

Index

Note to the Reader: Throughout this index **boldfaced** page numbers indicate primary discussions of a topic. *Italicized* page numbers indicate illustrations.

A

AC (actual cost)

- cost estimates, 795–796, **809**
- defined, 553
- in EVT, 428–429, 803–805

acceptance

- Contract Closure process, 482
- defined, 552
- project scope statements, **111**
- Risk Response Planning process, **211–212, 670**

accounting

- in configuration management, 421
- skills requirements, 11

accuracy in SMART rule, 107

Achievement Theory, 346, 552

Acquire Project Team process, 36, **333–334**

- defined, 552
- inputs, 538–539
- outputs, **335–336, 538–539**
- tools and techniques, **334–335**
- workbook exercises, **761–764, 773**

acquisitions. *See* Plan Purchases and

Acquisitions process

active risk acceptance, 212

activity attributes, 552

Activity Definition process, 34, **248–249**

- defined, 552
- inputs, **249, 533–534**
- outputs, **250–251, 533–534**
- tools and techniques, **249–250**

activity duration estimates, 552

Activity Duration Estimating process,

- 34, 275**
- defined, 552

inputs, 276, 535

outputs, 279, 535

tools and techniques, 276–278

- workbook exercises, **724–727, 726–727, 754–755**

activity lists, 250, 552, 706

activity on arrow (AOA) method, 254

- defined, 552
- workbook exercises, 708, 708

activity on node (AON) method, 253

- defined, 553
- workbook exercises, 707–708, **707–708**

Activity Resource Estimating process,

- 34, **272–273**

defined, 553

inputs, 273, 534

outputs, 274–275, 534

tools and techniques, 273–274

- workbook exercises, **710–715, 711, 713, 723–724**

Activity Sequencing process, 34, **251**

arrow diagramming method, 254, **254**

defined, 553

dependencies, 252–253

inputs, 534

lags and leads, 254

outputs, 255–256, 534

precedence diagramming method, **253, 253**

schedule network templates, 254

- workbook exercises, 706–710, **707–709, 722**

actual cost (AC)

cost estimates, 795–796, **809**

defined, 553

in EVT, 428–429, 803–805

828 actual cost of work performed (ACWP) – bar charts

- actual cost of work performed (ACWP), 429, 803, 805
 - addition ending type, 473, 553
 - ADM (arrow diagramming method), 254, 254, 553
 - administrative closure procedures
 - defined, 553
 - Direct and Manage Project Execution process, 329
 - overview, 477
 - advertising, 373, 553
 - affiliations, conflicts of interest with, 500
 - aggregation, 303
 - alternative analysis in Activity Resource Estimating process, 274
 - alternatives identification in Scope Definition process, 102, 553
 - analogous estimating
 - Activity Duration Estimating process, 276–277, 725
 - Cost Estimating process, 300, 745–746, 757–758
 - defined, 553
 - AOA (activity on arrow) method, 254
 - defined, 552
 - workbook exercises, 708, 708
 - AON (activity on node) method, 253
 - defined, 553
 - workbook exercises, 707–708, 707–708
 - appraisal costs in Quality Planning process, 155, 639
 - appraisals in Manage Project Team process, 396
 - approval requirements
 - defined, 553
 - project scope statements, 116
 - approving project scope statements, 116
 - arbitration, 553
 - arrow diagramming method (ADM), 254, 254, 553
 - associations, conflicts of interest with, 500
 - assumptions
 - defined, 553
 - project scope statements, 113–114
 - Risk Identification process, 190
 - attributes
 - activity, 250–251
 - defined, 553
 - in inspection, 465
 - audits
 - in configuration management, 421
 - Contract Administration process, 390
 - Perform Quality Assurance process, 383–384, 781–782
 - procurement, 481–482, 568
 - risk, 442
 - authority in Human Resource Planning process, 247
 - authorization systems
 - Direct and Manage Project Execution process, 326–327
 - enterprise environment, 58
 - availability, team member, 334, 762
 - avoidance in Risk Response Planning process, 209, 554, 669
 - award stage in contracts, 381
-
- B**
- BAC (budget at completion), 432, 554, 796, 809
 - Baca, Claudia, 584–585
 - backward passes
 - calculating, 283
 - defined, 554
 - workbook exercises, 729–730, 755
 - balance of power in matrix organizations, 19–20
 - balanced matrix organization, 21, 21, 554
 - bar charts
 - defined, 554
 - Gantt charts, 296, 296, 740–743, 741–742, 756–757

- Perform Quality Control process, 814, 814, 821
 - Schedule Control process, 439
 - Schedule Development process, 296, 296
 - baselines
 - Cost Budget
 - establishing, 302–305, 304–305
 - workbook exercises, 748–753, 749–750, 752–753, 758
 - Integrated Change Control process, 420
 - project management plans, 614
 - quality, 162
 - schedule, 279, 297
 - work breakdown structure, 145–146
 - basic physical needs in needs hierarchy, 344
 - BCWP (budgeted cost of work performed), 429, 803, 805
 - BCWS (budgeted cost of work scheduled), 429, 803, 805
 - behavior models, 347
 - benchmarking, 154, 637
 - benefit/cost analyses
 - defined, 558
 - project selection, 62–63
 - Quality Planning process, 154
 - benefit measurement methods
 - defined, 554
 - project selection, 62–67
 - best guess estimates, 732
 - beta distributions, 733
 - bidder conferences
 - defined, 554
 - Request Seller Responses process, 373
 - bids in Plan Contracting, 239
 - bill of materials (BOM), 144
 - bottom-up estimating
 - Activity Resource Estimating process, 274
 - Cost Estimating process, 300, 746, 757
 - boundaries, project, 111, 569
 - brainstorming in Risk Identification process, 188, 554
 - budget at completion (BAC), 432, 554, 796, 809
 - budget constraints, 112
 - budgeted cost of work performed (BCWP), 429, 803, 805
 - budgeted cost of work scheduled (BCWS), 429, 803, 805
 - budgets
 - Cost Budget Baseline process
 - establishing, 302–305, 304–305
 - workbook exercises, 748–753, 749–750, 752–753, 758
 - cost estimates for. *See* Cost Estimating process
 - in risk management plans, 183, 648
 - skills for, 11
 - buffer time, 278
 - business needs
 - projects from, 54
 - in statements of work, 57
 - buyer-conducted performance reviews, 390
-
- C**
- calculation methods, 61–62, 64–67, 554
 - calendars
 - resource, 275, 614
 - Schedule Development process, 293–294
 - cardinal scales
 - defined, 554
 - in impact analysis, 196
 - cash flow analysis techniques, 64–67
 - categories, risk, 183–184, 194, 201, 574
 - cause-and-effect diagrams, 190, 191
 - defined, 554–555
 - workbook exercises, 815, 821
 - CCBs (configuration control boards), 424, 555
 - celebrations, 485

- champions for charters, 71–72
- change control
 - Contract Administration process, 388–389, 788
 - costs. *See* Cost Control process
 - exam essentials, 448
 - integrated. *See* Integrated Change Control process
 - key terms, 449
 - Kitchen Heaven project, 443–446
 - quality control. *See* Perform Quality Control process
 - review questions, 450–455
 - Risk Monitoring and Control process, 440–443
 - schedules
 - overview, 437–440
 - workbook exercises, 797–800, 809–810
 - statements of work, 695
 - summary, 447–448
 - workbook exercises, 792–795, 808
- change control systems, 421
 - contract, 390
 - defined, 555
 - purpose, 422
 - requirements, 423–424
- change requests
 - Contract Administration process, 392–393
 - Direct and Manage Project Execution process, 329, 331, 760
- charters, 56–57
 - defined, 570
 - elements, 72–73
 - enterprise environment factors, 58–59
 - exam essentials, 82
 - expert judgment in, 69–70
 - key terms, 83
 - organizational process assets, 59
 - project managers for, 70–71
 - project selection methodologies. *See* project selection methodologies
 - review questions, 84–90
 - sign-off, 73–74
 - stakeholders for, 70–72
 - statements of work, 57–58
 - summary, 81–82
 - workbook exercises
 - financial returns, 598–601, 606–610
 - project initiation, 601–604, 611–612
 - project selection matrix, 593–598, 605–606
- charts
 - Gantt, 296, 296, 740–743, 741–742, 756–757
 - matrix-based, 245–246
 - milestone, 296
 - Perform Quality Control process, 460–463, 461, 814, 814, 821
 - Schedule Control process, 439
 - Schedule Development process, 296, 296
- checklists
 - Human Resource Planning process, 243
 - Quality Planning process, 160
 - Risk Identification process, 190
- claims administration, 555
- Close Project process, 32, 475–476
 - defined, 555
 - inputs, 476, 549–550
 - outputs, 477–479, 549–550
 - tools and techniques, 476
 - workbook exercises, 816–822
- closeout processes, 471–472
 - celebrations, 485
 - characteristics, 472
 - Close Project, 475–479, 816–822
 - Contract Closure, 480–483, 818–819
 - exam essentials, 488
 - key terms, 489
 - Kitchen Heaven project, 483–485
 - project endings, 472–474
 - releasing team members, 483
 - review questions, 490–496
 - summary, 487–488

