

Index

Note: **Boldface** numbers indicate illustrations and tables.

A

- 360 feedback programs, 592
- acceptance of a proposal, 81
- acceptance of project, 422–425, **424**
- acceptance testing, 397–398
- acronyms, 71
- actual cost of work performed (ACWP), 340
- advertising through social media, 496–497
- agenda
 - for kickoff meeting, 201–202, 205–208, **206, 209**, 210
 - for lessons-learned review and, 431–432, **431**
 - for meeting, 465–466
- Allied Signal, 53
- allocation of resources. *See* resources
- approach, project. *See* project approach
- approval of designs, 225–226
- approval of project proposal, 82–83
- approving expenditures, 351
- architecture design, 44, 220
- assumptions
 - in project charter and, 134
 - in project proposal document, 79
- automation, 387
- autoscheduled tasks, in Microsoft Project 2010, 262–263, **263**

B

- backing up your work, in Microsoft Project 2010, 247–248, **247**
- Backstage or File tab, in Microsoft Project 2010, 242
- baseline setting, 239–240, 294–298, **295, 296, 297, 298**
- belts, in Six Sigma, 53
- benchmarking, 399
- benefits, 122–124
 - as constraints in, 322–324, **323**
 - in project concept document, 62
 - project, 122–124
- beta testing, 46, 398
- Big Four social media sites, 497–501
- black box testing, 395–396, **396**
- blogs, 493, 517–518, 641
- body language, 453
- brainstorming, 63–68
 - finalizing concepts in, 67–68
 - focus groups in, 67–68
 - idea capture in 65–67
 - meetings for, 63–64
 - prioritizing ideas and concepts in, 66–67
 - rules for, 64–65
 - topics and categories for, 65–67
- breaks during meetings, 204–205

- brief. See project charter
- Buckingham, Marcus, 642
- budgets, budget management, 100, 108–109, 111, 145–151, 153, 340–354. See also estimation
- actual cost of work performed (ACWP) in, 340
 - approving expenditures in, 351
 - budgeted cost of work performed (BCWP) in, 340
 - budgeted cost of work scheduled (BCWS) in, 340
 - categories within, 147
 - contingency budgets and, 149, 353
 - cost performance index (CPI) in, 341
 - cost variance (CV) in, 341
 - crashing the project and, in case of overruns, 341
 - creation of, 146, 151
 - cuts to, 148–149
 - cutting costs and, 352–353
 - earned value analysis in, 340–341
 - earned value analysis in, using Microsoft Project 2010. See Microsoft Project 2010
 - failing projects, recognizing, 385–386
 - fast tracking and, 342
 - Gantt chart for tracking, 340
 - invoices in, 350
 - lag time in expenses, 350
 - milestones and, 150
 - motivation for, 149–150
 - net 30 and net 60 expenses in, 350
 - objectives of project and, 351
 - ordering materials and supplies, 351
 - organizational changes and, 354
 - overruns in, 341–342, 357
 - phase implementations and, 342
 - planning phase and, 147
 - poorly developed, 354
 - problems and troubleshooting in, 357–386.
See also problems and troubleshooting
 - project completion and, 413–414
 - reducing work to stay within, 353
 - requirement changes and, 354
 - schedule performance index (SPI) in, 341
 - schedule variance (SV) in, 341
 - scheduling and, 150
 - staying within a budget and, 350–354
 - surplus amounts in, 150–151
 - technology costs in, 353–354
 - tracking costs and, 147–148, 338–339
- budgeted cost of work performed (BCWP), 340
- budgeted cost of work scheduled (BCWS), 340
- bugs, 46
- build process, 185–186
- builds/releases, 339, 414
- bulletin board system (BBS), 498
- bullying or intimidating management style, 553–554
- burnout avoidance, 578–581
- business case, 118–119
- in project charter, 118–119
 - in project concept document, 62
- business management skills, 28–29
- business networking, 492, 640
- business requirements. See key business requirements
- business risk, 138
- C**
- calendar view, in Microsoft Project 2010 and, **253**
- calendar/work hours
- in Microsoft Project 2010, 276–279, **276–279**
 - scheduling and, 234–235, 250
- calendar tools, 30
- cancelled projects, closure for, 442–443
- Capability Maturity Model Integration (CMMI), 53–54, 158, 192
- career advancement, promotions, 598–600
- career development and personal growth, 577–600
- 360 feedback programs and, 592
 - burnout avoidance in, 578–581
 - career advancement, promotions, and, 598–600

