication, 43
 - large projects in budgeting, 206–207, 207
 - late starts, problems from, 255
 - leaders
 - characteristics of, 39–40
 - defined, 320
 - leadership power in team development, 225–227
 - legal requirements as project generators, 56
 - lessons learned
 - defined, 320
 - documenting, 269–271
 - levels in WBS, 106–110, 107
 - life cycles
 - contract, 136
 - project, 17–18
 - lines of communication
 - defined, 320
 - number of, 49, 49
 - listening, active, 47–48, 51
 - logs
 - action, 232–235, 233–234, 303
 - change control, 245, 245
 - looking-for-a-job zones, 36
 - M**
 - make-or-buy decisions, 132–133
 - management issue risks, 149
 - management skills development, 31–32
 - communication. *See* communication
 - general skills, 39–40
 - organizing techniques, 33–34
 - managing information, 37–39
 - priority setting, 35–36
 - time management, 34–35
 - people skills, 40–41
 - review questions, 52
 - terms, 51
 - managers
 - defined, 321
 - vs. leaders, 40
 - managing information, 37–39

market demand as project generator, 55

marketability risks, 148

materials. *See* resources

matrix organizations

- defined, 321
- operation of, 10–13, 12

measurability in SMART goals, 85

measurement as change source, 241

mediators

- defined, 321
- purpose of, 219

meetings

- with functional managers, 128–129
- kickoff
 - agendas for, 78–80, 79, 297
 - for team assembling, 212–213
- for requirements gathering, 89–91
- stakeholder
 - Initiating process, 67
 - status, 235
- status review, 251

mentoring in resource leveling, 179

Microsoft Project tool, 16

milestone charts, 182

milestones

- for project activities, 114–115, 114
- in project charters, 75
- in schedules, 182

mitigating risks, 161

modern project management, 21–22

Monitoring and Controlling process, 250–251

- defined, 321
- performance-reporting tools, 251–253
- for risk, 253
- tasks in, 19–20

most likely estimates in PERT, 170

motivation

- purpose of, 222
- rewards and recognition, 223–225

multiple deliverables, phasing, 87–88

N

names of project requests, 58

needs as project generators, 55–56

negotiation

- for team members, 127
- in team problem-solving, 217–221

network diagrams, 118

- activity on arrow, 120, 120
- activity on node, 119–120, 120
- importance of, 121
- precedence diagramming, 118–119, 119
- for schedules, 181, 181

noise

- in communication, 44
- eliminating, 50
- in listening, 47–48

Nominal Group technique

- defined, 321
- risk identification, 152

norming development stage for teams, 215

notebooks, 16–17

O

objectives

- and goals, 84–85
- in project charters, 74

open-door policy, 228

optimistic estimates in PERT, 169

organizational structure, 7

- as change source, 240–241
- functional, 7–9, 8
- matrix, 10–13, 12
- projectized, 9–10, 9

organizers, 34–35

organizing techniques, 33–34

- information management, 37–39
- priority setting, 35–36
- time management, 34–35

outcome control, 239

- change management. *See* changes

- performance-reporting tools, 251–253
- problem management, 253–256
- process monitoring, 250–251
- review questions, 257
- risk monitoring, 253
- terms, 256

outline view for WBS, 110–111

overtime for changes, 249

overview

- in kickoff meetings, 79–80
- in project charters, 72, 74

P

parametric estimating

- for activity duration, 116
- in budgeting, 196

paraphrasing

- in communication, 50
- in listening, 48

partying after project completion, 274–275

payback periods

- defined, 321
- in return calculations, 60–61

people management skills, 40–41

perceptions in listening, 47

performance

- reviews, 268
- rewards for, 223–225

performance-reporting tools, 251–253

performing development stage for teams, 215–216

personal gain in project decisions, 229–230

personnel costs in budgeting, 190

PERT (Program Evaluation and Review Technique), 169

- confidence factor in, 171
- defined, 321
- estimates in, 169–170
- formula, 170
- standard deviation in, 171–172
- three point estimates in, 172–173