- Closing process groups, 26, 555
- co-located teams, 17, 341–342
 - defined, 555
 - workbook exercises, 765, 774
- codes of accounts for WBS, 141
- coercive power, 348
- collective bargaining agreements, 243
- combination approach in WBS, 137
- commercial databases in enterprise environment, 58
- common causes of variances, 462, 555
- communication
 - defined, 555
 - stakeholders, 104–105, 631–635, 642–645
- communication skills, 350
 - conflict resolution, 353–354, 396, 766–770, 774–775
 - forms of communication, 352
 - information exchange, 351–352, 770–772, 775–776
 - listening, 352–353
 - project managers, 10
- communications management, 37
- communications management plans, 151–152
- Communications Planning process, 37, 146
 - inputs, 147, 529
 - outputs, 529
 - requirements analysis, 147–150, 148
 - technology, 150
 - workbook exercises, 631–635, 642–645
- company data, protecting, 507
- competency
 - Human Resource Planning process, 247
 - team member, 334
- compliance in staffing, 248, 705
- compression, duration
 - techniques, 289
 - workbook exercises, 736–740, 737, 739–740, 756
- compromise in conflict resolution, 354, 555, 768
- confidential information, 506–507, 779
- configuration control boards (CCBs), 424, 555
- configuration management
 - defined, 555
 - Integrated Change Control process, 421
- configuration requirements in project scope statements, 115
- conflict management skills, 11
- conflict resolution
 - Manage Project Team process, 396
 - techniques, 353–354
 - workbook exercises, 766–770, 774–775
- conflicts, 556, 765, 774
- conflicts of interest, 499–501, 556
- conformity in inspection, 465
- confrontation in conflict resolution, 354, 556, 768
- conservation in Manage Project Team process, 395
- constrained optimization methods
 - defined, 556
 - project selection, 62, 68
- constraints
 - defined, 556
 - project scope statements, 111–113
 - with stakeholders, 509
- contested changes, 391, 556
- contingency planning, 212, 556, 670–671
- contingency reserves, 212, 556
- Contingency Theory, 347
- contingency time, 278
- continuous probability distributions, 204
- Contract Administration process, 39, 387–388
 - defined, 556
 - inputs, 388–389, 542
 - outputs, 392–393, 542

832 contract change control systems – Cost Control process

- tools and techniques, 390–392
- workbook exercises, 777–780, 787–788
- contract change control systems, 390, 556
- contract closure procedure, 478
- Contract Closure process, 39
 - defined, 556–557
 - inputs, 481, 550
 - outputs, 550
 - tools and techniques, 481–482
 - workbook exercises, 818–819
- contract files, 482, 556
- contract management plans, 382
- contract negotiation in vendor selection, 377, 556
- contract statements of work
 - Contract Administration process, 778
 - defined, 557
 - elements, 57–58, 237–238, 241
 - workbook exercises, 693–696, 718–720
- contracting transfers, 210
- contracts
 - administration process. *See* Contract Administration process
 - closeout process. *See* Contract Closure process
 - defined, 556
 - elements, 380
 - life cycles, 380–381
 - Plan Purchases and Acquisitions process, 233–234
 - cost reimbursable, 235–236
 - fixed process and lump sum, 234
 - time and materials, 236
 - workbook exercises, 687–690, 716
 - contractual agreements, risk-related, 214
 - control charts, 460, 461
 - defined, 557
 - workbook exercises, 813, 813, 821
 - corrective actions
 - defined, 557
 - Direct and Manage Project Execution process, 328, 760
 - Integrated Change Control process, 424
 - correspondence in Contract Administration process, 393
 - cost baselines
 - Cost Budgeting process
 - establishing, 302–305, 304–305
 - workbook exercises, 748–753, 749–750, 752–753, 758
 - defined, 557
 - Integrated Change Control, 420
 - project management plans, 614
 - cost-benefit analysis
 - defined, 557
 - project selection, 62–63
 - Quality Planning process, 154, 638
 - Cost Budgeting process, 35, 302
 - defined, 557
 - exam essentials, 314–315
 - inputs, 302, 537
 - key terms, 315–316
 - Kitchen Heaven project, 307–312, 309, 311
 - outputs, 304–305, 304–305, 537
 - review questions, 317–323
 - summary, 313–314
 - tools and techniques, 303
 - workbook exercises, 748–753, 749–750, 752–753, 758
 - Cost Control process, 35, 426
 - cost change control systems, 427
 - defined, 557
 - forecasting, 431–433
 - inputs, 426, 545–546
 - outputs, 435–436, 545–546
 - performance measurement analysis
 - techniques, 427–431, 430
 - workbook exercises, 800–807, 801–802, 805–806, 810–811
 - projection performance reviews, 433–434
 - software and variance management, 434
 - workbook exercises, 795–797, 808–809

- cost estimates in project scope statements, 115
 - Cost Estimating process, 35, 298–299
 - defined, 557
 - inputs, 299, 536–537
 - outputs, 300–302, 536–537
 - ranges, 743–745, 757
 - tools, 299–300
 - workbook exercises, 745–748, 747, 757–758
 - cost management, 35
 - cost performance index (CPI), 431, 557, 804
 - cost plus fee (CPF) contracts, 235, 557
 - cost plus fixed fee (CPFF) contracts, 235, 557
 - cost plus incentive fee (CPIF) contracts, 235, 557
 - cost plus percentage of cost (CPPC) contracts, 235, 557
 - cost reimbursable contracts, 235–236
 - defined, 557
 - workbook exercises, 688–689
 - cost variance (CV), 430, 557, 803–804
 - costs
 - in impact analysis, 197
 - in process groups, 27
 - of quality
 - overview, 155–158
 - workbook exercises, 639–640
 - reporting systems, 400
 - CP (critical path), 558
 - CPF (cost plus fee) contracts, 235, 557
 - CPFF (cost plus fixed fee) contracts, 235, 557
 - CPI (cost performance index), 431, 557, 804
 - CPIC (cumulative cost performance index), 431, 558, 796, 804, 809
 - CPIF (cost plus incentive fee) contracts, 235, 557
 - CPM (Critical Path Method), 282
 - critical path calculations, 283–284, 285
 - defined, 558
 - forward passes and backward passes, 283, 554, 729–730, 755
 - gathering activity, 282–283
 - workbook exercises, 728–732, 728, 755
 - CPPC (cost plus percentage of cost) contracts, 235, 557
 - crashing in duration compression, 289
 - defined, 558
 - workbook exercises, 737–738, 737, 756
 - Create WBS process, 33, 528–529
 - criteria
 - defined, 560
 - Plan Contracting, 240
 - project scope statements, 111
 - scoring models, 63–64
 - Select Sellers process, 375–376
 - critical chain method, 291, 558
 - Critical Path Method (CPM), 282
 - critical path calculations, 283–284, 285
 - defined, 558
 - forward passes and backward passes, 283, 554, 729–730, 755
 - gathering activity, 282–283
 - workbook exercises, 728–732, 728, 755
 - critical success factors, 109, 558
 - Crosby, Philip B., 156
 - cultural issues, 511–512, 558
 - culture in enterprise environment, 58
 - cumulative cost performance index (CPIC), 431, 558, 796, 804, 809
 - customer requests, 53–54
 - CV (cost variance), 430, 557, 803–804
-
- D**
- data quality assessment, 201
 - databases in enterprise environment, 58
 - dates
 - CPM, 283

