

# CONTENTS

<b>PREFACE</b>	xv
<b>DOWNLOADABLE FORMS</b>	xvii

## **PART 1 INTRODUCTION**

<b>CHAPTER 1—PROJECT MANAGEMENT IS THE NEW CRITICAL LEADERSHIP SKILL</b>	2
Introduction	2
Project Management Is the Essential Skill Set for Twenty-first Century Leaders	3
Project Management as a Strategic Strength	5
The Art and Science of Project Leadership	6
The Practical Foundation for Successful Projects: How This Book Will Help You	9
Project Management Relies on Other Disciplines	10
End Point	11
Stellar Performer: Orthospot	12

<b>CHAPTER 2—FOUNDATION PRINCIPLES OF PROJECT MANAGEMENT</b>	13
Introduction	13
Projects Require Project Management	13

The Evolution of a Discipline	16
The Definition of Success	19
The Cost-Schedule-Quality Equilibrium	20
The Ultimate Challenge: No Damage	21
Project Management Functions	21
Project Life Cycle	23
Organizing for Projects	26
Project Managers Are Leaders	30
End Point	31
Stellar Performer: Seattle Children's Hospital and Regional Medical Center	32
PMP Exam Prep Questions	36

**PART 2**  
**DEFINING THE PROJECT**

<b>CHAPTER 3—KNOW YOUR KEY STAKEHOLDERS AND WIN THEIR COOPERATION</b>	38
Introduction	38
Stakeholders Are the Heart of a Successful Project	39
Stakeholder Roles: Project Manager	39
Stakeholder Roles: Project Team	40
Stakeholder Roles: Management	41
Stakeholder Roles: The Customer	45
Stakeholder Roles: Representatives of External Constraints	47
Stakeholder Roles: Advocates, Opponents, and Innocent Bystanders	47
Make Stakeholder Identification a Repeatable Process	48
Lead the Stakeholders	48
End Point	48
PMP Exam Prep Questions	53
<b>CHAPTER 4—WRITE THE RULES: FIVE KEY DOCUMENTS TO MANAGE EXPECTATIONS AND DEFINE SUCCESS</b>	55
Introduction	55
Project Rules Are the Foundation	56

Publish a Project Charter	57
Write a Statement of Work	60
Statement of Work: Minimum Content	61
Responsibility Matrix	67
Creating a Communication Plan	71
The Project Proposal Launches the Project	76
End Point	80
PMP Exam Prep Questions	91

### **PART 3 THE PLANNING PROCESS**

<b>CHAPTER 5—RISK MANAGEMENT: MINIMIZE THE THREATS TO YOUR PROJECT</b>	95
Introduction	95
The Risk Management Advantage	96
All Project Management Is Risk Management	96
The Risk Management Framework	98
Step One: Identify the Risks	100
Step Two: Analyze and Prioritize the Risks	104
Step Three: Develop Response Plans	109
Step Four: Establish Contingency and Reserve	115
Step Five: Continuous Risk Management	116
End Point	117
Stellar Performer: The Software Engineering Institute	119
PMP Exam Prep Questions	123

<b>CHAPTER 6—WORK BREAKDOWN STRUCTURE: BREAK YOUR PROJECT INTO MANAGEABLE UNITS OF WORK</b>	125
Introduction	125
Defining the Work Breakdown Structure	126
Building a Work Breakdown Structure	129
Criteria for a Successful Work Breakdown Structure	133
Work Package Size	135
Planning for Quality	138
Breaking Down Large Programs	140

WBS Guidelines Vary	140
Contractors or Vendors Can Provide a WBS	142
End Point	142
PMP Exam Prep Questions	143
<b>CHAPTER 7—REALISTIC SCHEDULING</b>	145
Introduction	145
Planning Overview	146
Planning Step Two: Identify Task Relationships	147
Planning Step Three: Estimate Work Packages	150
Planning Step Four: Calculate an Initial Schedule	157
Planning Step Five: Assign and Level Resources	169
End Point	176
PMP Exam Prep Questions	180
<b>CHAPTER 8—THE ART AND SCIENCE OF ACCURATE ESTIMATING</b>	182
Introduction	182
Estimating Fundamentals	183
Estimating Techniques	188
Building the Detailed Budget Estimate	198
Generating the Cash Flow Schedule	205
End Point	206
Stellar Performer: Tynet, Inc.	208
Stellar Performer: Adobe Systems	212
PMP Exam Prep Questions	219
<b>CHAPTER 9—BALANCING THE TRADE-OFF AMONG COST, SCHEDULE, AND QUALITY</b>	221
Introduction	221
Three Levels of Balancing a Project	222
Balancing at the Project Level	223
Balancing at the Business Case Level	235
Balancing at the Enterprise Level	240
End Point	241
Stellar Performer: SAFECO Field	242
Stellar Performer: Boeing 767-400ER	246
PMP Exam Prep Questions	248

