# INDEX

## A
Administrative closure, 121
Assigned functional resources, 191
Assigned resources, expectations, 190–191
Assigned worker, grade level (impact), 142
Authority issues, 60–61

## B
Balanced matrix, 185
Business knowledge, 17
Business-related risks, 205

## C
Capital equipment, presence, 179
Change, resistance, 40
Classical management, 134–135
Competitive bidding
activities, 151, 165
survival, 163, 169
Competitive culture, 221
Conflicts, 208–209
resolution, 61, 210–211
Contingency plans, development, 112–113
Cooperative culture, 221
Corporate profitability, 23
Counseling/facilitation, 104–105
Crisis management, 102–103
Culture
fragmentation, 221
isolation, 221
success, 220–221
Customer-funded scope, change, 49
Customers
briefing, 118–119
closeness, 52–53
relations, 39

## D
Deadline commitments, 164
reevaluation, 107
Deadline determination, 165
Decision making, tedium, 103

## E
Efficiency, improvement, 47
Enterprise project management (EPM)
methodology, 45, 207
creation/development, 53, 57, 63

## F
Failure reasons, 74–75
Financial controls, 39
Forecast reports, 215
Freeze dates, 203
Full-time assignment, contrast, 143
Functional employees, technical strengths, 73
Functional manager, 143
assignation decision, 143
conflict, 208–209
cost/time estimates, 71
forecaster, 182–183
issues, 160–161
performance, 159
problems, 155, 162–163
project objectives information, 95
resource limitation, 169
role, 136–137, 236–237
team development, 139
viewpoint, 186–187
Funding, obtaining, 96–97

## H
Higher-quality resources, change (reasons), 201
High-level sponsor briefings, discussion, 115

I
Improvement opportunities, 38–39
Integrated project teams (IPTs), concept, 55
Integration risks, 205

K
Kickoff meeting, 85

L
Long-range planning, problems, 37
Long-term projects, requirements, 71
Lower-quality resources, change (reasons), 201
Low-level reporting, 28

M
Manpower planning, 153
Matrix structure, type, 184–185
Money, impact, 17
Multiple boss reporting, 20
Multiproject planning, 198–199

N
Noncash awards, 225
Non-financial awards/recognition, 224–225
Non-monetary awards, 230–231
Non-project-driven companies, priorities, 193
Non-project-driven firms complexities, 24
contrasts, 22
difficulties, 25

O
Organizational efficiencies, 39
Organizational stability, 50
Organization priorities, handling, 192–193
Overtime, impact, 177

P
Part-time assignment, contrast, 143
Performance evaluation, 110–111
Performance targets, establishment, 94–95
Permissiveness, degree, 146–147
Planning
advocacy, 48
results, 8–9
Portfolio management techniques, usage, 113
Problem solving, 54
Productivity, forms, 35
Profitability, 46–47
Progress
monitoring, 108
reports, 215
unpredictability, 174–175
Project assignments, issues, 154–155
Project characteristics, 10
Project closure, project manager expectation, 5
Project completion, 120–121
Project constraints/limitations, 11
Project deliverables, problems, 137
Project details, customer interest, 119
Project documentation, 206–207
Project-driven companies, priorities, 193
Project-driven firms, contrasts, 22
Project estimates, 175
Project estimation, 216–217
Project implementation, 57
problems, 105
Project kickoff meeting, 84–85
Project management
attempt, 3, 13
benefits, 31, 44–45
goal, 13
illusion, 2
leadership limitation, 61
methodology, interface, 65
plan
data, 150–151
development, 93
processes, application, 56
productivity, relationship, 34
profession, perspective, 23
risk, 37
skills, 122–125
Project Management Body of Knowledge (PMBOK) guide, 5
Project Management Professional (PMP), 229

Project management usage
cost, 62
reasons, 30
refusal, 63
timing, 32–33

Project managers
authority, 99
budget control, 15
challenges/complexities, 70–71
communication, 212–213
conductor, role, 100–101
conflict, 208–209
domain areas, 5
employee assignation, 181
functional managers, interaction, 21, 188–189
knowledge limitation, 113
low-level manager reporting, 29
management reserve, 97
performance, 111
recruitment concerns, 148–149
reporting, pros/cons, 27
role, 236–237
selection/assignation, 80–81
selection criterion, 81
understanding, 7

Project monitoring/control, 4
Project necessities, 6
Project organization, 18

Project performance reports, 214–215

Project plan
changes, schedule, 172–173
execution, 98–99
sponsor briefings, discussion, 115

Project planning, 4
window, length (factors), 199

Project players/stakeholders, 19

Project policies/procedures
conflict, 156–157
establishment, 90–91

Project priorities, 37
establishment, rationalization, 167
requests, 166–167

Project progress, absence, 175
Project–related priorities, handling, 194–195

Project resources, 14–15
absence, 176–177
assignment, expectation, 190–191
availability, limitation, 170–171
breakdown, 178
change, 200–201
consumption, 11
limitation, 168–169
loss, 180–181
negotiation, 82–83
types, 16

Project scheduling, 216–217

Project scope changes, 48–49
impact, 202–203

Project-specific policies/procedures,
communication problems, 157

Project sponsor
briefing, 114–115
interface, 130–131
involvement
avoidance, 83
determination, 129
necessity, 128–129

safety net, 91

Project team
deadline focus, encouragement, 106–107
debriefing, 3, 121
design, factors, 87
meeting, purposes, 117
organization, 86–87
status review, 116–117

Project trade-offs, 173
Project workflow/plan, layout, 92–93
Promises, 222–223
Proprietary knowledge, securing, 234–235
Public recognition, 228–229, 231–232

Q
Quality, increase/improvement, 58–59

R
Recognition, impact, 227
Recruitment policy, 144–145
References, requests, 158–159
Reporting levels, 26
Resistance, reasons, 41
Responsibility assignment matrix (RAM), 88–89, 151
Restructuring, necessity, 36
Risk management, 204–205
  principles, 107

**S**
Self-serving decisions, 67
Solution providers, 64–65
Staffing
  pattern, time (contrast), 152–153
  questions, 138–139
Status reports, 215
Strong matrix, 185
Subject matter experts (SMEs), 85
Suboptimization risks, 66

**T**
Technical prima donna, interaction, 72
Three-legged stool, metaphor, 78–79
Threshold limits, establishment, 57
Triple constraint, 12, 107, 173

**W**
Wall-mounted plaques, usage,
  226–227
Wall of Fame, usage, 227
Weak matrix, 185
Work breakdown structure (WBS), 7, 99
Worker understanding/skills,
  140–141
Work flow, multidirectionality, 51
Working relationship, effectiveness,
  218–219
Workload balance,
  196–197
  functional manager ability, 197