

Detailed Contents

Chapter 1: Introduction	1
Project Fundamentals	4
Defining Characteristics of Projects	4
<i>Projects Are Unique</i>	4
<i>Projects Are Temporary</i>	4
Project Parameters	5
Dimensions of Project Leadership	6
Overview of Book	7
Chapters 2–5: Fundamentals of Project	
Initiation and Planning	7
<i>Chapter 2: Determining the Direction and</i>	
<i>Initial Specifications of a Project</i>	7
<i>Chapter 3: The Work Breakdown Structure</i>	8
<i>Chapter 4: Project Scheduling</i>	8
<i>Chapter 5: Managing Project Risk</i>	8
Chapters 6–8: Fundamentals of Project Leadership	9
<i>Chapter 6: Developing Project Teams</i>	9
<i>Chapter 7: The Project Team’s Environment</i>	9
<i>Chapter 8: Leading Project Teams</i>	10
Chapter 9: Writing Project Reports	10
Summary	10
Endnotes	11
Key Terms	12
Chapter 2: Determining the Direction and	
Initial Specifications of a Project	13
Introduction	14
The Baltimore Project	14
Chapter Overview	15

The Project's Mission Statement	16
What Is a Project Mission Statement and What Role Does It Play?	16
<i>Provides Project Direction</i>	16
<i>Establishes Common Ground</i>	17
Stakeholders in the Project's Mission	17
<i>The Client</i>	17
<i>The Host Organization</i>	18
<i>The Project Team</i>	18
<i>End Users</i>	18
<i>Suppliers</i>	18
<i>Dealing With Stakeholders</i>	19
The Baltimore Project	19
The Project's Objectives and Deliverables	20
What Are Project Objectives and Deliverables?	21
Roles Played by Project's Objectives and Deliverables	21
<i>Helping Clients Define Their Goals</i>	21
<i>Providing Team Direction</i>	22
<i>Securing Stakeholder Agreement</i>	22
The Baltimore Project	22
Project Parameters: Project Scope, Costs, and Timeline	25
Project Scope	25
Costs	27
Timeline	27
The Project Charter	28
The Project Plan	30
Summary	31
Review Questions	33
Exercise	34
Endnotes	34
Key Terms	35
Figure 2.1: Talking Points for the Meeting With Ms. Byrnes	24
Table 2.1: Illustration of John's Mission Statement, a Project Objective, and Its Deliverables	23
Table 2.2: Initiation Check-Off List	29
Chapter 3: The Work Breakdown Structure	37
Introduction	38
The Compliance Project	38
Chapter Overview	39

The Work Breakdown Structure and Its Project Role	39
Roles Played by a WBS	42
<i>Lays Out the Scope of Project Work</i>	42
<i>Provides the Foundation of All Project Estimates</i>	42
<i>Helps to Provide the Organizational Structure of the Project</i>	42
Producing a WBS	43
Core Tasks	44
Support Tasks	44
<i>Project Planning</i>	45
<i>Project Administration</i>	46
Using the WBS	47
Resource, Time, and Cost Estimates	47
<i>Estimating Resources</i>	48
<i>Estimating Time Requirements</i>	50
<i>Estimating Costs</i>	50
Developing a Project Structure	51
Summary	55
Review Questions	56
Exercise	57
Endnotes	57
Key Terms	58

Figure 3.1: Illustration of a Work Breakdown Structure for Golden Years Compliance Project	40
Table 3.1: Project Costs: Illustration of One Task Cost Estimate	51
Table 3.2: Work Breakdown Structure Check-Off List	54

Chapter 4: Project Scheduling	61
Introduction	62
Dr. Howard's Bio-Informatics Project	62
Chapter Overview	63
Project Schedules: Types and Components	63
Types of Project Schedules	64
<i>The Gantt or Bar Chart</i>	64
<i>The Critical Path Method (CPM)</i>	65
<i>The Program Evaluation and Review Technique (PERT)</i>	65
Components of Project Schedules	65
<i>Activities or Project Tasks</i>	68
<i>Dependencies</i>	68
<i>Lag and Lead Times</i>	69

<i>Milestones</i>	69
<i>The Project Network</i>	70
<i>The Critical Path</i>	70
<i>Slack or Float</i>	70
How to Develop a Project Schedule: Focus—Gantt Charts	71
Create a Work Breakdown Structure in Outline Form	72
Review Time Estimates	72
Determine Task Dependencies	72
Construct the Network of Project Activities	73
Determine the Critical Path	73
Using the Output of a Project Schedule	74
Visualizing the Project as a Whole	74
<i>Project Phases</i>	75
<i>Project Dependencies</i>	75
<i>Communication to Stakeholders</i>	75
Revision of Planning Assumptions and Estimates for the Project Plan	76
Making Adjustments to the Plan Throughout the Project	77
Command and Control	78
Summary	80
Review Questions	81
Exercise	81
Endnotes	82
Key Terms	83
Figure 4.1: A Simple Bar Chart—Ordering Supplies in Dr. Howard’s Bio-Informatics Project	64
Figure 4.2: A Gantt Chart Illustrating Dr. Howard’s Bio-Informatics Project	66
Figure 4.3: A Simple Project Network Diagram— Dr. Howard’s Study	68
Table 4.1: Schedule Check-Off List	79
Chapter 5: Managing Project Risk	85
Introduction	86
The Crime Tracking Project	86
Chapter Overview	87
Good Risk Management	89
Sources of Risk	89
Risks From Project Management	90
<i>Project Planning</i>	90
<i>Project Execution</i>	91

