Contents at a Glance

Introduction

Assessment Test

Chapter 1 What Is a Project? 1
Chapter 2 Initiating the Project 35
Chapter 3 Creating a Project Charter 73
Chapter 4 Creating the Scope Statement and WBS 103
Chapter 5 Resource Planning and Estimating 139
Chapter 6 Establishing Project Planning Controls 175
Chapter 7 Creating the Project Plan 229
Chapter 8 Developing the Project Team 267
Chapter 9 Measuring and Controlling Project Performance 307
Chapter 10 Controlling Change 343
Chapter 11 Closing Out the Project 381
Chapter 12 Professional Responsibility 405
Appendix A Process Inputs and Outputs 433
Glossary 451
Index 477
# Contents

*Introduction* xvi  
*Assessment Test* xxiii

## Chapter 1  What Is a Project?  
1

- Is It a Project?  
  - Projects versus Operations  
  - Stakeholders  
  - Project Characteristics  
- What Is Project Management?  
  - Project Constraints  
  - Project Assumptions  
  - Programs  
- Defining Skills Every Good Project Manager Needs  
  - Communication Skills  
  - Organizational Skills  
  - Budgeting Skills  
  - Problem-Solving Skills  
  - Negotiation and Influencing Skills  
  - Leadership Skills  
  - Team-Building and Human Resources Skills  
- Understanding Organizational Structures  
  - Functional Organizations  
  - Projectized Organizations  
  - Matrix Organizations  
- Understanding Project Life Cycles and Project Management Processes  
  - Project Life Cycles and Phases  
  - Project Management Processes  
- Establishing the Project Management Office  
- Summary  
- Exam Essentials  
- Key Terms  
- Review Questions  
- Answers to Review Questions  

## Chapter 2  Initiating the Project  35

- The Project Management Knowledge Areas  
  - Project Integration Management  
  - Project Scope Management

*Summary:* xxvii  
*Test:* xxviii  
*Exams:* xxix  
*Appendices:* xxxi  
*Index:* xxxii
Contents

Project Time Management 39
Project Cost Management 40
Project Quality Management 41
Project Human Resource Management 42
Project Communications Management 42
Project Risk Management 43
Project Procurement Management 44
Defining the Project Initiation Process 45
Needs and Demands 46
Project Initiation Process 47
Developing a Project Overview 48
Determining the Project Goals 50
Project Goals 50
Project Requirements 51
Project Deliverables 51
Stakeholders 52
The Project Overview Document 54
Feasibility Studies 54
Identifying the Project Constraints 55
Types of Constraints 56
Managing Constraints 57
Documenting Your Assumptions 58
The Kitchen Heaven Project Case Study 59
Summary 62
Exam Essentials 63
Key Terms 64
Review Questions 65
Answers to Review Questions 71

Chapter 3 Creating a Project Charter 73
Using Project Selection Methodologies 74
Selecting and Prioritizing Projects 74
Project Selection Methods 76
Applying Project Selection Methods 82
Expert Judgment 83
Identifying the Project’s Initial Requirements 84
Defining Resource Requirements 84
Determining the Initial Budget 86
Formalizing and Publishing the Project Charter 87
Pulling the Project Charter Together 87
Project Charter Sign-Off 90
Summary 92
Exam Essentials 93
Chapter 4 Creating the Scope Statement and WBS 103

Scoping Out the Project 104
    Scope Planning Inputs 105
    Scope Planning Tools and Techniques 105
    Why Do You Need a Scope Statement? 106
    Scope Statement Components 107
    Other Considerations 110
    Supporting Detail 111
Publishing the Scope Management Plan 113
    The Scope Management Change Process 113
    Documenting Change Requests 114
Formulating the Scope Definition 115
Creating the Work Breakdown Structure 115
    Decomposing the Deliverables 116
    Constructing the WBS 118
    Defining Work Packages 122
    Scope Statement Updates 124
The Communications Planning Process 124
    Communication Planning Inputs 124
    Communications Management Plan 125
Summary 128
Exam Essentials 129
Key Terms 130
Review Questions 131
Answers to Review Questions 136

Chapter 5 Resource Planning and Estimating 139

Resource Planning 140
    Resource Planning Inputs 141
    Documenting Resource Requirements 142
Developing an Organizational Plan 142
    Project Interfaces 143
    Constraints 143
    Organizational Planning Tools and Techniques 145
    Assigning Resources 145
Acquiring Staff 148
    Staffing Pool Description 148
    Negotiating for Team Members 149
    Assigning Project Staff 150
Contents

Time Estimating Techniques 150
Understanding the Activity Definition Process 151
Understanding the Activity Sequencing Process 152
Estimating Activity Durations 156
Cost Estimating Techniques 160
Accuracy in Cost Estimating 160
Cost Estimating Inputs 161
Cost Estimating Tools 161
Documenting the Cost Estimates 163
Summary 165
Exam Essentials 166
Key Terms 167
Review Questions 168
Answers to Review Questions 173