- imposed, 281
 - project duration, 287–288
 - Schedule Development process, 293–294
- decision models, 61–62, 68, 558
- decision tree analysis, 205–206, 206
 - defined, 558
 - workbook exercises, 663–664, 664, 680–681
- decomposition, 135–137
- defect repairs
 - Direct and Manage Project Execution process, 329, 760
 - Perform Quality Control process, 466, 815, 821
- defined risks, 115
- definitive cost estimates, 744, 757
- deliverables
 - Contract Administration process, 778
 - decomposing, 135–137
 - defined, 558–559
 - Direct and Manage Project Execution process, 331
 - documenting, 110
 - in phases, 23–24
 - in scope statements, 108
 - in statements of work, 694
- Delphi technique, 189, 558
- Deming, W. Edwards, 29, 156–157
- dependencies
 - Activity Sequencing process
 - types, 252–253
 - workbook exercises, 706–707, 722
 - CPM, 282–283
- dependent variables in scatter diagrams, 464
- descriptions
 - project scope statements, 108
 - statements of work, 57–58
- design of experiments, 154
- Develop Preliminary Project Scope Statement process, 32, 526–527
- Develop Project Charter process, 32, 57, 526
- Develop Project Management Plan
 - process, 32, 92–93
 - defined, 558–559
 - documenting, 94–97
 - inputs, 93–94, 527
 - outputs, 527
- Develop Project Team process, 36, 336–337
 - co-location, 341–342
 - defined, 559
 - effective teams, 340–341
 - exam essentials, 362
 - focus, 340
 - general management skills, 338
 - ground rules, 341
 - inputs, 539
 - key terms, 362
 - motivation, 342–348
 - outputs, 349, 539
 - review questions, 363–369
 - summary, 360–361
 - team-building activities, 338–339
 - training, 338
 - workbook exercises, 764–766, 774
- develop qualified sellers lists technique, 373, 559
- diagrams
 - Activity Sequencing process
 - types, 253–254, 253–254
 - workbook exercises, 707–709, 707–709, 722
 - Perform Quality Control process, 461–464, 461–462
 - Risk Identification process, 190–191, 191–193
- dictionaries, WBS, 145
- Direct and Manage Project Execution
 - process, 32, 326–327
 - defined, 559
 - inputs, 328–329, 548
 - outputs, 330–333, 538
 - tools and techniques, 329–330
 - workbook exercises, 759–761, 773
- directive constraints, 113

discounted cash flows, 65–66, 559, 600
 discretionary dependencies, 252, 559, 706–707
 distributing project information. *See* Information Distribution process
 diversity issues, 510–512
 DMADV method, 157
 DMAIC method, 157
 documenting
 Contract Administration process, 392
 cost baselines, 303–304
 deliverables, 110
 project management plans, 94–97
 project scope management plans, 100
 Risk Identification process, 188
 duration
 compressing
 techniques, 289
 workbook exercises, 736–740, 737, 739–740, 756
 estimating, 275–279
 in PERT, 287–288
 dysfunctional teams, 340–341

E

EAC (estimate at completion), 432–433
 defined, 559
 workbook exercises, 795–797, 809
 earned value (EV), 428–429, 430
 defined, 559
 workbook exercises, 796, 803–804, 809
 earned value management (EVM), 33
 earned value technique (EVT)
 defined, 559–560
 overview, 427–431, 430
 workbook exercises, 800–807, 801–802, 805–806, 810–811
 economic conditions in Human Resource Planning process, 243
 effective teams, 340–341
 efficiency indicators, 431
 80/20 rule, 461, 814, 821
 EMV (expected monetary value), 560
 encoding in information exchange, 351–352
 endings, project, 472–474
 engineering review boards (ERBs), 424
 enhance risk strategy, 211
 defined, 559
 workbook exercises, 795–797, 809
 enterprise environment factors, 58–59, 94, 703
 environment factors
 charters, 58–59, 94
 Human Resource Planning process, 242–243
 ERBs (engineering review boards), 424
 estimate at completion (EAC), 432–433
 defined, 559
 workbook exercises, 795–797, 809
 estimate to complete (ETC), 432, 559, 795, 809
 ethical codes, 499
 EV (earned value), 428–429, 430
 defined, 559
 workbook exercises, 796, 803–804, 809
 EV (expected value)
 defined, 560
 PERT, 285–286
 Quantitative Risk Analysis, 205, 663–664, 664, 680–681
 evaluation criteria
 defined, 560
 Plan Contracting, 240
 Select Sellers process, 375–376
 evaluation techniques, 378–379
 EVM (earned value management), 33
 EVT (earned value technique)
 defined, 559–560
 overview, 427–431, 430
 workbook exercises, 800–807, 801–802, 805–806, 810–811
 exam essentials
 change control, 448

- Develop Project Team process, 361–362
 - performance control, 405–406
 - professional responsibilities, 516
 - project scope statements, 122
 - projects, 41–42
 - quality control and closeouts, 488
 - resource planning, 260
 - risk planning, 218–219
 - Schedule Development and Cost
 - Budgeting processes, 314–315
 - work breakdown structure, 166–167
 - Executing process group, 26, 560
 - Expectancy Theory, 345–346, 560
 - expected monetary value (EMV), 560
 - expected value (EV)
 - defined, 560
 - PERT, 285–286
 - Quantitative Risk Analysis, 205, 663–664, 664, 680–681
 - expert judgment
 - Activity Duration Estimating process, 276, 725
 - defined, 560
 - project selection, 69–70
 - Quantitative Risk Analysis process, 204
 - Scope Planning process, 99–100
 - Select Sellers process, 378
 - expert power, 348
 - exploiting risk, 211, 560, 670
 - external dependencies, 252, 560, 707
 - external failure costs, 155, 639
 - external risks, 185, 654
 - extinction ending type, 474, 560
 - extrinsic motivators, 342
 - eye contact, 352
 - fast tracking, 24
 - defined, 560
 - in duration compression, 289
 - workbook exercises, 738, 756
 - feasibility studies, 55–56, 560
 - FF (finish-to-finish) relationships, 253
 - FF (free float) time, 282, 562
 - final product, 478
 - financial records in vendor selection, 375–376
 - financial skills, 11
 - finish-to-finish (FF) relationships, 253
 - finish-to-start (FS) relationships, 253
 - fishbone diagrams, 191, 815, 821
 - fitness for use premise, 156
 - fixed price contracts, 234
 - defined, 561
 - workbook exercises, 688
 - fixed price plus incentive contracts, 234, 561
 - float time in CPM, 282
 - defined, 561
 - workbook exercises, 730–731, 731, 755
 - flowcharts, 191, 192, 814, 814, 821
 - focus in Develop Project Team process, 340
 - force majeure, 185, 561
 - forcing in conflict resolution, 353, 561, 768
 - forecasting
 - techniques, 431–432
 - workbook exercises, 795–797, 808–809
 - formal acceptance and closure, 482, 561
 - formal power, 348
 - Forming stage in team development, 339
 - forms in Scope Planning process, 100
 - forward passes
 - calculating, 283
 - defined, 561
 - workbook exercises, 728–729, 755
 - free float (FF) time, 282, 562
 - frequency of failures diagrams, 461–462
-
- F**
- failure costs, 155–156, 639
 - failure frequency diagrams, 461–462
 - fait accompli, 377, 560

FS (finish-to-start) relationships, 253
 functional managers, 72
 functional organizations, 14–16, 14
 defined, 562
 workbook exercises, 587, 587
 fund limitations
 Cost Budgeting process, 303
 in project scope statements, 115
 funding requirements, 305, 305
 future value (FV) calculations, 65

G

gain, personal, 499
 Gantt charts, 296, 296
 defined, 561
 workbook exercises, 740–743,
 741–742, 756–757
 general management skills, 338, 764,
 774
 gifts from vendors, 500–501
 global competition, 511
 goals
 Develop Project Team process, 340
 project scope statements, 107
 governmental standards in enterprise
 environment, 58
 grade vs. quality, 156
 ground rules in Develop Project Team
 process, 341, 765, 774

H

hammocks, 255, 561
 handoffs, 23, 562
 hard dependencies, 252
 Herzberg, Frederick, 345
 hierarchical charts, 244
 hierarchy of needs, 344–345
 histograms, 461–462, 814, 814, 821
 historical information
 in charters, 59

Communications Planning, 147
 defined, 562
 Project Communications
 Management, 37
 honesty, 505
 human resource management, 36–37
 Human Resource Planning process, 36,
 241
 defined, 562
 inputs, 242–244, 533
 networking in, 246
 organization charts and positional
 descriptions, 244–246
 outputs, 246–248, 247, 533
 workbook exercises, 702–705, 704,
 721
 human resources
 enterprise environment, 58
 functional organizations, 15
 skills for, 12–13
 Hygiene Theory, 345, 562

I

identified risks list, 193
 identifiers for WBS, 141–142
 identifying risk. *See* Risk Identification
 process
 IFBs (invitations for bid), 239
 impact and impact scales
 defined, 562
 impact matrices, 198–201, 666–669,
 681–682
 Qualitative Risk Analysis process,
 196–197
 imposed dates, 281
 independent estimates, 377, 562
 independent variables in scatter
 diagrams, 464
 industry knowledge requirements, 505
 industry standards, 58
 influence diagrams, 191, 193, 562
 influencing skills, 11–12

