

Index

A

Activities

- assigning managers to, 74–75
- critical, 206–207
- defined, 69–70
- describing, 73–74
- detail levels, 71–74
- duration, 72, 97–99
- without end points, 71
- in compression process
 - duration estimate, 133
 - favorable cost trade-offs, 133
 - identification, 129–131
 - managers assessment, 131–132
 - selection, 132–133
 - trade-off evaluation, 132
- managers role, 131–132
- missing, 119
- multiple, 86
- non-working days, 93–94
- time consuming, 70
- time estimation, 93

Activity-based costs, 124–127, 218–219

Alltel, 9

Armstrong, Louis, 8

Assumptions, in charters, 58

Authority, lines of, 4

B

Back-scheduling, 95–96, 142

Background, in charters, 53

Backward pass calculations, 200–202

Berra, Yogi, 7

Blanchard, Kenneth, 29

Budgets

- activity-based costs, 218–219
- breaking down, 217–218
- cash flow analysis, 220–221
- charter sections covering, 57–58
- cost control, 219–220
- cross-classified, 221–222
- developing, 17
- organizing, 217–222
- planning process and, 143–144

C

Cash flow analysis, 220–221

Caterpillar, 9

Chartering meetings, 60–61

Charters

- advantages of, 47–48
- components of, 49, 52–58
- development process, 58–62
- function of, 49
- inadequate, 62–63
- Melbourne Plant example, 50–51, 69
- original version, 62
- purpose of, 47
- stakeholders participation in, 49

Coaching, 15–16

Coca-Cola Company, 9

Commitment, 15, 151

Communication, 45–46

Complexity concerns, 177

Composite relationships, 196–198

Comprehensive approach, 213–215

Compression process

- activities
 - duration estimate, 133
 - favorable cost trade-offs, 133
 - identification, 129–131
 - manager's assessment, 131–132
 - selection, 132–133
 - trade-off evaluation, 132
- advantages, 142–143
- early penalty rate, 128–129
- late penalty rate, 128–129
- Melbourne Plant example, 133–142
- steps, 128–133
- trade-off concept, 123–128

Constraints, in charters, 58

Control process, 17–19

Costs

- activity-based, 124–127, 218–219
- concerns, 177
- controlling, 219–220
- expectations, 57
- opportunity, 125
- project-based, 125–128, 218–219
- total, 127
- tracking, 223–224

242

INDEX

- Critical paths
 - compression process and, 129–130
 - critical activities vs., 206–207
 - defined, 114
 - finding, 114–118
 - forward pass scheduling in, 111–113
 - Melbourne Plant example, 116–118
 - schedule revision, 118–121
 - schedule validation, 118–121
- Cross-classified budgets, 221–222
- Customers
 - communication failures with, 45–46
 - imposed penalties from, 125–126
 - satisfying, 21–22
 - as stakeholders, 47
- D**
- Data entry errors, 120
- Date, in charters, 53
- Decision making, 151
- Delta Air Lines, 9
- Details, level of, 71–74
- Development process, 58–62
- Disney, 9
- Draft charters, 60–61
- Draft number, in charters, 53
- Duration estimations
 - case studies, 94–95, 102–103
 - Melbourne plant example, 107–109
 - normal duration and, 97–99
 - potential issues in, 106–107
 - process, 99–102
 - scheduling approaches, 94–97
 - team member commitment to, 104–105
- E**
- Earliest possible completion time (EPC), 200–203
- Earliest possible finishing time, 96
- Early penalty rate in, 128–129
- Early savings rate, 57–58
- Education, 9
- Experience, 8
- F**
- Facilitators, 59–61
- Finish-to-start with lag, 192–194
- FirstStep process
 - activities identification, 69–71
 - case study, 66–67
 - components, 16–17
 - detail level determination, 71–74
 - overview, 65
 - WBS in, 67–69
- Force-fitting schedules, 95–96
- Ford, Henry, 32
- Forward pass scheduling
 - advantages, 142–143
 - calculations, 111–113, 199–207
 - function, 121
- Forward scheduling, 96–97, 142–143
- Free slack, 205–206
- Fujitsu, 9
- G**
- Generalized precedence diagramming
 - advantages, 191
 - composite relationships, 196–198
 - finish-to-finish with lag, 195–196
 - finish-to-start with lag, 192–194
 - start-to-start with lag, 194–195
- H**
- Human nature, 4
- I**
- In Search of Excellence, 11
- Inflexibility concerns, 178–179
- Ingersoll Rand, 9
- Intensive training, 15
- Interviews, LRC, 186, 188
- K**
- Katzenbach, Jon, 29
- Kimberly Clark, 9
- Knowledge depth, 8
- L**
- Lag
 - finish-to-finish with, 195–196
 - finish-to-start with, 192–194
 - start-to-start with, 194–195
- Late penalty rate, 57–58, 128–129
- Latest allowable completion time (LAC), 200–202
- Latest allowable time, 96
- Leadership, 33
- Least allowable start time (LAS), 200–202
- Linear responsibility chart (LRC), 79
 - creating, steps in, 186, 188–189
 - function, 186
 - interviews, 186, 188
 - procedures, 189
 - sample, 187
 - signatures on, 189
- Lombardi, Vince, 8
- Long-duration projects, 72
- LRC. *See* Linear responsibility chart (LRC)
- M**
- Manufacturing process case study, 233–234
- Marriott, 9
- Micro-management, 72–73
- Multiple organization projects, 185–189
- N**
- Narrative description, 91–92
- Networks
 - case study, 82
 - generalized precedence diagramming and, 191–198
 - Melbourne Plant example, 90–92
 - overview, 81, 83–84
 - project diagram, 84–90, 119–120
- Node diagram. *See* Project network diagram
- Non-working days activities, 93–94

