

PREFACE	xiii
----------------	------

PART 1 INTRODUCTION

CHAPTER 1—PROJECT MANAGEMENT IN A CHANGING WORLD	2
Introduction	2
Project Management Is the New Critical Career Skill	3
The Increasing Pace of Change	5
Everyone Benefits from Understanding Project Management	6
Downloadable Forms for Project Management	6
Project Management: Art Informed by Science	7
Project Management Magnifies Other Strengths	9
End Point	10
CHAPTER 2—THE PROJECT ENVIRONMENT	12
Introduction	12
Projects Require Project Management	12
The Evolution of a Discipline	15
The Definition of Success	18

The Cost-Schedule-Quality Equilibrium	19
The Ultimate Challenge: No Damage	20
Project Management Functions	20
Project Life Cycle	22
Organizing for Projects	25
Project Managers Are Leaders	29
End Point	30

PART 2 DEFINING THE PROJECT

CHAPTER 3—PROJECT STAKEHOLDERS	36
Introduction	36
Stakeholders Are the Heart of a Successful Project	37
Stakeholder Roles: Project Manager	37
Stakeholder Roles: Project Team	38
Stakeholder Roles: Management	39
Stakeholder Roles: Sponsor	41
Stakeholder Roles: The Customer	42
Lead the Stakeholders	44
End Point	44

CHAPTER 4—MAKING THE RULES	46
Introduction	46
Project Rules Are the Foundation	46
Publish a Project Charter	48
Write a Statement of Work	51
Statement of Work: Minimum Content	52
Responsibility Matrix	58
Creating a Communication Plan	61
The Project Proposal Launches the Project	67
End Point	71

PART 3 THE PLANNING PROCESS

CHAPTER 5—RISK MANAGEMENT	85
Introduction	85
The Risk Management Advantage	86

All Project Management Is Risk Management	86
The Risk Management Framework	88
Step One: Identify the Risks	90
Step Two: Developing a Response Strategy	94
Step Three: Establish Contingency and Reserve	105
Step Four: Continuous Risk Management	106
End Point	107
CHAPTER 6—WORK BREAKDOWN STRUCTURE	113
Introduction	113
Defining the Work Breakdown Structure	113
Building a Work Breakdown Structure	117
Criteria for a Successful Work Breakdown Structure	120
Work Package Size	122
Planning for Quality	126
Breaking Down Large Programs	128
Watch for Different Terminology	128
Contractors or Vendors Can Provide a WBS	130
End Point	130
CHAPTER 7—REALISTIC SCHEDULING	131
Introduction	131
Planning Overview	132
Planning Step Two: Identify Task Relationships	133
Planning Step Three: Estimate Work Packages	136
Planning Step Four: Calculate an Initial Schedule	143
Planning Step Five: Assign and Level Resources	155
End Point	162
CHAPTER 8—THE DYNAMICS OF ACCURATE ESTIMATING	166
Introduction	166
Estimating Fundamentals	167
Estimating Techniques	172
Building the Detailed Budget Estimate	182
Generating the Cash Flow Schedule	189
End Point	190

CHAPTER 9—BALANCING THE PROJECT	203
Introduction	203
Three Levels of Balancing a Project	204
Balancing at the Project Level	205
Balancing at the Business Case Level	217
Balancing at the Enterprise Level	222
End Point	223

**PART 4
CONTROLLING THE PROJECT**

CHAPTER 10—BUILDING A HIGH-PERFORMANCE PROJECT TEAM	232
Introduction	232
A Framework for Building High-Performance Teams	237
Leadership Responsibilities	240
Building a Positive Team Environment	244
Ground Rules	244
Team Identity	245
Team Listening Skills	250
Meeting Management	254
Summary of Building a Positive Team Environment	256
Collaborative Problem Solving	256
Problem Analysis	257
Decision Modes	260
Conflict Management	263
Continuous Learning	266
Summary of Collaborative Problem Solving	269
Job Satisfaction	270
End Point	270
CHAPTER 11—COMMUNICATION	272
Introduction	272
Project Communication	272
Communicating within the Project Team	273
Communicating with Management and Customers	281
Control Documents	282
The Change Management Process	282

Configuration Management	286
Change Management Guidelines	
Are Essential for Managing Expectations	288
Closeout Reporting	288
End Point	289
CHAPTER 12—MEASURING PROGRESS	305
Introduction	305
Measuring Schedule Performance	305
Measuring Cost Performance	309
Earned Value Reporting	311
Cost and Schedule Baselines	320
End Point	322
PART 5	
PUTTING THE DISCIPLINE TO WORK	
CHAPTER 13—ENTERPRISE PROJECT MANAGEMENT	324
Introduction	324
Defining Enterprise Project Management	326
Three Tiers of Management within EPM	328
The Four Components of EPM	332
Establish Consistent EPM Processes	332
Technology Enables EPM Processes	339
The People Who Deliver Projects	346
Support Project Management: The Project Office	348
Organize for Project Management	355
Managing the Change to Enterprise Project Management	361
End Point	367
CHAPTER 14—APPLICATION IS THE ART: SOLVING COMMON PROJECT PROBLEMS	371
Introduction	371
Responsibility Beyond Your Authority	371
Disaster Recovery	372
Reducing the Time to Market	373
When the Customer Delays the Project	374

CONTENTS

The Impossible Dream	375
Fighting Fires	376
Managing Volunteers	376
Achieving the Five Project Success Factors	377
End Point	377
APPENDIX: THE DETAILED PLANNING MODEL	379
NOTES	389
INDEX	393