Chapter 6 Establishing Project Planning Controls 175
Identifying Quality Standards 176
Quality Inputs 177
Quality Planning Tools 178
Quality Planning Outputs 182
Risk Planning 184
Risk Management Planning 185
Risk Management Plan 186
Identifying Potential Risk 187
Risk Identification Inputs 188
Tools and Techniques Used to Identify Risk 189
Risk Identification Outputs 191
Qualitative Risk Analysis 192
Qualitative Inputs 192
Risk Probability Analysis 193
Risk Ranking 199
Quantifying Risk 200
Interviewing 201
Sensitivity Analysis 202
Decision Tree Analysis 202
Simulation 203
Quantitative Risk Analysis Outputs 203
Risk Response Planning 204
Avoidance 205
Transference 206
Mitigation 206
Acceptance 207
Contingency Planning 207
Risk Response Planning Outputs 208
Chapter 7 Creating the Project Plan

Developing the Project Schedule
  Schedule Development Inputs
  Understanding the Tools and Techniques of Schedule Development
  Producing the Schedule Development Outputs
  Establishing the Cost Budget Baseline
  Developing the Project Plan
  Tools and Techniques
  Project Plan Development Outputs

Summary
Exam Essentials
Key Terms
Review Questions
Answers to Review Questions

Chapter 8 Developing the Project Team

Executing the Project Plan
  Executing Inputs
  Meetings and More
  Resulting Outputs

Developing the Project Team
  Team-Building Activities
  Collocation
  Training
  Motivating the Team with Rewards and Recognition
  Defining Team Development Outputs

Distributing Project Information
  Developing Great Communication Skills
  Information Retrieval Systems
Contents  xiii

Information Distribution Methods  293
Outputs of Information Distribution  294
Summary  297
Exam Essentials  298
Key Terms  298
Review Questions  299
Answers to Review Questions  304

Chapter  9  Measuring and Controlling Project Performance  307

The Solicitation Process  308
Selecting a Vendor  309
  Evaluation Criteria  310
  Tools and Techniques of Source Selection  311
  Contract Award  314
Administering the Contract  316
  Contracting Inputs  316
  Administering Contracts with Tools and Techniques  318
  Managing Contract Outputs  319
Laying Out Quality Assurance Procedures  320
  Inputs to Quality Assurance  321
  Quality Tools and Quality Audits  322
  Quality Improvements  323
Managing Project Progress  323
Establishing Performance Measurements  324
  Performance Reporting Tools and Techniques  324
  Performance Reporting Outputs  330
Summary  333
Exam Essentials  334
Key Terms  335
Review Questions  336
Answers to Review Questions  341

Chapter  10  Controlling Change  343

Managing Integrated Change Control  344
  How Change Occurs  345
  Change Control Concerns  346
  Integrated Change Control Tools and Techniques  347
  Integrated Change Control Results  349
Controlling Scope Changes  351
  Scope Change Control Inputs  352
  Scope Change Control  352
  Scope Changes  352
## Contents

Controlling Schedule Changes 353  
  Schedule Variances 354  
  Schedule Control Outputs 355  
Managing Cost Changes 355  
  Revising Costs 356  
Utilizing Quality Control Techniques 358  
  Inspection 359  
  Control Charts 361  
  Process Variances 362  
  Pareto Diagrams 363  
  Scatter Diagrams 364  
  Statistical Sampling 365  
  Flowcharting 365  
  Trend Analysis 366  
  Quality Control Outputs 366  
Organizing Risk Response 366  
  Risk Monitoring and Control Tools and Techniques 367  
  Risk Monitoring and Control Outputs 368  
Summary 370  
Exam Essentials 371  
Key Terms 372  
Review Questions 373  
Answers to Review Questions 378

### Chapter 11  
**Closing Out the Project** 381  
Formulating Project Closeout 382  
  Characteristics of Closing 383  
  Project Endings 383  
Contract Closeout 386  
  Contract Closeout Inputs and Tools 387  
  Contract Acceptance 387  
Administrative Closure 388  
  Administrative Closure Inputs 389  
  Administrative Closure Tools and Techniques 390  
  Administrative Closure Outputs 391  
Releasing Project Team Members 393  
  Celebrate! 393  
Summary 396  
Exam Essentials 397  
Key Terms 397  
Review Questions 398  
Answers to Review Questions 403
Chapter 12 Professional Responsibility 405

Ensuring Integrity 406
  Personal Integrity 407
  Conflict of Interest 407
  Acting Professionally 409
Applying Professional Knowledge 411
  Project Management Knowledge 411
  Truthful Reporting 413
  Complying with Laws and Regulations 414
  Respecting Confidential Information 414
Balancing Stakeholders' Interests 416
  Competing Needs 416
  Dealing with Issues and Problems 416
Respecting Differences in Diverse Cultures 418
  Global Competition 419
  Culture Shock 419
  Respecting Your Neighbors 419
  Training 420
  Perceiving Experiences 420
Summary 422
Exam Essentials 423
Key Terms 423
Review Questions 424
Answers to Review Questions 430

Appendix A Process Inputs and Outputs 433

Initiation Processes 434
Planning Processes 434
Executing Processes 444
Controlling Processes 446
Closing Processes 450

Glossary 451

Index 477