W"What makes the second edition different?" That's my first question when I see a second edition. Project management hasn't changed too much since the first edition, so this edition is primarily justified with additional content.

- Chapter 10, "Building a High-Performance Project Team," is brand new. It assembles proven team management techniques for transforming a group of people who happen to be assigned to the same project into a cohesive unit committed to a common goal.

- Chapter 13, "Enterprise Project Management," has been significantly revised to incorporate lessons learned in the past five years as firms attempt to institutionalize project management.

- Several chapters have added content. Chapter 5, "Risk Management," includes additional proven risk management techniques. Chapter 4 describes the content for a project proposal. Chapter 12 has more advice on using earned value management techniques.

- Stellar performers—profiles of companies that put project management principles to work—have been added in Chapters 1 and 11. A new feature of this edition is the Fast Foundation for Project Management, a series of templates and checklists designed to make it just a little easier to put the concepts to work on your project. You'll find these tools located at the end of the chapters in which the concepts were presented. The templates are available for download at www.versatilecompany.com/forms, and called out in text with an icon.

It is pretty exciting to have a book that is popular enough to justify a second edition. More than anything, I am proud of how many people

have said this book is practical—it makes project management make sense. The book is intended to present a realistic look at the challenges of the project environment and the skills you need to successfully bring a project to fulfillment. On the way, you will learn the tools necessary to achieve each of the five essential success factors. Part 1 lays the groundwork. In addition to simple terminology, it contains global concepts that tie project management to other disciplines, such as quality and product development. Part 1 also includes examples of the organizational changes companies are making to take advantage of project-oriented work.

Parts 2, 3, and 4 present the tools and techniques—the real science—of project management. Because this is a how-to book, the techniques in these chapters are described in detail. These techniques start with simple examples, then progress to tips for managing larger projects. In these sections, you will learn the major responsibilities of a project manager, the definition of a project, and the best ways to plan and control projects. Part 2 deals specifically with setting the goals and constraints of the project. Part 3, "The Planning Process," offers the most effective techniques for managing budgets, monitoring a project's scope, and keeping on schedule. Many of these techniques are features of popular project management software. After reading this section, you will know how to make better use of this software. Part 4 offers methods for controlling a project and keeping it on track. This section focuses on the many tools used to keep a project on track and bring it to successful completion, regardless of whether everything goes as planned. Together, these three sections provide the tool set every project manager needs.

Part 5 describes how the tools presented in this book can be used by organizations and by project managers. We look at the ways in which project management techniques are being adopted by a growing number of organizations. Finally, we look at the kind of problem situations that project managers are likely to face—and how to deal with them using the tools presented in this book.

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