- career plan creation for, 593–596, **594**
- new skills development in, 596–598
- ongoing growth and development in, 588–592
- personal development plan for, 589–590
- personal time management and, 581–588
- career plan, 593–596, **594**
- case study in project management, 629–634
- cc'ing emails, 456
- celebrating project closure, 446–448
- certification in project management, vii–viii, 14, 55–56
 - PMBOK® Guide* and, 55–56, 605
 - PRINCE2* and, 55–56
- Certified Associate in Project Management (CAPM) certification, 605
- change control process, 180, 181–185, **182**
- change control process document, 360
- change log, 364, **364**
- change management, 20, 99, 181–185, **182**, 306–368, 543–548
 - change control process document in, 360
 - change control processes in, 181–185, **182**
 - change requests (CR) and, 360, 361–366, **363**, 429
 - deferred changes in, 183–184
 - domino effect of change in, 317
 - emergency change requests (ECRs) in, 367–368, **367**
 - feature creep and, 320–322
 - growth of business and, 546–548
 - layoffs and, 545
 - logging changes in, 185, 364, **364**
 - organizational changes and, 354
 - project approach and, 180
 - project closure and, 429
 - reasons for change and, 545–546
 - requests for changes and, 184–185
 - requirement changes and, 354
 - resignations and, 545
 - resistance to change and, 185
 - scope of project and, 315–317
 - stress, anxiety, change and, 543–545
 - uncertainty and, 543–545
 - updating schedules and, 336–337
 - work orders in, 429
- change requests (CR), 360, 361–366, **363**, 429
- characteristics of projects. *See* project characteristics
- charter, project. *See* project charter
- clear box. *See* white box testing
- client acceptance agreement, 422–425, **424**
- client acceptance criteria, in project plan, 159, 179
- client management, 115, 308–314
 - communication and communication plan for, 310
 - contact information in, 311
 - emergencies and, 311–312
 - excuses for problems and, 312–313
 - kickoff meetings and, 313
 - meetings with, 310–311, 313
 - problems with, 310, 312–313
 - project charter, project plan, project approach in, 308
 - setting and managing expectations in, 308–314
 - unreasonable demands from client in, 314
- client processes, project approach and, 180, 188
- client sign-off. *See* sign-off
- client support, lack of, 358
- closure. *See* project closure
- coaching the team, 525, 527, 530–533
- code complete milestone, 401
- code review, 355
- Coffman, Curt, 642
- columns, work breakdown structure (WBS) in MS Project 2010, 256–260, **257**, **258**, **259**
- communication and communication management, 15–16, 25–26, 45–488, 636. *See also* meetings; presentations
 - body language and, 453
 - client management and, 310
 - communication plan in, 171–174
 - conflict management in, 560–570

- documentation in, 480–481
- email in, 454–457
- free voice and video call resources for, 640
- instant messaging (IM) in, 457–460, 639–640
- leadership styles and, 570–576, **571–576**
- meetings and. *See* meetings
- notification hierarchy for, 194, **194**
- open style of, 481–484
- political correctness in the workplace and, 484–488
- poor communication and, reasons for, 483–484
- positive vs. negative phrasing in verbal communication, 452–454
- presentations and. *See* presentations
- privacy and security in, 507–512
- progress tracking and, 339
- project status reports and, 334–336, **333**
- public speaking, 478
- rules for, 174
- scheduling of deadlines and, 373–374
- social media in. *See* social media, 489
- styles of communication in, 570–576, **571–576**
- tone of voice in, 453–454
- verbal communication in, 451–454
- web conferencing resources for
- written communication in, 454–460
- communication plan, 171–174
 - client management and, 310
 - formal schedule for, 172, **173**
 - informal, 173, **173**
 - project plan and, 159
 - rules for, 174
 - steering committee and stakeholders included in, 172, **172**
- concept approval, 70
- conferencing, remote, 30
- configuration management (CM), 187
- conflict management, 20, 560–570
- constraints, 80, 322–324, **323**
 - benefits as, 322–324, **323**
 - cost as, 322–324, **323**
 - project charter and, 135
 - project development and, 322–324, **323**
 - quality as, 322–324, **323**
 - resources as, 322–324, **323**
 - risk as, 322–324, **323**
 - scope as, 322–324, **323**
 - time as, 322–324, **323**
- consultants, 103
- contact information, in client management, 311
- contingency budgets, 149, 353
- contract labor/personnel, 101–102
- contracts, 101, 153
 - project definition and, 111
- corporate climate, 78
- cost estimation, 68
- cost performance index (CPI), 341
- cost variance (CV), 341
- costs, 100, 108–109. *See also* budget
 - management
 - accrual, in MS Project 2010, 270
 - actual cost of work performed (ACWP) in, 340
 - approving expenditures and, 351
 - budgeted cost of work performed (BCWP) in, 340
 - budgeted cost of work scheduled (BCWS) in, 340
 - budgets and, 100, 108–109, 145–151
 - codes for, in MS Project 2010, 270
 - cost as constraint in, 322–324, **323**
 - cost performance index (CPI) in, 341
 - cost variance (CV) in, 341
 - crashing the project and, in case of overruns, 341
 - cutting, to stay within budget, 352–353
 - estimates of, 139–142
 - fast tracking and, 342
 - final estimates of, 226
 - meetings, cost of meetings, 468–469, **468–469**
 - money as resource for, 108–109
 - non-labor, 353
 - ordering materials and supplies in, 351