838 information distribution methods – inputs in processes

- information distribution methods, 562
- Information Distribution process, 37, 349–350
 - communication skills, 350–354
 - defined, 562
 - information gathering and retrieval systems, 355
 - inputs, 539
 - Kitchen Heaven project, 357–359
 - lessons learned, 355
 - methods, 355, 770–772, 775–776
 - outputs, 356–357, 539
- information exchange
 - methods, 351–352
 - workbook exercises, 770–772, 775–776
- information gathering
 - Information Distribution process, 355, 562
 - Performance Reporting process, 399
 - Risk Identification process, 188–189
- information presentation tools, 399
- information technology in Contract Administration process, 391
- initial defined risks, 115
- initial project organization, 114
- Initiating process group, 25, 52–53
 - defined, 562
 - workbook exercises, 601–604
- inputs in processes, 28
 - Acquire Project Team, 538–539
 - Activity Definition, 249, 533–534
 - Activity Duration Estimating, 276, 535
 - Activity Resource Estimating, 273, 534
 - Activity Sequencing, 534
 - Close Project, 476, 549–550
 - Communications Planning, 147, 529
 - Contract Administration, 388–389, 542
 - Contract Closure, 481, 550
 - Cost Budgeting, 302, 537, 748–751, 749–750
 - Cost Control, 426, 545–546
 - Cost Estimating, 299, 536–537
 - Create WBS, 528–529
 - Develop Preliminary Project Scope Statement, 526–527
 - Develop Project Charter, 526
 - Develop Project Management Plan, 93–94, 527
 - Develop Project Team, 539
 - Direct and Manage Project Execution, 328–329, 538
 - Human Resource Planning, 242–244, 533, 703
 - Information Distribution, 539
 - Integrated Change Control, 424, 544–545
 - Manage Project Team, 394, 543
 - Manage Stakeholders, 543–544
 - Monitor and Control Project Work, 386, 541–542
 - Perform Quality Assurance, 382–383, 540–541
 - Perform Quality Control, 459, 547–548
 - Performance Reporting, 398–399, 544
 - Plan Contracting, 532–533
 - Plan Purchases and Acquisitions, 231–233, 532
 - Qualitative Risk Analysis, 195, 530–531
 - Quality Planning, 152–153, 529–530, 636
 - Quantitative Risk Analysis, 531
 - Request Seller Responses, 372–373, 539–540
 - Risk Identification, 187–188, 530
 - Risk Management Planning, 179–180, 530
 - Risk Monitoring and Control, 441, 546–547
 - Risk Response Planning, 531
 - Schedule Control, 437, 546

Schedule Development, 280–281,
 535–536
 Scope Control, 469–470, 548–549
 Scope Definition, 528
 Scope Planning, 98–99, 528
 Scope Verification, 548
 Select Sellers, 540
 work breakdown structure, 135
 inspections
 Contract Administration process, 390
 defined, 563, 812–813
 Perform Quality Control process, 465
 Integrated Change Control process, 32,
 238, 418–419
 change control systems, 421–424
 concerns, 420
 configuration management, 421
 defined, 563
 inputs, 424, 544–545
 outputs, 425–426, 544–545
 tools and techniques, 425
 integration ending type, 473–474, 563
 integration management, 32–33
 integrity, 498–499
 conflicts of interest, 499–501
 personal, 499
 professional actions, 501
 intellectual property, 507
 internal failure costs, 155
 internal rate of return (IRR), 67, 563,
 600
 interpersonal factors, 242
 interruptions in listening, 353
 interviews
 defined, 563
 Quantitative Risk Analysis process,
 203–204
 Risk Identification process, 189
 intrinsic motivators, 342
 invitations for bid (IFBs), 239
 invoices in Contract Administration
 process, 389
 IRR (internal rate of return), 67, 563, 600
 Ishikawa diagrams, 191, 815, 821

issue logs, 396–397
 iterative processes, 28, 563

J

Jansen, Patti, 585
 Juran, Joseph M., 156

K

Kaizen theory, 157
 key events, 281
 key terms
 change control, 449
 Develop Project Team process,
 361–362
 performance control, 406–407
 professional responsibilities, 516
 project scope statements, 123
 project selection and charters, 83
 projects, 42–43
 quality control and closeouts, 489
 resource planning, 261–262
 risk planning, 219–220
 Schedule Development and Cost
 Budgeting processes, 315–316
 work breakdown structure, 167–168
 kill points, 24
 Kitchen Heaven project case study
 change control, 443–446
 closeouts, 483–485
 Information Distribution process,
 357–359
 performance, 401–403
 professional responsibilities, 513–514
 project scope statement, 117–120
 project selection, 76–79
 resource planning, 256–257
 risk planning, 214–216
 schedule and budget, 307–312, 309,
 311
 WBS, 162–164, 163

knowledge application, 503
 confidential information, 506–507
 industry knowledge, 505
 laws and regulations, 506
 project management, 503–505
 truthful reporting, 505
 knowledge areas. *See* project
 management knowledge areas
 known variance, 463

location factors in Human Resource
 Planning process, 242
 logical relationships, 253, 563
 logistics factors in Human Resource
 Planning process, 242
 logs, 396–397
 lump sum procurement contracts, 234
 defined, 561
 workbook exercises, 688

L

lags
 Activity Sequencing process, 254
 defined, 563
 Schedule Development process, 294
 laws, 506, 779
 leaders, 563
 leadership
 in motivation, 346–348
 in project managers, 12
 leads
 Activity Sequencing process, 254
 defined, 563
 Schedule Development process, 294
 legal requirements, 54
 legitimate power, 348
 lessons learned
 Close Project, 479, 819
 defined, 563
 Information Distribution process, 355
 Integrated Change Control process,
 426
 levels in WBS, 138–141, 139–140
 life-cycle costing, 35
 life cycles
 contracts, 380–381
 projects, 23–24
 lines of communications, 148–149, 148,
 632
 listening skills, 352–353

M

make or buy analysis, 233, 238, 564
 Manage Project Team process, 36
 appraisals, 396
 conflict resolution, 396
 defined, 564
 inputs, 394, 543
 issue logs, 396–397
 observation and conservation, 395
 outputs, 397, 543
 workbook exercises, 766–770,
 774–775
 Manage Stakeholders process, 37
 defined, 564
 input and output summary, 543–544
 overview, 397–398
 workbook exercises, 783–786,
 788–791
 management information systems, 58
 management software in Activity
 Resource Estimating process, 274
 managers
 defined, 564
 vs. leaders, 346–348
 mandatory dependencies, 252, 564, 706
 market demand as project need, 53
 marketplace conditions in enterprise
 environment, 58
 Maslow, Abraham, 344–345, 564
 mathematical models, 61–67, 564
 matrix-based charts, 245–246

matrix organizations, 19–22, 20–21
 defined, 564
 workbook exercises, 587, 587
 McGregor, Douglas, 347
 measurability in SMART rule, 107
 measurements in inspection, 465
 meetings, status review, 399–400
 messages in information exchange, 351
 methodology in risk management plans,
 183
 metrics in Quality Planning process, 160
 milestone charts, 296, 564
 milestones
 Activity Definition process, 251
 defined, 565
 project scope statements, 115, 614
 Schedule Development process, 281
 statements of work, 694
 mitigation in Risk Response Planning
 process, 210, 564, 669–670
 models
 behavior, 347
 mathematical, 61–67, 565
 Quantitative Risk Analysis process,
 206, 663
 schedule, 294, 297
 scoring, 63–64, 576
 money as constraint, 112
 Monitor and Control Project Work
 process, 32, 385–386
 defined, 564
 inputs, 386, 541–542
 outputs, 386–387, 541–542
 tools and techniques, 386
 Monitoring and Controlling process
 group, 26, 565
 Monte Carlo Analysis
 defined, 565
 Quantitative Risk Analysis process,
 206
 Schedule Development process,
 289–290
 most likely estimates, 732–733

motivation
 leadership in, 346–348
 reward and recognition systems,
 342–343
 skills, 12–13
 Motivation-Hygiene Theory, 345
 motivational theories, 344
 Achievement theory, 346
 defined, 565
 Expectancy theory, 345–346
 Hygiene theory, 345
 needs hierarchy, 344–345

N

needs and demands in projects, 53–54
 needs hierarchy, 344–345
 negotiation
 Acquire Project Team process,
 762–763
 skills, 11–12
 net present value (NPV), 66–67, 565,
 600
 network analysis, schedule, 281–282
 network diagrams, 251–254, 708–709,
 708–709
 networking in Human Resource
 Planning process, 246
 nodes in precedence diagrams, 253
 Nominal Group Technique, 189, 566
 Norming stage in team development, 339
 notes for status review meetings, 400
 NPV (net present value), 66–67, 566,
 600

O

objectives
 defined, 566
 Develop Project Team process, 340
 project scope statements, 107–108