- pessimistic estimates in PERT, 169–170
- phasing multiple deliverables, 87–88
- Planning process and plans, 18
 - budgeting in, 205–206, 205–206
 - change management, 242–244
 - checklists, 309–310
 - communication, 101–102, 102
 - contingency, 161–162
 - defined, 321
 - problems from, 254
 - project. *See* project plans
 - in project charters, 73
 - project teams, 124–130, 125–126
 - for risks, 158–159, 162–164, 163
- planning zones, 35
- PMBOK (Project Management Body of Knowledge), 26
- PMI (Project Management Institute), 14, 321
- PMP (Project Management Professional) certification, 25–27
- PMP: Project Management Professional Study Guide, 26–27
- policies
 - quality, 182
 - recruitment, 124
 - reward, 224
- political issues, 149
- precedence diagramming
 - defined, 321
 - purpose of, 118–119, 119
- prevention costs in quality, 185
- priority
 - of project requests, 57–58, 57, 59
 - of projects, 56, 60–65
 - setting, 35–36
- probability
 - defined, 321
 - in risk assessment, 155–158, 156–157
- probability impact matrices, 157, 157
- problem-solving techniques, 217–218
 - approaches to, 220–221
 - early involvement in, 218–219
- problems, 253–254
 - early warning signs, 254–256
 - project killers, 254
- processes, 17–18, 20–21, 21
 - checklists, 4–6, 312–316
 - Closing, 20
 - Execution, 19
 - Initiating, 18
 - Monitoring and Controlling, 19–20, 250–251
 - Planning, 18
- procurement plans, 133–134
 - checklist for, 5
 - defined, 321
- product acceptance criteria, 98
- product scope descriptions
 - defined, 321
 - in project charters, 73
- professional actions, 231
- professional responsibility, 229–231
- Program Evaluation and Review Technique (PERT), 169
 - confidence factor in, 171
 - defined, 321
 - estimates in, 169–170
 - formula, 170
 - standard deviation in, 171–172
 - three point estimates in, 172–173
- program managers, 109
- progress reports, 232
 - recipients of, 232
 - stakeholder status meetings, 235
 - status reports and action logs, 232–235, 233–234
- project activities, 105
 - defining, 111–114, 113
 - dependencies in, 117
 - duration estimates for, 116–117
 - milestones for, 114–115, 114
- network diagrams for, 118–121, 119–120
- responsibility assignment matrices, 115, 115
- review questions, 122
- task sequencing, 113–114
- terms, 121
- work breakdown structure for, 106–111, 107, 109
- project approval
 - in Closing process, 260
 - defined, 321
- project characteristics, 2–3
- project charters, 71, 296
 - checklist for, 5
 - defined, 321
 - elements of, 73–76
 - purpose of, 71–73
 - sample, 76, 77
- project concept documents, 294–295
 - defined, 321
 - in project requests, 57, 57
- project costs in budgeting, 190–191
- project forms
 - sample. *See* sample forms
 - templates for, 16
- project kickoff meeting
 - agenda, 297
- project life cycles
 - defined, 321
 - phases in, 17–18
- project management, defined, 321
- Project Management Body of Knowledge (PMBOK), 26
- Project Management Institute (PMI), 14, 321
- Project Management Professional (PMP) certification, 25–27
- project management software, 15–16
- project managers
 - in functional organizations, 8
 - in project charters, 72
 - roles and responsibilities, 69
 - in team development. *See* teams

330 project planning processes – return on investment

project planning processes
 budgeting in, 205–206,
 205–206
 checklists, 309–310
 project plans, 167
 as critical success factor, 91
 quality management plans,
 182–186, 184
 review questions, 187
 in risk assessment, 148
 schedules in. *See* schedules
 terms, 186
 Project Process checklists,
 260–265, 261–265, 312–316
 project requests, 57–59, 57, 59
 project schedules, checklist for, 6
 project scope management plans,
 100–101, 321
 project scope statements, 96, 298
 checklist for, 5
 contents of, 97
 as critical success factor, 91
 defined, 321
 exclusion lists in, 97–98
 in Initiating process, 78
 product acceptance criteria in, 98
 project scope management
 plans, 100–101
 in risk assessment, 148
 roles and responsibilities in, 98
 sign-offs for, 100
 template for, 98–100, 99
 project sign-off, 271, 272
 project size in budgeting,
 206–207, 207
 project sponsors
 defined, 321
 in Initiating process, 67–68
 interviewing, 273
 in project selection process, 65
 roles and responsibilities, 69
 project status reports, 302
 project teams. *See* teams
 projectized organizations
 defined, 322
 operation of, 9–10, 9
 promises in trust and respect, 227
 punishment power, 226
 purpose in project charter, 71–72

Q

quality constraints, 23
 quality management plans,
 182–183, 301
 checklist for, 6
 cost of quality, 185–186
 documenting, 183, 184
 questionnaires for customer
 satisfaction, 273
 questions
 in budgeting, 199
 in communication process, 50
 in functional manager
 meetings, 128
 in kickoff meetings, 80
 in listening process, 48
 in resource acquisition, 131–132