- overruns in, 341–342, 357
 - phased implementations and, 342
 - project proposal document and, 81
 - rates for, standard, overtime, etc., 270
 - schedule performance index (SPI) in, 341
 - schedule variance (SV) in, 341
 - scheduling and, 236, 268–271, **268, 269, 271**
 - technology, 353–354
 - tracking, 147–148
 - crashing the project in case of overruns, 341
 - critical path, 2, 238–239, 286–290, **287–290**
 - criticality of risk, 137–138
 - criticism, in team management, 539–542
 - Crowe, Andy, 642
 - culture, business/corporate, 78
 - customer support guide, 404, 407
 - cutting costs in budget, 352–353
- D**
- data logging, decision support system (DSS) plan and, 169–170
 - data management, decision support system (DSS) plan and, 169–170
 - database design and specification document, 223
 - deadlines, 373–374, 413–414, 585. *See also* scheduling
 - decision makers, 115–116, **116**
 - decision making skills, 553
 - decision support system (DSS), 189, 387
 - project approach and, 180, 189
 - decision support system (DSS) plan, 169–170
 - project plan and, 159
 - defect reports, 394–395
 - defect tracking, 180, 188–189, 339
 - deferred changes, 183–184
 - defining project management, 1–3
 - defining the project. *See* project definition
 - degrees in project management, vii, 13
 - delays, 372–385
 - hurry up and wait syndrome and, 380–383
 - team member-caused, 378–379
 - vendor-caused, 378
 - virtual/remote teams, scheduling conflicts and, 376–378
 - wait and hurry up disorder and, 383–385
 - delegation, 533–535, 585
 - deliverables, 80, 165–166
 - project plan and, 159, 165–166
 - dependencies, 236–238, 273–275, **274, 275, 352–353**
 - deployment phase, 99. *See also* project completion
 - acceptance of project in, 422–425, **424**
 - deployment plan in, 402, 415
 - deployment status meetings in, 416–417
 - deployment steps in, 415–421
 - final release notes in, 418
 - finalizing the product in, 416
 - handoff in, 422, 425
 - mobile product deployment in, steps to, 421, **421**
 - project lifecycle and, 40, **40**, 42, 46
 - shrink-wrapped product deployment in, steps to, 418–419, **419**
 - software vs. hardware projects, **95**
 - stage gates in, **50**
 - training and, 417
 - web-based product deployment in, steps to, 420, **420**
 - deployment plan, 402, 415
 - project plan and, 159, 174–175
 - deployment status meetings in, 416–417
 - description of project, 62, 117–118
 - design phase, 217
 - approval of, 225–226
 - database design and specification document in, 223
 - detailed task lists compiled during, 44–45
 - documentation during, 44
 - documents associated with, 219–220
 - estimation during, final estimates and, 44–45
 - final estimates and, 226