842 OBS (organizational breakdown structure) – outputs in processes

- OBS (organizational breakdown structure), 144, 244, 565, 699 699
- observation in Manage Project Team process, 395
- operational definitions, 160
- operations
 - defined, 565
 - vs. projects, 3
- opportunities from risk, 211–212
- optimistic estimates, 732–733
- optimization methods in project selection, 62, 68
- order of magnitude estimates, 743, 757
- ordinal scales, 198–201, 565
- org charts
 - functional organizations, 14, 14
 - Human Resource Planning process, 244, 703, 704
 - matrix organizations, 20–21, 20–21
 - projectized organizations, 17–18, 17
- organization in project scope statements, 114
- organizational breakdown structure (OBS), 144, 244, 565, 699 699
- organizational factors in Human Resource Planning process, 242
- organizational process assets
 - charters, 59
 - Contract Administration process, 393
 - Human Resource Planning process, 243, 703
 - updating, 478–479
- organizational risks, 185, 654
- organizational skills, 10
- organizational structures, 13
 - Acquire Project Team process, 762
 - functional organizations, 14–16, 14
 - matrix organizations, 19–22, 20–21
 - projectized organizations, 17–18, 17
 - workbook exercises, 586–588, 586–587
- organizational theory, 246
- outputs in processes, 28
 - Acquire Project Team, 335–336, 538–539
 - Activity Definition, 250–251, 533–534
 - Activity Duration Estimating, 279, 535
 - Activity Resource Estimating, 274–275, 534
 - Activity Sequencing, 255–256, 534
 - Close Project, 477–479, 549–550
 - Communications Planning, 529
 - Contract Administration, 392–393, 542
 - Contract Closure, 550
 - Cost Budgeting, 304–305, 304–305, 537
 - Cost Control, 435–436, 545–546
 - Cost Estimating, 300–302, 536–537
 - Create WBS, 528–529
 - Develop Preliminary Project Scope Statement, 526–527
 - Develop Project Charter, 526
 - Develop Project Management Plan, 527
 - Develop Project Team, 349, 539
 - Direct and Manage Project Execution, 330–333, 538, 760
 - Human Resource Planning, 246–248, 247, 533
 - Information Distribution, 356–357, 539
 - Integrated Change Control, 425–426, 544–545
 - Manage Project Team, 397, 543
 - Manage Stakeholders, 543–544
 - Monitor and Control Project Work, 386–387, 541–542
 - Perform Quality Assurance, 384–385, 540–541
 - Perform Quality Control, 466–468, 547–548
 - Performance Reporting, 400, 544
 - Plan Contracting, 239–241, 532–533
 - Plan Purchases and Acquisitions, 236–238, 532
 - Qualitative Risk Analysis, 530–531
 - Quality Planning, 159–160, 529–530, 636

Quantitative Risk Analysis, 207, 531
 Request Seller Responses, 374,
 539–540
 Risk Identification, 193–194, 530
 Risk Management Planning, 530
 Risk Monitoring and Control,
 442–443, 546–547
 Risk Response Planning, 212–214,
 531
 Schedule Control, 439–440, 546
 Schedule Development, 294–297,
 295–296, 535–536
 Scope Control, 470–471, 548–549
 Scope Definition, 528
 Scope Planning, 528
 Scope Verification, 548
 Select Sellers, 380–382, 540
 work breakdown structure, 144–145

P

parametric estimating
 Activity Duration Estimating process,
 277, 725
 costs, 746, 757
 defined, 566
 Pareto, Vilfredo, 461
 Pareto diagrams, 461–462, 462
 defined, 566
 workbook exercises, 814, 814, 821
 passive risk acceptance, 212
 payback periods, 64, 566, 599
 payment requests, 393
 payment systems, 391, 566
 PDM (precedence diagramming
 method), 253, 253
 defined, 567
 workbook exercises, 707, 722
 PDUs (professional development units),
 504
 peer reviews, 465
 penalty power, 348

perception differences, 512–513
 Perform Quality Assurance process, 36,
 382
 defined, 566
 inputs, 382–383, 540–541
 outputs, 384–385, 540–541
 tools and techniques, 383–384
 workbook exercises, 780–782, 788
 Perform Quality Control process, 36,
 458–459
 control charts, 460, 461
 defect repair review, 466
 defined, 566
 inputs, 459, 547–548
 inspection, 465
 outputs, 466–468, 547–548
 Pareto diagrams, 461–462, 462
 run charts, 462–463
 scatter diagrams, 463–464, 464
 statistical sampling, 464
 tools and techniques, 459–460
 workbook exercises, 812–816,
 813–815, 821
 performance appraisals, 396
 performance control
 contract administration. *See* Contract
 Administration process
 exam essentials, 405–406
 key terms, 406–407
 Kitchen Heaven project, 401–403
 Manage Project Team process,
 394–397
 Manage Stakeholders process,
 397–398, 783–786, 788–791
 measurements in. *See* Performance
 Reporting process
 Monitoring and Control Project Work
 process, 385–387
 Performance Reporting process,
 398–401
 quality assurance, 382–385
 review questions, 408–415
 summary, 404–405

- performance indexes, 431
- performance measurement analysis
 - techniques, 427–431, 430
 - workbook exercises, 800–807, 801–802, 805–806, 810–811
- performance measurement baselines, 420, 566
- Performance Reporting process, 37, 398
 - defined, 566
 - inputs, 398–399, 544
 - outputs, 400, 544
 - tools and techniques, 399–400
 - workbook exercises, 800–807, 801–802, 805–806, 810–811
- performance reports in Contract Administration process, 391, 798
- performance reviews
 - in Contract Administration process, 390
 - project, 433–434
- performance risks in risk management plans, 184, 653
- Performing stage in team development, 339
- personal integrity, 499
- personnel administration, 58
- PERT (Program Evaluation and Review Technique), 285
 - defined, 568
 - expected value in, 285–286
 - project duration in, 287–288
 - workbook exercises, 732–736, 733, 736, 756
- pessimistic estimates, 732–733
- phase exits, 24
- phases
 - project, 23–24, 817–818
 - WBS, 137
- physical needs in needs hierarchy, 344
- Plan Contracting process, 39, 238–239
 - defined, 566
 - inputs, 532–533
 - outputs, 239–241, 532–533
- Plan-Do-Check-Act cycle, 29–30
- Plan Purchases and Acquisitions process, 39, 230–231
 - contract type selection
 - categories, 233–236
 - workbook exercises, 687–690, 716
 - defined, 566–567
 - inputs, 231–233, 532
 - make or buy analysis, 233
 - outputs, 236–238, 532
- planned value (PV), 428–429
 - defined, 566
 - workbook exercises, 751, 758, 803–804
- planning controls
 - Plan Contracting process, 238–241
 - quality. *See* Quality Planning process
 - risk
 - identifying. *See* Risk Identification process
 - qualitative. *See* Qualitative Risk Analysis process
 - quantitative. *See* Quantitative Risk Analysis process
 - responding to. *See* Risk Response Planning process
 - Risk Management Planning process, 178–179
- Planning process group, 25–26, 566
- planning skills, 10
- PMI certification process, 504
- PMIS (project management information system), 69, 94, 760, 763
- PMOs (project management offices), 8
 - defined, 570
 - workbook exercises, 588–590
- PMP Code of Professional Conduct, 499, 503, 506
 - defined, 570
 - workbook exercises, 823
- policies, procurement, 232
- politics, 12
 - defined, 567

- Human Resource Planning process, 242
 - in leadership, 346
- portfolios, 7, 567
- position descriptions, 246
- positive risk strategies, 211
- potential risk responses, 193
- power, 12
 - defined, 567
 - forms of, 348
 - in leadership, 346
- preassignment to teams, 335, 567, 763
- precedence diagramming method (PDM), 253, 253
 - defined, 567
 - workbook exercises, 707, 722
- precedence relationships in Activity Sequencing process, 253
- predictable variance, 463
- preferential logic in Activity Sequencing process, 252
- preliminary scope statements, 74–76, 93, 567
- present value (PV), 66–67
- presentations in Information Distribution process, 356
- prevention
 - costs, 155, 639
 - in Crosby theory, 156
 - defined, 568
 - Direct and Manage Project Execution process, 328, 760
 - vs. inspection, 465
- preventive actions, 567
- priorities
 - project selection, 60–61
 - Qualitative Risk Analysis process, 202
 - Quantitative Risk Analysis process, 207
 - risk, 442
- probability
 - defined, 567
 - Quantitative Risk Analysis process, 204, 207
 - risk management plans, 185–186
 - risk probability analysis, 196–201
- probability and impact matrices, 185–186, 198–201
 - defined, 567–568
 - workbook exercises, 649
- problem-solving skills, 11
- process analysis in Perform Quality Assurance process, 384, 568
- process flow, 28–29, 28
- process groups, 24–25, 28
 - Closing, 26
 - Executing, 26
 - Initiating, 25
 - Monitoring and Controlling, 26
 - Planning, 25–26
- process improvement plans, 161
- process interactions, 29–30, 31
- process variances, 462–463
- procurement audits, 481–482, 568
- procurement documents in Plan Contracting process, 239, 568
- procurement management, 39, 236–237
- procurement management plans, 236–237
 - defined, 568
 - workbook exercises, 690–692, 716–718
- product analysis, 101, 568
- product descriptions, 57–58
- product scope process, 33, 568
- product verification, 480, 568
- professional actions, 501
- professional conduct, 504
- professional development units (PDUs), 504
- professional responsibilities, 498
 - diversity issues, 510–512
 - exam essentials, 516
 - integrity, 498–501
 - key terms, 516
 - Kitchen Heaven project, 513–514
 - knowledge, 503–507
 - review questions, 517–524

