

Table of contents

Foreword	11
----------	-----------

01		
Project Management in its bare essence		15
1.1	Project management in the greater scheme of things	17
1.2	What contributes to project success?	22
1.3	What about the methodologies?	24
1.4	Managing projects is managing the Triple Constraint	26
1.5	In conclusion	27
1.6	Self-assessment	28

02		
Project Scope		29
2.1	Requirements management	30
2.2	Scope statement	31
2.3	Being SMART is a good thing!	35
2.4	Scope creep	37
2.5	Project change management	38
2.6	From scope to work breakdown structure	39
2.7	Product breakdown structure	43
2.8	Practice makes perfect	46
2.9	Self-assessment	47
2.10	The case assignment	47

03		
Project Finance		49
3.1	The business case	50
3.2	Accounting basics	54
3.3	Project appraisal methods	60
3.4	Estimating and budgeting	67
3.5	Finance during the course of the project	71
3.6	Self-assessment	74
3.7	The case assignment – continued	74

04		
Project Time		75
4.1	From work breakdown structure to network diagram	76
4.2	Using the network diagram to determine the critical path	84
4.3	Gantt charts	90
4.4	Managing the schedule through the course of the project	92
4.5	Tooling	94
4.6	Some final practical advice on scheduling	96
4.7	Self-assessment	97
4.8	The case assignment – continued	98

05		
Project People		99
5.1	Human resource management concepts	100
5.2	The typical project organization	104
5.3	Dealing with teams	107
5.4	Stakeholders	114
5.5	Communications planning	118
5.6	Self-assessment	122
5.7	The case assignment – continued	122

06		
Methodologies		123
6.1	PRINCE2	124
6.2	PMBok	131
6.3	PRINCE2 and PMBoK compared	136
6.4	Agile	138
6.5	What methodology should you choose?	147
6.6	A few words on 'the others'	150
6.7	Self-assessment	153

Table of
contents

07		
The Final Chapter		155
7.1	Risk management in projects	156
7.2	Architecture and Quality in projects	164
7.3	Project management maturity	169
7.4	Self-assessment	175

The actual final closing remarks...	177
-------------------------------------	------------

Appendix A – A case assignment	179
--------------------------------	------------

About the author	187
------------------	------------

Bibliography	189
--------------	------------

Index	199
-------	------------