O

- Objections
 - case study, 173–175
 - common types, 176–179
 - reasons for, 175
 - responding to, 175–179
- Objectives, in charters, 54–55
- One Minute Manager Builds High-Performing Teams*, *The* (Blanchard), 29
- Operating procedures, 185–189
- Operational teams, 3
- Opportunity costs, 125
- Overload anticipation
 - comprehensive approach, 213–215
 - overview, 212–213
 - resolving, 215–216
 - short-cuts to, 213

P

- Penalties, 125–126
- Performance
 - basic dimensions, 21–22
 - key dimension, 27–28
- Peters, Tom, 11
- Planned activity duration, 97–99
- Planning process
 - analysts use in, 38
 - benefits of, 27
 - budgeting, 143–144
 - building on, 16–17
 - cross-functional team-based, 33, 35–38
 - efficiency maximization, 37–38
 - elements of, 17
 - functional area representative approach, 36–37
 - one-person approach, 35–36
 - resource planning in, 143–144
- PMO. *See* Project management office (PMO)
- Precedence relationships
 - chart construction, 84–85
 - policy/preference reasons for, 38
 - technical reasons for, 85
- Precedence relationships in, 84–85
- Problem solving, 151
- Product development case studies, 235–238
- Project components, 53
- Project control process
 - approaches to, 150
 - case study, 147–149
 - function, 149
 - meeting phases, 150–152
 - Melbourne Plant example, 152–165
 - requirements, 149–150
- Project deliverables, 53
- Project management
 - acquiring skills for, 9–10
 - case study, 5–6
 - challenges, 3–4
 - credentials, 9
 - failures, 10–11
 - human nature and, 4
 - ineffective cycles in, 23–25

- lines of authority, 4
- qualifications, 4, 7–9
- Project management office (PMO)
 - characterization, 171
 - function, 226
 - need for, 225
 - purposes, 226–227
 - requirements, 229
 - responsibilities, 227–229
- Project management system design
 - case study, 167–170
 - key questions, 171–172
 - PMO approach, 171
 - structured approach to, 167–168
- Project managers
 - appointment of, 38–41
 - charter description of, 56
 - construction industry, 47–48
 - job description for, 39
- Project name, 52–53
- Project network diagram
 - analysis, 87–88
 - defined, 84
 - development, 87–88
 - examples, 85–87
 - multiple activities and, 86
 - narrative description, 91–92
 - precedence relationships in diagram, 84
 - types of, 88–89, 91
 - restricted resource, 89
 - time flows in, 86
- Project Success Method. *See also specific concepts*
 - applying, 181–182
 - benefits, 181–182
 - benefits of, 10–11
 - defined, 10
 - management processes, 16–19
 - objections to, 173–179
 - power of, 9
 - worry curve shifts with, 27–28
- Project-based costs, 125–128, 218–219
- Project-planning analysts, 38
- Projects
 - multi-organizational, 79
 - overhead, 125
 - phases, 53
 - processes *versus*, 2
 - sponsor, 55
 - status, 151–152
 - teams, 3
 - time considerations, 72

Q

- Qualifications, 4, 7–9

R

- Radio Shack, 9
- Resource planning
 - availability increases, 215
 - case study, 210–212
 - overload anticipation, 212–216

244

INDEX

- Resource planning (*Continued*)
 - overview, 143–144
 - purpose of, 209–210
 - workload decreases, 215–216
- Resources
 - defined, 209
 - usage tracking, 223–224
- Risks, charter, 58
- S**
- Schedule calculations
 - activities vs. paths in, 206–207
 - assumptions, 199–200
 - backward pass, 200–202
 - slack interpretation, 202–206
- Schedules
 - developing, 17
 - revision, 118–121
 - updating, 151
 - validation, 118–121
- Scope, in charters, 53
- Service provider case study, 234–235
- Short-duration projects, 72
- Slack interpretation, 202–206
- Stakeholders, 55–57
- Start-to-start with lag, 194–195
- Stovepipe planning, 36
- Strategic compression, 96
- Success
 - essential ingredients for, 14–16
 - factors maximizing, 18
 - rate of, 13
- T**
- Team building
 - case studies, 30–31, 33–35
 - essence of, 32
 - leadership and, 33
 - opportunities, 36
- Team work, 29, 31–32
- Teams, 43
 - charters and, 49
 - construction industry, 47–48
 - differences among, 3
 - first tasks, 47
 - guiding, 39
 - members, 56–57, 104–105
 - organizing, 29
 - planning process and, 33, 35–38
 - pressures on, 26–27
 - scope creep example, 43–46
 - typical project scenario, 22–25
 - WBS by, 68–69
- Technology case studies, 231–233
- Time
 - activities consuming, 70
 - charter development, 60
 - concerns, 176
 - cost versus, 123–128
 - earliest possible finishing, 96
 - expectations, 57
 - latest allowable, 96
 - management, 4
 - performance and
- Total costs, 127
- Total slack, 202–205
- Trade-off concept, 123–124
- TRW, 9
- Turner Broadcasting, 3
- Typical project
 - deadlines, 24
 - defined, 22
 - honeymoon period, 23–24
 - Project Success Method applied to, 25–26
 - start of, 23
 - surviving, 24–25
 - worry curve in, 23, 26
- W**
- Wisdom of Teams, The* (Katzenbach), 29
- Woods, Tiger, 8, 14–14
- Work breakdown structure (WBS)
 - development, 67–68, 78–79
 - Melbourne plant example, 75–78
 - outline format, 70
 - pyramid format, 68
- Worry curves, 23, 26–27