- stakeholder interests, 508–509
- summary, 515–516
- workbook exercises, 823–826
- Program Evaluation and Review Technique (PERT), 285
 - defined, 568
 - expected value in, 285–286
 - project duration in, 287–288
 - workbook exercises, 732–736, 733, 736, 756
- program management, 569
- programs, 7, 568
- progressive elaboration, 3, 569
- project calendars, 293–294, 569
- project champions, 71–72
- project charters. *See* charters
- project closeout. *See* closeout processes
- Project Communications Management, 37, 569
- Project Cost Management, 35, 569
- project duration, 287–288
- project focus in matrix organizations, 19
- Project Human Resource Management, 36–37, 569
- Project Integration Management, 32–33, 569
- project life cycles, 23–24, 569
- project management, 6–9
 - defined, 569
 - integrating, 32–33
 - knowledge requirements, 503–505. *See also* project management knowledge areas
 - risks, 185
- project management information system (PMIS), 69, 94, 760, 763
- project management knowledge areas, 31
 - communications management, 37
 - cost management, 35
 - defined, 570
 - human resource management, 36–37
 - integration, 32–33
 - procurement management, 39
 - quality management, 36
 - risk management, 38–39
 - scope management, 33–34
 - time management, 34–35
- project management offices (PMOs), 8
 - defined, 570
 - workbook exercises, 588–590
- project management plans, 92–93
 - defined, 570
 - documenting, 94–97
 - Human Resource Planning process, 244, 703
 - inputs, 93–94
 - workbook exercises, 613–615
- Project Management Professional Code of Professional Conduct, 499, 503, 506, 570
- project management software, 291–292
- project managers
 - for charters, 70–71
 - defined, 570
 - skills, 9–13
- project plans
 - defined, 570
 - execution. *See* Direct and Manage Project Execution process
 - Schedule Development process. *See* Schedule Development process
- project presentations, 356, 570
- Project Procurement Management, 39, 570
- Project Quality Management, 36, 570
- project records, 356, 571
- project reports, 356, 571
- Project Risk Management, 38–39, 571
- project scope, 571
- Project Scope Management, 33–34, 571
- project scope management plans
 - defined, 571
 - documenting, 100
 - requirements, 99
 - updating, 116

project scope statements. *See* scope statements

project selection methodologies
 applying, 68
 exam essentials, 82
 key terms, 83
 Kitchen Heaven project, 76–79
 mathematical models, 61–67
 prioritizing projects, 60–61
 review questions, 84–90
 summary, 81–82
 workbook exercises, 593–598

project sponsors
 for charters, 71
 defined, 571
 as stakeholders, 4

project statements of work, 571

Project Time Management, 34–35, 571–572

projectized organizations, 17–18, 17
 defined, 572
 workbook exercises, 586, 586

projects, 2–3
 boundaries, 111, 569
 characteristics, 5–6
 defined, 569
 exam essentials, 41–42
 in functional organizations, 15–16
 key terms, 42–43
 life cycles, 23–24
 vs. operations, 3
 performance reviews, 433, 571
 review questions, 44–50
 schedules. *See* schedules
 stakeholders in, 3–4, 5
 summary, 41
 workbook exercises, 586–592, 586–587

published data in Activity Resource
 Estimating process, 274

publishing project scope statements, 116

punishment power, 348

purchases and acquisitions. *See* Plan Purchases and Acquisitions process

PV (planned value), 428–429
 defined, 566
 workbook exercises, 751, 758, 803–804

PV (present value), 66–67

Q

qualified seller lists, 373

Qualitative Risk Analysis process, 38, 194
 defined, 572
 inputs, 195, 530–531
 outputs, 530–531
 risk probability analysis, 196–201
 risk ranking, 202
 workbook exercises, 657–661, 678–680

quality
 in impact analysis, 197
 in risk management plans, 184
 in risk probability analysis, 201

quality assurance. *See* Perform Quality Assurance process

quality audits, 383–384
 defined, 572
 workbook exercises, 781–782

quality constraints, 112

quality control. *See* Perform Quality Control process

quality management, 36

quality management plans, 159

Quality Planning process, 36, 152
 baselines, 162
 benchmarking, 154
 benefit/cost analysis, 154
 checklists, 160
 cost of quality
 overview, 155–158
 workbook exercises, 639–640
 design of experiments, 154
 inputs, 152–153, 529–530

- metrics, 160
 - outputs, 159–160, 529–530
 - process improvement plans, 161
 - tools
 - overview, 158–159
 - workbook exercises, 637–638
 - workbook exercises, 635–637, 645–646
 - quality policies, 153
 - Quantitative Risk Analysis process, 38, 202–203
 - decision tree analysis, 205–206, 206
 - defined, 572
 - expected value in, 205
 - expert judgment in, 204
 - inputs, 531
 - interviews, 203–204
 - modeling simulation, 206
 - outputs, 207, 531
 - probability distributions, 204
 - sensitivity analysis, 204–205, 205
 - workbook exercises, 661–669, 664, 681–682
 - quotations in Plan Contracting, 239
-
- R**
- R.E.P. (Registered Education Provider), 504
 - RACI charts, 245, 572
 - RAMs (responsibility assignment matrices), 245
 - defined, 574
 - workbook exercises, 699–702, 699–700, 721
 - random variance, 463
 - ranges, cost estimate, 743–745, 757
 - ranking risk, 202
 - rating systems, 377–378
 - RBS (resource breakdown structure), 144, 244, 573
 - RBS (risk breakdown structure), 144, 183, 184, 573
 - realism in SMART rule, 107
 - recaps in listening, 353
 - receivers in information exchange, 351
 - recognition and rewards, 248, 572, 705
 - records in Information Distribution process, 356
 - records management systems in Contract Administration process, 391, 572
 - referent power, 348
 - register, risk
 - contents, 193–194
 - defined, 574–575
 - rankings, 202
 - updating, 213
 - Registered Education Provider (R.E.P.), 504
 - regulations, 152–153, 506, 779
 - releasing team members
 - criteria, 248, 704
 - planning, 483
 - repairs in Direct and Manage Project Execution process, 329
 - reports
 - Contract Administration process, 391
 - Information Distribution process, 356
 - performance. *See* Performance Reporting process
 - risk management plans, 183, 649–650
 - truthful, 505
 - Request Seller Responses process, 39, 372
 - defined, 572
 - inputs, 372–373, 539–540
 - outputs, 374, 539–540
 - tools and techniques, 373
 - requested changes
 - Contract Administration process, 392–393
 - Direct and Manage Project Execution process, 329, 331, 760
 - Plan Purchases and Acquisitions process, 238
 - requests for information (RFIs), 239

- requests for proposal (RFPs), 239
- requests for quotation (RFQs), 239
- requirement stage in contracts, 381
- requirements
 - change, 423–424
 - Communications Planning process, 147–150, 148
 - defined, 572–573
 - in scope statements, 109–111
- requisition stage in contracts, 381
- reserve time, 278, 573, 725
- residual risks, 213, 573
- resolving conflicts
 - Manage Project Team process, 396
 - techniques, 353–354
 - workbook exercises, 766–770, 774–775
- resource-based methods, 290
- resource breakdown structure (RBS), 144, 244, 573
- resource calendars, 275, 293–294, 573, 614
- resource leveling, 290–291, 573
- resource planning, 230
 - activities. *See* Activity Definition process; Activity Sequencing process
 - exam essentials, 260
 - human resources. *See* Human Resource Planning process
 - key terms, 261–262
 - Kitchen Heaven project, 256–257
 - purchases and acquisitions. *See* Plan Purchases and Acquisitions process
 - review questions, 263–268
 - summary, 259
 - workbook exercises
 - Activity Resource Estimating process, 710–715, 711, 713, 722–723
 - activity sequencing, 706–710, 707–709, 722
 - contract statement of work, 693–696, 718–720
 - contract types, 687–690, 716
 - procurement management plan, 690–692, 716–718
 - responsibility assignment matrix, 699–702, 699–700, 721
 - staffing management plans, 702–705, 704, 721
 - vendor selection, 696–698, 720–721
- resource pool descriptions, 711–712, 723–724
- resource rates, 300
- resources
 - activity. *See* Activity Resource Estimating process
 - defined, 573
 - in functional organizations, 16
- responsibilities
 - Human Resource Planning process, 246–247
 - risk management plans, 183
- responsibility assignment matrices (RAMs), 245
 - defined, 574
 - workbook exercises, 699–702, 699–700, 721
- retail store case study. *See* Kitchen Heaven project case study
- reverse resource allocation scheduling, 291, 573
- review questions
 - change control, 450–455
 - Develop Project Team process, 363–369
 - performance control, 408–415
 - professional responsibilities, 517–524
 - project scope statements, 124–131
 - project selection and charters, 84–90
 - projects, 44–50
 - quality control and closeouts, 490–496

