CONTENTS

The Wiley Guide to Project Organization & Project Management Competencies:
Preface and Introduction vii

1 An Overview of Behavioral Issues in Project Management 1
   Dennis P. Slevin and Jeffrey K. Pinto

2 Project Management Structures 20
   Erik Larson

3 Contemporary Views on Shaping, Developing, and Managing Teams 39
   Connie L. Delisle

4 Leadership of Project Teams 70
   Peg Thoms and John J. Kerwin

5 Power, Influence, and Negotiation in Project Management 89
   John M. Magenau and Jeffrey K. Pinto

6 Managing Human Resources in the Project-Oriented Company 117
   Martina Huemann, Rodney Turner, and Anne Keegan

7 Competencies: Organizational and Personal 143
   Andrew Gale
8 Projects: Learning at the Edge of Organization 168
Christophe N. Bredillet

9 The Validity of Knowledge in Project Management and the Challenge of Learning and Competency Development 193
Peter W. G. Morris

10 Global Body of Project Management Knowledge and Standards 206
Lynn Crawford

11 Lessons Learned: Project Evaluation 253
J. Davidson Frame

12 Developing Project Management Capability: Benchmarking, Maturity, Modeling, Gap Analyses, and ROI Studies 270
C. William Ibbs, Justin M. Reginato, and Young Hoon Kwak

13 Project Management Maturity Models 290
Terry Cooke-Davies

14 Professional Associations and Global Initiatives 312
Lynn Crawford

INDEX 327