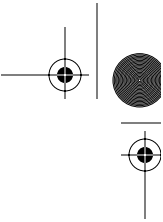


# Contents

*Introduction*

*xiii*

<b>Chapter 1</b>	<b>Building the Foundation</b>	<b>1</b>
	The Project Management Journey . . . . .	2
	Is It a Project? . . . . .	2
	Where Are We Going? . . . . .	3
	A Bird's-Eye View . . . . .	4
	Know the Structure of Your Organization . . . . .	7
	Benefiting from Project Management Practices . . . . .	13
	Tools of the Trade . . . . .	15
	Understanding Project Processes . . . . .	17
	Twenty-first Century Project Management . . . . .	21
	What's Old Is New Again . . . . .	22
	Constraints . . . . .	22
	Where Do You Go from Here? . . . . .	25
	Becoming PMP Certified . . . . .	26
	Certifying with CompTIA's Project+ . . . . .	27
	Formal Education Programs . . . . .	27
	Terms to Know . . . . .	28
	Review Questions . . . . .	29
<b>Chapter 2</b>	<b>Developing Project Management Skills</b>	<b>31</b>
	A Little Bit of Everything . . . . .	32
	Communication Is the Key . . . . .	33
	Organizing Techniques . . . . .	33
	General Management Skills . . . . .	39
	People Management Skills . . . . .	40
	Communicating Your Style . . . . .	41
	Exchanging Information . . . . .	42
	Active Listening . . . . .	47
	How Many Connections Are There? . . . . .	48
	Ten Tips for Communicating Effectively . . . . .	50
	Terms to Know . . . . .	51
	Review Questions . . . . .	52
<b>Chapter 3</b>	<b>Initiating the Project</b>	<b>53</b>
	Selecting Projects for Success . . . . .	54
	How Projects Come About . . . . .	54
	Project Requests . . . . .	57



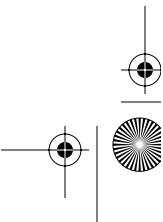
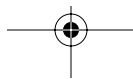
Selecting and Prioritizing Projects	60
Feasibility Study	66
Meeting the Stakeholders	67
Working with the Project Sponsor	67
Documenting Stakeholder Roles and Responsibilities	68
Competing Needs of Stakeholders	70
Creating the Project Charter	71
Purposes for the Charter	71
Essential Elements of a Project Charter	73
Preliminary Project Scope Document	78
Holding the Project Kickoff Meeting	78
Creating the Agenda	78
Terms to Know	80
Review Questions	81

**Chapter 4 Defining the Project Goals 83**

Agreeing on the Deliverables	84
Goals and Objectives	84
Deliverables	86
Discovering Requirements	88
Requirements Gathering Process	89
Critical Success Factors	91
Identifying Assumptions and Constraints	93
Defining Assumptions	93
Defining Constraints	95
Creating the Project Scope Statement	96
Contents of the Project Scope Statement	97
Obtaining Sign-off	100
Creating the Project Scope Management Plan	100
Creating the Communications Plan	101
Terms to Know	103
Review Questions	104

**Chapter 5 Breaking Down the Project Activities 105**

Constructing the Work Breakdown Structure	106
Organizing the WBS Levels	106
Work Packages	108
Identification Codes	109
Outline View	110
Defining Tasks and Activities	111
Managing the Work	112
Task Sequencing	113
Determining Milestones	114



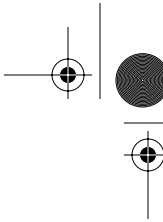
Constructing the Responsibility Assignment Matrix . . . 115  
Estimating Activity Durations . . . . . 116  
    Expert Judgment . . . . . 116  
    Parametric Estimating . . . . . 116  
Establishing Dependencies . . . . . 117  
Constructing a Network Diagram . . . . . 118  
    Precedence Diagramming . . . . . 118  
    Activity on Node . . . . . 119  
    Arrow Diagramming Method—Activity on Arrow . . 120  
    Diagramming Method of Choice . . . . . 121  
Terms to Know . . . . . 121  
Review Questions . . . . . 122

**Chapter 6 Planning and Acquiring Resources 123**

Planning the Project Team . . . . . 124  
    Skills Assessment . . . . . 125  
    Deciding Who’s Needed . . . . . 126  
    Negotiating for Team Members . . . . . 127  
    Staffing Assignments . . . . . 129  
Acquiring Materials, Supplies, and Equipment . . . . . 130  
    Questions to Ask . . . . . 131  
    Make or Buy . . . . . 132  
    Procurement Plan . . . . . 133  
    Resource Plan . . . . . 134  
Contracting for Resources . . . . . 135  
    Request for Proposal and More . . . . . 136  
    Soliciting Bids . . . . . 137  
    Choosing a Supplier . . . . . 138  
    Awarding the Contract . . . . . 139  
Terms to Know . . . . . 140  
Review Questions . . . . . 141

**Chapter 7 Assessing Risk 143**

Identifying Risks . . . . . 144  
    Types of Project Risks . . . . . 145  
    Common Project Risks—Where Are They Hiding? . . 146  
    Identification Techniques . . . . . 150  
Risk Analysis Techniques . . . . . 155  
    Risk Probability and Impact . . . . . 155  
    Risk Tolerance . . . . . 158  
Planning for Risks . . . . . 158  
Responding to Risks . . . . . 159  
    Accepting . . . . . 160



