Contents

Preface	ix
Acknowledgments	XV
Part I: Understanding Project Management Today	1
1. Understanding What Project Management Is All About	3
Projects and Programs	3
The Project Manager	7
The Path to Success	10
Deciding if Project Management Is for You	11
2. Introducing the Principal Organizations	12
Australian Institute of Project Management (AIPM)	14
Association for Project Management (APM)	15
American Society for the Advancement of Project Management	
(asapm)	16
International Project Management Association (IPMA)	17
Project Management Institute (PMI)	18
American Management Association (AMA)	19
Standards Organizations	20
Technical Standards Organizations	20
3. Considering the Project Management Organizations	22
The Current State of the Art	22
Where Is Project Management Going from Here?	22
Selecting the "Right" Organization for You	24
4. Speaking the Language	26
Project and Program Types	27
Project and Program Skill Sets	30
Leadership Roles	31
Part II: Acquiring Project Management Skills	35
5. Acquiring Preparatory Skills	37

Personal Skill Set Company/Customer/Industry Skill Set Enterprise Policies, Plans, and Procedures Customer Standards	37 41 41 43
Industry Standards and Regulations	43
6. Acquiring Project and Program Skills	45
Basic Skill Set	47
Advanced Skill Set	51
Expert Skill Set	58
Specialty Skill Set	66
Principal Skill Set	70
PART III: IMPROVING YOUR PROJECT MANAGEMENT	Abilities 77
7. Expanding Your Knowledge	79
Assessing Your Capabilities	79
Expanding Your Knowledge	88
Expanding Your Education	88
Expanding Your Training	96
Certification	98
8. Improving Your Abilities	102
Gaining Experience	102
Developing Your Persona	103
Improving Your Abilities	105
Improving Your Performance	106
PART IV: APPLYING YOUR SKILLS TO PROJECTS AND	
Programs	109
9. Matching the Skill Sets to Projects and Programs	111
A Small Project	112
An Intermediate Project	120
A Large Project	125
A Program	130
A Virtual Project or Program	141
An International Program	145
A Large-Scale Project or Program	153
10. Are You Ready for the Next One?	162
What Will the Next One Be?	162
How Will You Get There?	164
Part V: Making Your Career Moves	165
11. Meeting Market Needs	167
Assessing the Market	167
	107

Contents

12.	Getting Settled	174
	Getting the "Lay of the Land"	174
	The Organization	176
	The Power Structure	178
	Making Friends and Alliances	180
	Taking Over a Project	181
PAF	RT VI: KEEP THE MOMENTUM GOING	183
13.	Applying Your Skills to Other Activities	185
	Gathering Leading-Edge Ideas	186
	Mentoring and Training	186
	Policies, Processes, Plans, and Procedures	187
	A Project Management Office?	187
14.	Continuing Your Success!	189
Glos	ssary	191
Inde	2X	203

vii