## **CONTENTS**

About the Author						Vi
Ack	now	ledgments				ix
Intr	oduc	tion				X
1.	Pro	ject Management Overview				1
	1.1	What Is a Project?				1
	1.2	What Is Project Management?				6
	1.3	Project Management Benefits				15
2.	Sel	ection and Prioritization				19
	2.1	Identifying the Project				19
	2.2	Determining Goals and Objectives				24
	2.3	Formulating Strategies				26
	2.4	Gathering Requirements				28
	2.5	Determining Deliverables				32
	2.6	Clarifying Success Criteria		4		33
	2.7	Formulating the Scope Statement				34
	2.8	Considering Assumptions and Risks				36
3.	Lea	ding and Managing Teams				41
	3.1	Becoming the Project Manager				41
	3.2	Developing Leadership Skills			š.,	46
	3.3	Working with Stakeholders				51
	3.4	Developing the Team				56
	3.5	Determining Roles				62
	3.6	Evaluating Performance				64
	3.7	Tracking Progress				67
	3.8	Managing Expectations				68
4.	Planning and Scheduling					
	4.1	Preparing the Plan		4		73
	4.2	Developing the Work Breakdown Structure				78
		Defining the Sequence of Work				80
		Developing the Schedule			*	83
		Executing the Plan				89
	4.6	Procuring Resources				91

	4.7	Kicking off the Project		93	
		Modifying the Schedule		95	
	4.0	Modifying the senedate			
5.	Bud	geting and Performance		101	
٠.	5.1	Determining the Budget	. fa	101	
		Calculating Costs		103	
		Utilizing Estimation Methods		108	
		Examining the Cost of Quality		112	
	5.5	Evaluating Performance		114	
	5.6	Maintaining Control		117	
	5.7			120	
	5.8	Managing Change		122	
6.	Cor	nmunication and Documentation	6	125	
	6.1	Writing the Charter		125	
	6.2	Establishing the Communication Plan	*	128	
	6.3	Creating Project Documentation		132	
	6.4	Reporting Project Performance		134	
	6.5	Communicating with the Team		136	
	6.6	Handling Problems		138	
	6.7	Conducting Meetings		143	
	6.8	Generating Status Reports		145	
7.	Co	mpletion and Review		149	
	7.1	Verifying the Scope		149	
	7.2	Managing Claims		150	
	7.3	Closing the Project	e	151	
	7.4	Producing Final Reports		155	
	7.5	Recognizing Lessons Learned		157	
	7.6	Rewarding the Team		161	
	7.7	Handling Transition		162	
	7.8	Creating Project Archives		163	
C	onclus	ion		165	
		lix A: Project Management Considerations		169	
		lix B: Further Reading		175	
		lix C: Software Programs		181	
	100	lix D: Glossary		183	
	(8)	lix E: Templates		195	
References					
	dex			209	