- functional requirements and, 219
 - importance of, 218–219
 - network and system architecture and design
 - document in, 220–221
 - network architecture and, 220
 - planning and, 218–219
 - process workflow for, 217, **217**
 - project charter and, 219
 - project lifecycle and, 40, **40**, 42, 44–45
 - review of designs in, 225–226
 - software system architecture and design
 - document in, 221–222
 - software vs. hardware projects, **94**
 - stage gates in, **50**
 - statement of work (SOW) and, 219
 - system architecture and, 220
 - task lists generated during, 227–228, **227**
 - technical design and specification document in, 222–223
 - technical requirements and, 219
 - user interface (UI) design and specification
 - document in, 224–225
 - desktop type projects, 87–89
 - detailed task lists, 44–45, 227–228, **227**
 - developing the team's skills, 530–533
 - development environment, 79, 104–107, 164–165
 - project plan and, 159, 164–165
 - development phase. *See also* project development
 - project lifecycle and, 40, **40**, 42, 45
 - software vs. hardware projects, **94**
 - stage gates in, **50**
 - diagrams, 641
 - discretionary dependencies, 237
 - distractions, time management and, 582
 - DMADV, 53
 - document names, *PMBOK® Guide* and, 608
 - document process workflow, **647**
 - document templates, ix, 17, 643–650
 - documents/documentation, 16–17, 25–26, 194, 339, 480–481
 - design phase and, 44
 - development phase, 45
 - estimates, 70
 - integration phase, 46
 - kickoff meeting and, 199, 202, 211–213, **212**
 - planning phase and, 43
 - PMBOK® Guide* and, 608
 - post-deployment phase, 46–47
 - PRINCE2* and, 620, **620–621**
 - project approach and, 180
 - project concept and, 62–63
 - project documentation process in, 194
 - project lifecycle and, 41
 - Sarbanes-Oxley Act (SOX) and, 50–51
 - solutions, 128–129
 - domain/subject matter knowledge, 28
 - domino effect of change and scope creep, 317
 - duration of tasks, in scheduling, 236, 271–273, **272**
- E**
- earned value analysis, 340–341
 - Microsoft Project 2010 to calculate. *See* Microsoft Project 2010
 - Earned Value view, MS Project 2010, 346, **346**
 - education, ongoing growth and development in, 588–592
 - education/training for project managers, 14
 - e-learning, 493
 - email, 30, 454–457
 - emergencies, client management and, 311–312
 - emergency change requests (ECRs), 367–368, **367**
 - employment opportunities in project management, vii, 3, 14–15. *See also* career development and personal growth
 - empowering team members, 557–558
 - end users, 125–127
 - environment. *See* development environment
 - equipment, 104–107
 - error correction, 46
 - errors and alerts monitoring and repairing
 - engine, 387

- escalation procedures, 180, 193–194, **193**, **194**
- estimates, estimation, 17–18
 - budgets and, 145–151
 - cost, 68, 139–142
 - design phase and, 44–45, 226
 - detailed, 140–142
 - documentation for, 70
 - final estimates, 226
 - high-level, 68
 - information needed for, 68–69
 - initial, 68
 - outside sources of information for, 140–141
 - planning phase and, 43
 - in project charter, 139–142
 - in project concept, 62, 68–70, **70**
 - project manager's, 140
 - in project proposal, 68
 - request for information (RFI) and, 68
 - request for proposal (RFP) and, 68, 74
 - time, 68, 139–142. *See also* time management
- European standards, 52–53
- Evans, James R., 642
- Excel. *See* Microsoft Excel
- exception testing, 398
- excuses, 312–313
- executive summary, project proposal document and, 77–78
- external dependencies, 237–238
- external projects, management of, 86–87
- F**
- Facebook, 491, 497, **497**, 498, 509, 513–514.
See also social media
- failed projects
 - recognizing, 385–386
 - top 10 reasons for, 636
- fast tracking, 342
- feature complete milestone, 355
- feature creep. *See* scope of project
- feedback, 360 feedback programs, 592
- final estimates, 226
- final release notes, 418
- finalizing concepts, in brainstorming, 67
- finalizing the product, 416
- flowcharts, 17, 641
- focus groups, in brainstorming, 67–68
- Ford, 53
- formal communication plan/schedule, 172, **173**
- frameworks for project management, 11–12, **11**, 52, 601. *See also* process frameworks
- free voice and video call resources, 640
- functional (traditional) management, 31–33, **32**
- functional and technical requirements document, 43, 44
- functional requirements, 159, 167
 - design phase and, 219
 - marketing requirements document (MRD) and, 167
 - project plan and, 167
- functional testing. *See* black box testing
- Fundamentals of Technology Project Management* (FTPM)
 - PMBOK® Guide* and vs., 608, 610
 - PRINCE2* and, 616, 620–621, **620**, **621**, 625
- G**
- games, online, 518
- Gantt Chart view, in MS Project 2010
 - tasks linked to, 273–275, **274**, **275**
- Gantt charts, 2, **289**
 - budget tracking with, 340
 - critical path shown in, 288–290, **289**
 - Microsoft Project 2010 and, 252
- Gantt, Henry, 2
- Garton, Colleen, 641, 642
- General Electric, 53
- general systems theories, 2
- generation gap in use of social media/
technology, 501–507, **502**, **504**
- glass box. *See* white box testing
- goals of project, 117–118, 635
- graphical user interfaces (GUIs), 89
- growth and change in business, 546–548
- growth of the field of project management, 3