850 reviews – Risk Response Planning process

- resource planning, 263–268
- risk planning, 221–227
- Schedule Development and Cost
 - Budgeting processes, 317–324
- reviews
 - Perform Quality Control process, 465
 - project performance, 433
- revisions
 - defined, 573
 - Schedule Control process, 439
- reward and recognition systems, 342–343, 765, 774
- rework, 140, 466, 573
- RFIs (requests for information), 239
- RFPs (requests for proposal), 239
- RFQs (requests for quotation), 239
- risk analysis
 - categories, 183–185, 194, 201
 - defined, 573
 - workbook exercises, 648–649
 - qualitative. *See* Qualitative Risk Analysis process
 - quantitative. *See* Quantitative Risk Analysis process
- risk avoidance, 209, 669
- risk breakdown structure (RBS), 144, 183, 184, 573
- risk events, 178
- Risk Identification process, 38, 186–187
 - assumptions analysis, 190
 - checklists, 190
 - data quality assessment, 201
 - defined, 574
 - diagrams, 190–191, 191–193
 - information gathering, 188–189
 - inputs, 187–188, 530
 - outputs, 193–194, 530
 - urgency assessment, 201
 - workbook exercises, 653–657, 677–678
- risk management, 38–39
- Risk Management Planning process, 38, 178–179
 - defined, 574
 - inputs, 179–180, 530
 - need for, 181
 - outputs, 530
 - tools and techniques, 180–181
- risk management plans, 182–183
 - categories, 183–184
 - defined, 574
 - risk probability analysis, 185–186
 - workbook exercises, 647–652, 676–677
- Risk Monitoring and Control process, 38, 440
 - defined, 574
 - inputs, 441, 546–547
 - outputs, 442–443, 546–547
 - tools and techniques for, 441–442
- risk priorities, 442
- risk probability analysis, 196
 - data quality assessment, 201
 - impact in, 196–197
 - probability and impact matrices, 198–201, 658
 - workbook exercises, 649, 657–658, 666–669, 681–682
- risk rating matrices, 658–659, 678–680
- risk register
 - contents, 193–194, 673–675
 - defined, 574
 - project management plans, 614
 - rankings, 202
 - updating, 213, 667–669
- Risk Response Planning process, 38, 208
 - acceptance, 211–212, 670
 - avoidance, 209
 - contingency planning, 212
 - defined, 574
 - exam essentials, 218–219
 - inputs, 531
 - key terms, 219–220
 - mitigation, 210
 - outputs, 212–214, 531
 - positive risk, 211
 - review questions, 221–227
 - summary, 218

transfer, 209–210
 workbook exercises, 669–675,
 682–686

risk tolerance, 58, 180, 574

role-responsibility-authority forms, 246

roles

- Contract Administration process, 778
- in risk management plans, 183, 648,
 650–651
- staffing management plans, 703–704
- stakeholder, 104
- statements of work, 694, 719

rolling wave planning, 141

root risk causes, 189, 194

run charts, 462–463

- defined, 574
- workbook exercises, 815, 815, 821

S

safety and security needs

- in hierarchy of needs, 344
- policies for, 248, 705

sample variance, 460, 461

sampling, 464

scales of probability, 196–198

scatter diagrams, 463–464, 464

- defined, 574
- workbook exercises, 815, 815, 821

schedule activities, 249

schedule baselines, 279, 297, 574

schedule constraints, 112–113

Schedule Control process, 34, 437

- defined, 575
- inputs, 437, 546
- outputs, 439–440, 546
- tools and techniques, 437–439
- variances
 - analyzing, 438–439
 - workbook exercises, 803–804
- workbook exercises, 797–800,
 809–810

Schedule Development process, 34,
 279–280

- calendars, 293–294
- critical chain method, 291
- critical path method, 282–284, 285
- defined, 575
- duration compression, 289
- exam essentials, 314–315
- inputs, 280–281, 535–536
- key terms, 315–316
- Kitchen Heaven project, 307–312,
 309, 311
- lags and leads, 294
- outputs, 294–297, 295–296, 535–536
- PERT in, 285–288
- project management software, 291–292
- resource leveling, 290–291
- review questions, 317–324
- schedule network analysis, 281–282
- summary, 313–314
- what-if analysis, 289–290

schedule network analysis, 281–282, 575

schedule network templates, 254

schedule performance index (SPI), 431,
 575, 804

schedule risks simulation, 206

schedule updates, 575

schedule variance (SV), 430–431, 575,
 803–804

scheduled milestones, 115

schedules

- activity resources. *See* Activity
 Resource Estimating process
- change control systems, 575
- compression, 575
- Schedule Control process. *See*
 Schedule Control process
- Schedule Development process. *See*
 Schedule Development process

scope

- baselines, 145–146
- defined, 575
- in statements of work, 57

852 Scope Control process – sequencing work

- Scope Control process, 33, 469
 - defined, 575
 - inputs, 469–470, 548–549
 - outputs, 470–471, 548–549
 - tools and techniques, 470
- scope creep, 209
- Scope Definition process, 33, 100–101
 - alternatives identification, 102
 - defined, 575
 - input and output summary, 528
 - product analysis, 101
 - stakeholders, 102–105
- scope management, 33–34
- scope management plans
 - defined, 572
 - documenting, 100
 - requirements, 99
 - updating, 116
- Scope Planning process, 33, 98
 - defined, 575
 - documenting, 100
 - inputs, 98–99, 528
 - outputs, 528
 - tools and techniques, 99–100
- scope statements, 105–106
 - acceptance criteria, 111
 - approval requirements, 116
 - approving and publishing, 116
 - assumptions, 113–114
 - boundaries, 111
 - components, 106–107
 - configuration requirements, 115
 - constraints, 111–113
 - cost estimates, 115
 - defined, 572
 - deliverables, 108
 - descriptions, 108
 - exam essentials, 122
 - fund limitations, 115
 - initial defined risks, 115
 - initial project organization, 114
 - key terms, 123
 - Kitchen Heaven project, 117–120
 - objectives, 107–108
 - preliminary, 74–76, 93
 - requirements, 109–111
 - review questions, 124–131, 169–175
 - scheduled milestones, 115
 - specifications, 115
 - summary, 121–122
 - updating, 116
 - workbook exercises, 613–628
- Scope Verification process, 33, 468–469
 - defined, 576
 - input and output summary, 548
- scoring models, 63–64, 576
- screening systems in vendor selection, 377, 576
- secondary risks, 213, 576
- security
 - Contract Administration process, 779
 - statement of work, 694, 719
- Select Sellers process, 39, 374–375
 - contract negotiation, 377
 - defined, 576
 - evaluation criteria, 375–376
 - evaluation techniques, 378–379
 - expert judgment in, 378
 - independent estimates, 377
 - inputs, 540
 - outputs, 380–382, 540
 - rating systems, 377–378, 577
 - screening systems, 377
 - weighting systems, 376
 - workbook exercises, 696–698, 720–721
- self-actualization, 344
- self-esteem needs, 344
- seller invoices, 389, 576
- seller performance evaluation, 393
- senders in information exchange, 351
- sensitivity analysis, 204–205, 205
 - defined, 576
 - workbook exercises, 662
- sequencing work. *See* Activity Sequencing process