R

RAMs (responsibility assignment
 matrices)
 constructing, 115, 115
 defined, 322
 for potential members,
 126–127, 126
 rankings in risk impact assignment,
 156–157
 rate of return, internal, 61–62
 realism in SMART goals, 85
 realistic rewards, 223–224
 receivers
 in communication, 45–46
 defined, 322
 recognition, 225
 recruitment policies, 124
 reductions, budget, 201
 referent power, 226–227
 regulations, 183
 reports, progress, 232
 recipients of, 232
 stakeholder status meetings, 235
 status reports and action logs,
 232–235, 233–234
 requests
 as change source, 240
 project, 57–59, 57, 59

requests for proposals (RFPs),
 136–137
 bid solicitation, 137–138
 defined, 322
 requirements, 88
 critical success factors in, 91–93
 defined, 322
 gathering, 89–91
 in project charters, 74
 reserves in budgeting, 200–201
 residual risks, 162
 resource costs
 in budgeting, 191
 in estimating, 196
 resource leveling
 defined, 322
 in schedules, 179
 resource plans, 134–135
 checklist for, 5
 defined, 322
 resources, 123
 acquiring, 130
 for changes, 249
 as constraint, 23
 contracting for, 135–139, 139
 in functional organizations, 9
 make-or-buy decisions,
 132–133
 procurement plans for, 133–134
 in project charters, 71, 75
 questions to ask, 131–132, 132
 resource plans, 134–135
 review questions, 141
 in schedules, 176–177, 179
 team planning, 124–130,
 125–126
 terms, 140
 respect in team development,
 227–229
 responsibility assignment
 matrices (RAMs)
 constructing, 115, 115
 defined, 322
 for potential members,
 126–127, 126
 return calculations, 60–62
 return on investment (ROI),
 62, 322

- review of project requests, 57–59, 57, 59
 - revising costs from changes, 250
 - rewards and recognition
 - for employee recognition, 225
 - as motivation, 222
 - for performance, 223–225
 - power for, 226
 - rework, 144
 - RFPs (requests for proposals), 136–137
 - bid solicitation, 137–138
 - defined, 322
 - risk and risk assessment, 143
 - with assumptions, 94
 - business risks, 148–149
 - checklists for, 153–155, 153–154, 307–308
 - constraint-related, 146–147
 - contingency planning for, 161–162
 - critical success factors in, 147–148
 - defined, 322
 - external project risks, 149
 - identifying, 144–145
 - brainstorming for, 151
 - Delphi technique for, 151–152
 - historical information for, 151
 - interviewing in, 152
 - Nominal Group technique, 152
 - miscellaneous, 150
 - monitoring, 253
 - planning for, 158–159, 162–164, 163
 - probability and impact in, 155–158, 156–157
 - in project selection process, 65
 - residual and secondary, 162
 - responding to, 159–161
 - review questions, 165
 - risk tolerance in, 158, 322
 - terms, 164
 - types of, 145–146
 - WBS and task lists for, 147
 - risk management plans
 - checklist for, 6
 - constructing, 162–164, 163
 - risk triggers, 164, 253, 322
 - ROI (return on investment), 62, 322
 - roles and responsibilities
 - defining, 228
 - matrices for, 5
 - in project charters, 75
 - in project scope statements, 98
 - stakeholder, 68–70
 - rules
 - business, 90
 - for e-mail, 37–38
 - rumors, 255
- S**
- sample forms, 293
 - action item logs, 303
 - change request forms, 304
 - communication plans, 299
 - final status reports, 305
 - materials, supplies, and equipment lists, 300
 - project charters, 296
 - project concept documents, 294–295
 - project kickoff meeting agenda, 297
 - project scope statements, 298
 - project status reports, 302
 - quality management plans, 301
 - satisfaction, customer, 272–274
 - schedules, 168
 - adjusting, 177–179
 - in budgeting conflicts, 193
 - changes in, 247–250, 248
 - components of, 168–169
 - contingency time in, 176–177
 - critical paths in, 173–175, 173, 175
 - display options for, 179–182, 180–181
 - fast tracking for, 249–250
 - PERT for, 169–173
 - in project charters, 75
 - resources in, 176–177, 179
 - scope
 - changes in, 247–249, 248
 - in project charters, 73
 - scope creep, 106, 322
 - scope statements. *See* project scope statements
 - scoring models
 - for projects, 62–64
 - for supplier selections, 138–139, 139
 - screening systems
 - defined, 322
 - for supplier selections, 139
 - secondary risks, 162
 - selecting
 - projects, 54–55, 54, 60–65
 - suppliers, 138–139, 139
 - senders
 - in communication, 44–45
 - defined, 322
 - separation of functions, 8
 - sequencing, task, 113–114
 - sign-offs
 - project, 271, 272
 - in project charters, 75–77
 - for project scope statements, 100
 - skills
 - as constraint, 95
 - developing. *See* management skills development
 - in matrix organizations, 12
 - problems from, 255–256
 - skills assessment
 - defined, 322
 - for project teams, 125, 125
 - small projects, 4
 - SMART goals, 85–86
 - smoothing approach to
 - problem-solving, 220
 - social needs as project
 - generators, 56
 - software
 - for budget estimates, 196
 - for project management, 15–16
 - solicitation for bids, 137–138

