

Contents

Introduction

xix

Chapter 1	Project Foundation	1
	Defining a Project	2
	Project Characteristics	2
	Operations	3
	Progressive Elaboration	4
	Stakeholders	4
	Defining Project Management	6
	Project Management	6
	Programs	7
	Portfolios	7
	Project Management Office	7
	Identifying Project Management Skills	8
	Understanding Organizational Structures	10
	Functional Organizations	11
	Projectized Organizations	12
	Matrix Organizations	13
	Understanding the Project Environment	14
	Understanding Project Life Cycles and Project Management Processes	15
	Project Phases and Project Life Cycles	16
	Project Management Process Groups	17
	Plan-Do-Check-Act Cycle	21
	Recognizing Professional and Social Responsibility	21
	Upholding Individual Integrity	22
	Advancing the Industry	31
	Review Questions	34
	Answers to Review Questions	36
Chapter 2	Initiating the Project	37
	Understanding the Project Management Knowledge Areas	38
	Project Integration Management	39
	Project Scope Management	40
	Project Time Management	42
	Project Cost Management	43
	Project Quality Management	44
	Project Human Resource Management	45
	Project Communications Management	46
	Project Risk Management	47
	Project Procurement Management	48

	Performing a Project Assessment	50
	Initiating a Project	50
	Selecting a Project	51
	Defining the High-Level Project Scope	57
	Identifying High-Level Risks, Assumptions, and Constraints	57
	Developing the Project Charter	58
	Inputs of the Develop Project Charter Process	59
	Tools and Techniques of the Develop Project Charter Process	60
	Outputs of the Develop Project Charter Process	61
	Obtaining Project Charter Approval	62
	Performing Key Shareholder Analysis	62
	Inputs of the Identify Stakeholders Process	63
	Tools and Techniques of the Identify Stakeholders Process	64
	Outputs of the Identify Stakeholders Process	65
	Bringing the Processes Together	65
	Review Questions	68
	Answers to Review Questions	70
Chapter 3	Planning the Project	71
	Assessing the Requirements	73
	Inputs of Collect Requirements	75
	Tools and Techniques of Collect Requirements	75
	Outputs of Collect Requirements	77
	Creating the Work Breakdown Structure	79
	Understand the Scope Management Plan	79
	Define Scope	79
	Create WBS	84
	Developing a Cost Management Plan	90
	Understand the Cost Management Plan	90
	Estimate Costs	90
	Determine Budget	95
	Developing a Project Schedule	99
	Understand Schedule Management Plan	100
	Define Activities	100
	Sequence Activities	103
	Estimate Activity Resources	107
	Estimate Activity Durations	111
	Develop Schedule	115
	Developing a Human Resource Plan	126
	Inputs of Develop Human Resource Plan	127
	Tools and Techniques of Develop Human Resource Plan	128
	Outputs of Develop Human Resource Plan	129

Developing a Communications Management Plan	131
Inputs of Plan Communications	132
Tools and Techniques of Plan Communications	132
Outputs of Plan Communications	135
Developing a Procurement Management Plan	136
Inputs of Plan Procurements	138
Tools and Techniques of Plan Procurements	139
Outputs of Plan Procurements	141
Developing a Quality Management Plan	145
Inputs of Plan Quality	146
Tools and Techniques of Plan Quality	147
Outputs of Plan Quality	151
Developing a Change Management Plan	152
Developing a Risk Management Plan	153
Plan Risk Management	153
Identify Risks	157
Perform Qualitative Risk Analysis	163
Perform Quantitative Risk Analysis	166
Plan Risk Responses	171
Inputs of Plan Risk Responses	172
Tools and Techniques of Plan Risk Responses	173
Outputs of Plan Risk Responses	175
Obtaining Project Management Plan Approval	177
Conducting a Kickoff Meeting	181
Meeting Attendees	181
Meeting Topics	181
Bringing the Processes Together	182
Project Scope Management Knowledge Area Review	184
Project Time Management Knowledge Area Review	185
Project Cost Management Knowledge Area Review	185
Project Quality Management Knowledge Area Review	186
Project Human Resource Management Knowledge Area Review	186
Project Communications Management Knowledge Area Review	186
Project Risk Management Knowledge Area Review	187
Project Procurement Management Knowledge Area Review	188
Review Questions	190
Answers to Review Questions	192

Chapter 4	Executing the Project	193
	Obtaining and Managing Resources	194
	Acquire Project Team	194
	Conduct Procurements	197
	Maximizing Team Performance	202
	Develop Project Team	203
	Manage Project Team	211
	Executing the Project Management Plan	216
	Direct and Manage Project Execution	216
	Distribute Information	220
	Manage Stakeholder Expectations	222
	Implementing Approved Changes	225
	Implementing the Quality Management Plan	226
	Inputs of Perform Quality Assurance	227
	Tools and Techniques of Perform Quality Assurance	227
	Outputs of Perform Quality Assurance	229
	Implementing the Risk Management Plan	230
	Bringing the Processes Together	231
	Project Integration Management Knowledge Area Review	232
	Project Quality Management Knowledge Area Review	232
	Project Human Resource Management Knowledge Area Review	233
	Project Communications Management Knowledge Area Review	234
	Project Procurement Management Knowledge Area Review	235
	Review Questions	236
	Answers to Review Questions	238
Chapter 5	Monitoring and Controlling the Project	239
	Measuring Project Performance	240
	Monitor and Control Project Work	240
	Administer Procurements	243
	Managing Changes to the Project Scope, Schedule, and Costs	248
	Verify Scope	248
	Control Scope	250
	Control Schedule	252
	Control Costs	255
	Ensuring Adherence to Quality Standards	264
	Perform Quality Control	264
	Updating the Risk Register	271
	Monitor and Control Risks	272
	Assessing Corrective Actions	275
	Perform Integrated Change Control	275
	Communicating Project Status	281
	Report Performance	281

	Bringing the Processes Together	285
	Project Integration Management Knowledge Area Review	286
	Project Scope Management Knowledge Area Review	287
	Project Time Management Knowledge Area Review	287
	Project Cost Management Knowledge Area Review	288
	Project Quality Management Knowledge Area Review	289
	Project Communications Management Knowledge Area Review	290
	Project Risk Management Knowledge Area Review	291
	Project Procurement Management Knowledge Area Review	292
	Review Questions	293
	Answers to Review Questions	295
Chapter 6	Closing the Project	297
	Obtaining Final Acceptance	298
	Close Project or Phase	298
	Close Procurements	300
	Transferring Ownership	303
	Obtaining Financial, Legal, and Administrative Closure	303
	Formal Project Endings	304
	Trends	304
	Administrative Closure	305
	Distributing the Final Project Report	307
	Collating Lessons Learned	307
	Archiving Project Documents	308
	Measuring Customer Satisfaction	308
	Bringing the Processes Together	309
	Project Integration Management Knowledge Area Review	310
	Project Procurement Management Knowledge Area Review	311
	Review Questions	312
	Answers to Review Questions	314
Appendix	About the Companion CD	315
	What You'll Find on the CD	316
	Sybex Test Engine	316
	Electronic Flashcards	316
	PDF of Glossary of Terms	316
	Adobe Reader	316
	System Requirements	316
	Using the CD	317
	Troubleshooting	317
	Customer Care	318
	<i>Index</i>	319