**PART 4  
CONTROLLING THE PROJECT**

<b>CHAPTER 10—BUILDING A HIGH-PERFORMANCE PROJECT TEAM</b>	252
Introduction	252
A Framework for Building High-Performance Teams	256
Leadership Responsibilities	260
Building a Positive Team Environment	264
Ground Rules	264
Team Identity	265
Team Listening Skills	270
Meeting Management	274
Summary of Building a Positive Team Environment	276
Collaborative Problem Solving	278
Problem Analysis	279
Decision Modes	282
Conflict Management	285
Continuous Learning	288
Summary of Collaborative Problem Solving	291
Job Satisfaction	292
End Point	292
Stellar Performer: Habitat for Humanity	294
PMP Exam Prep Questions	296
<b>CHAPTER 11—CLEAR COMMUNICATION AMONG PROJECT STAKEHOLDERS</b>	297
Introduction	297
Project Communication	297
Communicating within the Project Team	298
Communicating with Management and Customers	306
Control Documents	307
The Change Management Process	307
Configuration Management	311
Change Management Guidelines	
Are Essential for Managing Expectations	313
Closeout Reporting	313
End Point	314
PMP Exam Prep Questions	327

<b>CHAPTER 12—MEASURING PROGRESS</b>	329
Introduction	329
Measuring Schedule Performance	329
Measuring Cost Performance	333
Earned Value Reporting	335
Cost and Schedule Baselines	344
End Point	346
PMP Exam Prep Questions	347

<b>CHAPTER 13—SOLVING COMMON PROJECT PROBLEMS</b>	349
Introduction	349
Responsibility Beyond Your Authority	349
Disaster Recovery	350
Reducing the Time to Market	351
When the Customer Delays the Project	352
The Impossible Dream	353
Fighting Fires	354
Managing Volunteers	354
Achieving the Five Project Success Factors	355
End Point	355

**PART 5  
ADVANCING YOUR PRACTICE  
OF PROJECT MANAGEMENT**

<b>CHAPTER 14—ENTERPRISE PROJECT MANAGEMENT: COORDINATE ALL PROJECTS AND PROJECT RESOURCES IN YOUR ORGANIZATION</b>	359
Introduction	359
Defining Enterprise Project Management	361
Three Tiers of Management within EPM	362
The Four Components of EPM	365
Establish Consistent EPM Processes	366
Technology Enables EPM Processes	369
The People Who Deliver Projects	373

Support Project Management: The Project Office	374
End Point	381
<b>CHAPTER 15—PROJECT PORTFOLIO MANAGEMENT: ALIGN PROJECT RESOURCES WITH BUSINESS STRATEGY</b>	383
Introduction	383
Project Portfolio Management as a System	384
Building the Initial Portfolio	389
The Portfolio Changes with the Enterprise	393
End Point	393
<b>CHAPTER 16—REQUIREMENTS ENGINEERING: THE KEY TO BUILDING THE RIGHT PRODUCT</b>	394
Introduction	394
Requirements Engineering and Project Management Are Intimately Connected	395
Requirement Types Illustrate the Evolving Product Vision	396
Requirements Engineering Scope and Processes	399
Requirements Development Activities	401
Requirements Management Activities	403
Requirements Documentation Techniques	404
Requirements Engineering Demands Discipline	405
End Point	406
<b>CHAPTER 17—APPLYING LEAN PRINCIPLES TO PROJECTS</b>	408
Introduction	408
Lean Principles for Project Managers	409
Lean Techniques Tailored to Project Management	412
A Word of Caution—Practicing Lean Is Customer-Specific	415
End Point	415
<b>CHAPTER 18—PMP EXAM PREPARATION</b>	416
Introduction	416
What Are the Requirements to Earn the PMP?	417

Top 10 Study Tips for the PMP Exam	418
End Point	422
<b>CHAPTER 19—MICROSOFT PROJECT: GUIDELINES FOR EFFECTIVE USE</b>	423
Introduction	423
Project Management Software Supports the Discipline	423
Looking Under the Hood: The Design of Project	424
Set Up the Project First	425
Follow the Planning Model in This Book	427
Task Types: Fix the Duration, Work, or Resource Level	431
Assigning Resources to a Project	432
Resource Leveling Your Schedule	434
Maintaining the Plan Throughout the Project	437
Communicating with Your Team and Management	439
Project Server and Project Web Access	439
End Point	440
<b>APPENDIX: THE DETAILED PLANNING MODEL</b>	441
<b>NOTES</b>	450
<b>INDEX</b>	453