- SF (start-to-finish) relationships, 253
- share risk strategy, 211
 - defined, 576
 - workbook exercises, 670
- Shewhart, Walter, 29, 157
- should cost estimates, 377, 576
- sign-off for charters, 73–74
- simulation
 - Quantitative Risk Analysis process, 206
 - Schedule Development process, 289–290
- Six Sigma management approach, 157
- skills
 - communication. *See* communication skills
 - project managers, 9–13
- slack time, 282, 576
- SMART rule, 107
- smoothing in conflict resolution, 353, 576, 768
- social needs
 - in needs hierarchy, 344
 - projects from, 54
- soft logic in Activity Sequencing process, 252
- solicitation stage in contracts, 381
- SOWs (statements of work)
 - Contract Administration process, 778
 - defined, 557
 - elements, 57–58, 237–238, 241
 - workbook exercises, 693–696, 718–720
- special cause variances, 462–463
- specifications, 115
- specificity in SMART rule, 107
- SPI (schedule performance index), 431, 575
- sponsors, 804
 - for charters, 71
 - as stakeholders, 4
- SS (start-to-start) relationships, 253
- staff acquisition, 247
- staff requirement plans, 336
- staffing levels in process groups, 27
- staffing management plans
 - elements, 247–248
 - workbook exercises, 702–705, 704, 721
- stakeholders, 3–4, 5, 508
 - for charters, 70–72
 - communicating with, 104–105, 631–635, 642–645
 - competing needs of, 508
 - conflicts of interest, 501
 - constraints with, 509
 - defined, 576
 - identifying, 103–104
 - issues and problems, 508–509
 - managing, 397–398
 - in process groups, 27
 - in risk management plans, 183, 649
 - risk tolerance, 58, 649
 - roles, 104
 - Scope Definition process, 102–105
 - workbook exercises, 783–786
- standard deviation in project duration, 287–288, 734
- standards
 - enterprise environment, 58
 - Quality Planning process, 152–153
 - Scope Planning process, 100
- start-to-finish (SF) relationships, 253
- start-to-start (SS) relationships, 253
- starvation ending type, 473, 576
- statements of work (SOWs)
 - Contract Administration process, 778
 - defined, 557
 - elements, 57–58, 237–238, 241
 - workbook exercises, 693–696, 718–720
- statistical sampling, 464, 577, 813, 813, 821
- status review meetings, 399–400, 577
- steering committees, 60, 577
- Storming stage in team development, 339

Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, 190
 strong matrix organization, 19–21, 20
 subprojects, 137
 successor activities, 254, 577, 708
 summary tasks, 629
 SV (schedule variance), 430–431, 575, 803–804
 SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, 190

T

T&M (time and materials) contracts, 236
 defined, 577
 workbook exercises, 689
 TABs (technical assessment boards), 424
 tailoring, 577
 tangibles in SMART rule, 107
 team-building skills, 12–13, 577
 team members, releasing
 criteria, 248, 704
 planning, 483
 teams
 acquiring. *See* Acquire Project Team process
 developing. *See* Develop Project Team process
 Manage Project Team process, 394–397, 766–770
 technical assessment boards (TABs), 424
 technical factors in Human Resource Planning process, 242
 technical performance measurements, 442, 577
 technical review boards (TRBs), 424
 technical risks, 185, 653
 technical skills, 9
 technological advance as project need, 54
 technology
 Communications Planning process, 150
 constraints, 113
 templates
 Human Resource Planning process, 243
 schedule network, 254
 Scope Planning process, 100
 WBS, 140
 text-oriented formats, 246
 TF (total float) time, 282
 Theory X, 347, 577
 Theory Y, 347, 577
 360-degree reviews, 396, 552
 three-point estimates, 277, 577, 725
 time
 in impact analysis, 197
 in SMART rule, 107
 time and materials (T&M) contracts, 236
 defined, 577
 workbook exercises, 689
 time constraints, 112
 time frames in projects, 6
 time management, 34–35
 time-phased budgets, 303
 time reporting systems, 400
 time value of money, 64, 600
 timetables in staffing, 247
 timing
 in communications, 150
 in risk management plans, 183, 648
 tolerable results, 465, 578
 top-down estimating, 276–277
 tornado diagrams, 204, 205, 578
 total float (TF) time, 282, 578
 Total Quality Management (TQM), 157
 tracking in risk management plans, 183, 650
 training
 cultural issues, 512
 defined, 578
 Develop Project Team process, 338, 765, 774
 staff, 248, 705
 transfer risk strategy, 209–210
 defined, 578
 workbook exercises, 669

transmission in information exchange, 352
 TRBs (technical review boards), 424
 trend analysis, 434
 Quantitative Risk Analysis process, 207
 run charts for, 463
 triangular probability distributions, 204
 triggers in Risk Identification process, 194, 578
 truthfulness, 499, 505
 Tuckman, Bruce, 339

U

uniqueness of projects, 3, 5
 updating
 organizational process assets, 478–479
 project scope statements, 116
 risk categories, 194
 urgency assessment, risk, 201

V

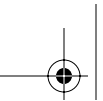
VAC (variance at completion), 434, 578
 validated defect repairs, 329
 value engineering, 35
 variables in scatter diagrams, 464
 variance at completion (VAC), 434, 578
 variances
 Perform Quality Control process, 460, 461
 Performance reporting process, 430–431
 Schedule Control process
 analyzing, 438–439
 workbook exercises, 803–804
 vendor-bid analysis, 300
 vendors
 gifts from, 500–501
 selection. *See* Select Sellers process

verbal communication, 352
 verification
 in configuration management, 421
 in deliverable decomposition, 136
 product, 480
 Scope Verification process, 468–469
 virtual teams, 335, 578, 763

W

WBS. *See* work breakdown structure (WBS)
 weak matrix organization, 20–21, 20
 weighting systems
 defined, 578
 PERT, 285, 733–734
 project selection, 63–64
 vendor selection, 376
 what-if analysis, 289–290
 withdrawal in conflict resolution, 354, 579, 768
 work authorization systems, 58, 330, 579
 work breakdown structure (WBS), 34
 creating, 134–135
 deliverables, 135–137
 dictionary, 145
 exam essentials, 166–167
 identifiers for, 141–142
 inputs, 135
 key terms, 167–168
 Kitchen Heaven project, 162–164, 163
 levels, 138–141, 139–140
 outputs, 144–145
 review questions, 169–175
 scope baselines, 145–146
 summary, 165–166
 templates, 140
 work packages, 142
 workbook exercises, 629–631, 630, 641–642
 work packages, 142

- work performance information
 - Contract Administration process, 389
 - defined, 579
 - Direct and Manage Project Execution process, 332–333, 760
- workarounds, 443, 579
- workbook exercises
 - change control, 792–795, 808
 - charters
 - financial returns, 598–601, 606–610
 - project initiation, 601–604, 611–612
 - project selection matrix, 593–598, 605–606
 - Close Project process, 816–822
 - Contract Administration process, 777–780, 787–788
 - Cost Control process, 795–797, 808–809
 - coverage, 582–584
 - guidelines, 584
 - Manage Stakeholders process, 783–786, 788–791
 - Perform Quality Assurance process, 780–782, 788
 - Perform Quality Control process, 812–816, 813–815, 821
 - Performance Reporting process, 800–807, 801–802, 805–806, 810–811
 - professional responsibilities, 823–826
 - projects
 - organizational structure, 586–588, 586–587
 - project management office, 588–592
 - Quality Planning Process
 - costs, 639–640, 640, 646
 - overview, 635–637, 645
 - tools, 637–638, 645–646
 - resource planning
 - Activity Resource Estimating process, 710–715, 711, 713, 722–723
 - activity sequencing, 706–710, 707–709, 722
 - contract statement of work, 693–696, 718–720
 - contract types, 687–690, 716
 - procurement management plan, 690–692, 716–718
 - responsibility assignment matrix, 699–702, 699–700, 721
 - staffing management plans, 702–705, 704, 721
 - vendor selection, 696–698, 720–721
 - risk planning
 - Qualitative Risk Analysis process, 657–661, 678–680
 - Quantitative Risk Analysis process, 661–669, 664
 - Risk Identification process, 653–657, 677–678
 - risk management plans, 647–652, 676–677
 - Risk Response Planning process, 669–675
 - schedule and budget
 - Activity Duration Estimating process, 724–727, 726–727, 754–755
 - baselines, 748–753, 749–750, 752–753, 758
 - cost estimate ranges, 743–745, 757
 - cost estimates, 745–748, 747, 757–758
 - critical path, 728–732, 728, 731, 755
 - duration compression, 736–740, 737, 739–740, 756
 - Gantt charts, 740–743, 741–742, 756–757
 - PERT, 732–736, 733, 736, 756
 - Schedule Control process, 797–800, 809–810
 - scope statements
 - creating, 620–623, 626–628



project management plans,
613–615, 624
scope change, 615–620, 624–626
stakeholder communication,
631–635, 642–645
teams
Acquiring Project Team process,
761–764, 773
communication and conflict
resolution, 766–770,
774–775
Develop Project Team process,
764–766, 774

Direct and Manage Project
Execution process, 759–761,
773
information distribution methods,
770–772, 775–776
work breakdown structure, 629–631,
630, 641–642
written communications, 352

Z

zero defects theory, 156
zero-sum awards, 342