332 SOWs (statements of work) – vendor delay risks

SOWs (statements of work)

- for contract services, 135–136
- defined, 322
- for procurement plans, 134
- in project charters, 73
- scope statements for, 99
- specialty skills in matrix organizations, 12
- specificity in SMART goals, 85
- sponsors
 - in Initiating process, 67–68
 - interviewing, 273
 - in project selection process, 65
 - roles and responsibilities, 69
- staffing assignments for project teams, 129–130
- stakeholders, 22
 - for budget estimates, 201
 - as change source, 240
 - competing needs of, 70
 - conflicts of interest, 230–231
 - defined, 322
 - meetings for
 - Initiating process, 67
 - status, 235
 - roles and responsibilities, 68–70
- standard deviation, 171–172
- standards
 - of conduct, 231
 - quality, 182–183
- start dates in CPM, 174
- start to finish dependencies, 117
- start to start dependencies, 117
- statements of work (SOWs)
 - for contract services, 135–136
 - defined, 322
 - for procurement plans, 134
 - in project charters, 73
 - scope statements for, 99
- static in communication, 44
- status meetings
 - project, 251
 - stakeholder, 235
- status reports, 232–235, 233–234, 302
- storming development stage for teams, 214–215

strategic plans

- defined, 322
- in project charters, 73
- in project selection process, 64–65

suppliers

- roles and responsibilities, 69
- selecting, 138–139, 139

supplies. *See* resources

T

task lists in risk assessment, 147

tasks

- assigning, 129–130
- in CPM, 174
- defining, 112, 113
- network diagrams for, 118–121, 119–120
- organizers for, 34
- in schedules, 178
- sequencing, 113–114

teams, 124

- assembling, 212
 - characteristics of effective teams, 216–217
 - development stages in, 213–216
 - kickoff meetings for, 212–213
 - developing, 222
 - leadership power in, 225–227
 - rewarding experiences in, 222–225
 - trust and respect in, 227–229
- directories for, 130, 321
- functional manager meetings, 128–129
- in functional organizations, 8
- in matrix organizations, 11
- members of
 - as change source, 240
 - interviewing, 273
 - negotiating for, 127
 - potential, 126–127, 126
 - releasing, 267–268

- skills assessment for, 125, 125
- task assignments for, 129–130
- in projectized organizations, 9–10
- roles and responsibilities, 69

technicians as project managers, 32

technology

- as constraint, 96
- as external project risk, 149
- as project generators, 56

templates for project forms, 16

three point estimates, 172–173

time bounds in SMART goals, 85

time constraints, 23

time management, 34–35

time-waster zones, 36

timeliness for trust and respect, 228

timing risks, 149

tools, 15

- notebooks, 16–17
- project management software, 15–16
- templates, 16

training

- in Closing process, 268
- for PMP certification, 26
- for project teams, 129–130

transferring employees, 124

transferring risks, 160–161

trend analysis, 252

trends, keeping up with, 231

triggers, risk, 164, 253

trust in team development, 227–229

U

unknown risks, 145–146

unnecessary information in communication, 50

unrealistic expectations, 256

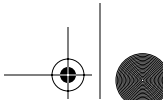
V

vacations, 176

validating assumptions, 94

variance analysis, 252

vendor delay risks, 149



vendors
for budget estimates, 197
gifts from, 230
verbal communication, 42–43
voicemail, 38, 50

W

warranty periods
in Closing process, 268
defined, 322
WBS (work breakdown
structure), 106
checklist for, 5

identification codes for,
109–110
levels in, 106–110, 107
vs. network diagrams, 118
outline view for, 110–111
in resource requirements, 131
for risk assessment, 147
for schedules, 169
work packages in,
108–109, 109
weighted scoring models
defined, 322
for projects, 63–64
for supplier selections,
138–139, 139

withdrawal approach to
problem-solving, 221
work breakdown structure. *See*
WBS (work breakdown
structure)
work packages
defined, 322
in WBS, 108–109, 109
written communication, 43

Z

zones, priority, 35–36

<http://www.pbookshop.com>