Risks From the Host Organization	92
<i>Organizational Support</i>	92
<i>Funding and Other Resource Support</i>	92
<i>Organizational Politics</i>	93
Deliverable Risks	93
<i>Technical Problems</i>	93
<i>Other Problems</i>	93
External Risks	94
<i>Clients and End Users</i>	94
<i>Vendors and Other Suppliers</i>	94
<i>Regulatory Problems</i>	95
<i>Market Dynamics</i>	95
<i>The Physical Environment</i>	95
Looking for Risk	96
Risk Assessment	96
Qualitative Assessments of Risk	96
Quantitative Assessments of Risk	97
Risk Responses	98
Accept the Risk	98
Avoid the Risk	98
Reduce the Risk	99
Transfer the Risk	99
Establishing a Risk Response Plan	100
Dealing With Risk in Project Execution	101
Monitor and Respond to Risk	102
Review Risk Performance	103
Summary	105
Review Questions	108
Exercises	109
Endnotes	109
Key Terms	110
Figure 5.1: Overview of the Risk Management Process	88
Table 5.1: Risk Management Check-Off List	103
Chapter 6: Developing Project Teams	113
Introduction	114
The Achievement Project	114
Chapter Overview	114
What Is a Team?	115

What Is a Successful Team?	116
Successful Teams Deliver the Goods	116
Successful Teams Get Better	117
Successful Teams Are Satisfied and Committed	118
Fundamentals of Team Structure	118
Team Size	118
Team Composition	119
Team Governance	119
Team Identity	120
Team Interactions	121
A Common Team Mindset	122
<i>Norms</i>	122
<i>Roles</i>	123
<i>Goals</i>	124
Team Development	124
Forming	125
Storming	125
Norming	126
Performing	126
Adjourning	127
Summary	127
Review Questions	129
Exercises	129
Endnotes	131
Key Terms	132
Table 6.1: Comparison Issues for Best and Worst Teams	130
Chapter 7: The Project Team's Environment	135
Introduction	136
The Achievement Project	136
Overview of Chapter	136
Stakeholders	137
Project Clients	138
Host Organization Management	139
The Project Team	139
External Suppliers	140
Internal Suppliers	141
Regulators	141
End Users and Implementers	142
Political Players	143

Developing and Using Project Networks	144
The Nature of Social Capital	144
Developing Social Capital	147
Summary	149
Review Questions	151
Exercises	152
Endnotes	152
Key Terms	153
Figure 7.1: The Social Network of Leanne Phillips's Principal Project Team	146
Figure 7.2: The Social Network of the Achievement Project Organization	147
Figure 7.3: The Social Network of the Achievement Project Organization and Its Larger Stakeholder Network	148
Chapter 8: Leading Project Teams	155
Introduction	156
John's Promotion	156
Chapter Overview	156
The Roles of a Project Leader	157
External Role Requirements	157
<i>Figurehead and Spokesperson</i>	157
<i>Liaison and Monitor</i>	158
<i>Champion and Negotiator</i>	158
<i>Controller</i>	159
Internal Role Requirements	159
<i>Planner and Resource Allocator</i>	159
<i>Coordinator</i>	160
<i>Problem Solver</i>	163
<i>Team Leader</i>	163
Clarifying the Leadership Role	164
Project Leadership and the Project's Life Cycle	164
The Early Stages: Initiation and Planning	165
Project Launch	166
Project Execution	168
<i>The Project Team</i>	168
<i>External Stakeholders</i>	170
Project Closing	171
Project Leadership and Individual Project Members	172
Summary	173
Review Questions	177

Exercises	178
Endnotes	178
Key Terms	180
Sidebar: Conducting Project Meetings	160
Chapter 9: Writing Project Reports	183
Introduction	184
The China Report	184
Chapter Overview	185
Know Your Readers and What They Want	186
What Any Reader Wants	186
What Decision Makers Want	187
What Expert Advisors Want	188
What Implementers Want	189
The Project Report	189
The Front End	190
<i>The Cover Page</i>	190
<i>The Letter of Transmittal</i>	191
<i>The Table of Contents</i>	191
<i>Lists of Tables and Illustrations</i>	192
<i>The Executive Summary</i>	192
The Body	193
<i>The Introduction</i>	193
<i>Major Sections and Subsections of the Report</i>	194
<i>Conclusions and Recommendations</i>	195
<i>References</i>	196
The Back End: Supporting Appendices	196
Summary	198
Review Questions	200
Exercises	200
Endnotes	201
Key Terms	202
Table 9.1: Project Report Check-Off List	197
Appendix A: Calculating the Critical Path	
Using the Critical Path Method	205
Appendix B: Earned Value Analysis	210
Index	219
About the Author	229