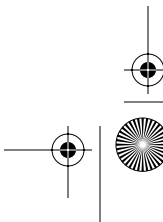
Avoiding . . . . .	160
Transferring . . . . .	160
Mitigating . . . . .	161
Contingency Planning . . . . .	161
Residual and Secondary Risks . . . . .	162
Risk Management Plan . . . . .	162
Terms to Know . . . . .	164
Review Questions . . . . .	165

**Chapter 8 Developing the Project Plan 167**

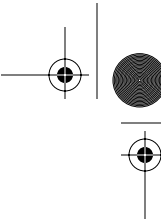
Creating the Project Schedule . . . . .	168
Project Schedule Components . . . . .	168
Program Evaluation and Review Technique . . . . .	169
Calculating the Critical Path . . . . .	173
Working with the Project Schedule . . . . .	176
Schedule Display Options . . . . .	179
Quality Management Plan . . . . .	182
Documenting the Plan . . . . .	183
Cost of Quality . . . . .	185
Terms to Know . . . . .	186
Review Questions . . . . .	187

**Chapter 9 Budgeting 101 189**

What Makes Up a Budget? . . . . .	190
Project Costs . . . . .	190
Direct Costs versus Indirect Costs . . . . .	191
Gathering the Docs . . . . .	191
Budgeting Process . . . . .	192
Budget Items . . . . .	192
Budget Woes . . . . .	193
Following the Processes . . . . .	194
Estimating Techniques . . . . .	195
Analogous Estimating . . . . .	195
Bottom-Up Estimating . . . . .	195
Resource Cost Rates . . . . .	196
Parametric Estimating . . . . .	196
Computerized Tools . . . . .	196
Ask the Experts . . . . .	196
Ask the Vendors . . . . .	197
Estimating Costs and Finalizing the Budget . . . . .	197
Questions to Ask . . . . .	199
Finalizing the Budget . . . . .	199
Down Memory Lane . . . . .	201



Are You in Control? . . . . .	201	
What's the Cost? . . . . .	202	
Budget Approvals . . . . .	203	
Establishing a Cost Baseline . . . . .	203	
Call It a Plan . . . . .	205	
How Big Is It? . . . . .	206	
Obtaining Approvals . . . . .	207	
Terms to Know . . . . .	208	
Review Questions . . . . .	209	
<b>Chapter 10</b>	<b>Executing the Project</b>	<b>211</b>
Assembling the Team . . . . .	212	
Project Team Kickoff Meeting . . . . .	212	
Four Stages of Team Development . . . . .	213	
Effective Team Characteristics . . . . .	216	
Negotiation and Problem-Solving Techniques . . . . .	217	
Start at the Beginning . . . . .	218	
The Five Approaches to Problem Resolution . . . . .	220	
Project Manager's Role in Team Development . . . . .	222	
Rewarding Experiences . . . . .	222	
Leadership Power . . . . .	225	
Gaining Trust and Respect from Team Members . . . . .	227	
Professional Responsibility . . . . .	229	
Progress Reporting . . . . .	232	
Who Gets What? . . . . .	232	
Status Reports and Action Logs . . . . .	232	
Taking Corrective Action . . . . .	235	
Terms to Know . . . . .	236	
Review Questions . . . . .	237	
<b>Chapter 11</b>	<b>Controlling the Project Outcome</b>	<b>239</b>
Change Happens . . . . .	240	
How Changes Come About . . . . .	240	
Establishing Change Management Control Procedures . . . . .	242	
Forming a Change Management Plan . . . . .	242	
Establishing a Change Control Board . . . . .	244	
Tracking Changes . . . . .	245	
Assessing the Impacts of Change . . . . .	246	
Calling in Reinforcements . . . . .	247	
Adjusting for Scope and Schedule Changes . . . . .	247	
Managing and Revising Costs . . . . .	250	
Monitoring and Controlling Project Processes . . . . .	250	
Performance-Reporting Tools . . . . .	251	
Risk Monitoring . . . . .	253	



Is the Project in Trouble? .....	253
Just Say No .....	254
Early Warning Signs .....	254
Terms to Know .....	256
Review Questions .....	257

**Chapter 12 Closing the Books 259**

Happy Endings .....	260
Details, Details .....	260
Breaking Up Is Hard to Do .....	267
Training and Warranty Period .....	268
Implementing the Project .....	268
Documenting Lessons Learned .....	269
Obtaining Project Sign-off .....	271
Is the Customer Happy? .....	272
Archiving Project Documents .....	274
It's Party Time! .....	274
Terms to Know .....	275
Review Questions .....	276

**Appendix A Answers to Review Questions 277**

Chapter 1 .....	277
Chapter 2 .....	278
Chapter 3 .....	279
Chapter 4 .....	280
Chapter 5 .....	282
Chapter 6 .....	283
Chapter 7 .....	284
Chapter 8 .....	286
Chapter 9 .....	287
Chapter 10 .....	288
Chapter 11 .....	289
Chapter 12 .....	290

**Appendix B Sample Project Management Forms 293**

**Appendix C Sample Project Management Checklists 307**

**Glossary 319**

*Index* 323