H

handoff, 413, 414, **415**, 422, 425
hardware projects, 93–97, **94–96**
 network and system architecture and design
 document in, 220–221
harassment. See political correctness in the
 workplace
health issues and burnout avoidance, 578–581
help. See product help
high-level estimates, 68
high-level schedule, project plan and, 159, 165
Hildebrandt, Herbert W., 642
history of project management, 1–3, 59
hurry up and wait syndrome, 380–383

I

IBM, 53
ideas, idea capture, in brainstorming, 65–67
implementation, phased implementations and,
 342
importance of project management, 3
indicator column, in Microsoft Project 2010,
 290–292, **291**, **292**
informal communication plan/schedule, 173,
 173
information sharing sites, 641
initial estimates, 68
initiating a project, 59–109
 desktop type projects in, 87–89
 external projects and, 86–87
 hardware projects in, 93–97, **94–96**
 internal projects and, 84–86
 kinds of projects for, 83–97
 mobile applications in, 91–93
 planning phase and, 60
 process workflow in, 61, **61**
 project concept in, 61, 62–70. See also
 project concept
 project proposal approval in, 82–83
 project proposal document in, 76–82
 project proposal in, 61
 project proposal process in, 71–76
 resources used in, 99–109

software projects in, 93–97, **94–96**

stakeholders in, 97–99

web projects in, 89–91

websites in, 91–93

initiation document. See project approach;

 initiation document. See project plan

instant messaging (IM), 30, 457–460,
 639–640

integration phase, 387–409

 integration process workflow in, 388, **388**

 project lifecycle and, 40, **40**, 42, 45–46

 service level agreement (SLA) and, 408–409

 software vs. hardware projects, **95**

 stage gates in, **50**

integration testing, 397

internal development groups, 99

internal projects, management of, 84–86

International Organization for Standardization
(ISO), 54, 158, 192

interrogator style of management, 554–555

ISO standards, 54, 158, 192 iTunes, 494

J

job descriptions, 160–161

K

Kerzner, Harold, 641

key business requirements, 119–121

kickoff. See project kickoff

kinds of projects, 83–97

knowledge areas

 planning phase and, 57, **57**

 PMBOK® Guide and, 609–610, **610–612**

 product creation and, **215**

knowledge management, decision support

 system (DSS) plan and, 169–170

Kodak, 53

L

lag time, expenses and costs, 350

layoffs, 545

lead times, in Microsoft Project 2010, 274–275,

274

- leadership. *See also* management; team management
 - characteristics and skills, 23–24, 523–524
 - meeting control and, 210–211
 - PMBOK® Guide* and, 612–613
 - PRINCE2* and, 625
 - styles of, 570–576, **571–576**
 - lessons learned plan, 437–438, **438**
 - lessons-learned review, 430–438
 - agenda for, 431–432 **431**
 - categories for, 433, 434
 - items for improvement in, 435
 - lessons learned plan from, 437–438, **438**
 - negatives capture in, 433
 - positives capture in, 433–434
 - process for, 431–435, **431**
 - purpose of, 432–433
 - rules for, 433
 - summaries in, 434
 - tactical plans for, 435–436, **436**
 - voting in, 434–435
 - lifecycle. *See* project lifecycle
 - limitations, 80
 - Lindsay, William M., 642
 - line numbers, work breakdown structure (WBS)
 - in MS Project 2010, 254–255
 - LinkedIn, 492, 497, **497**, 499, 510–511, 514–515. *See also* social media
 - load testing, 90
 - log of risks, 177, **177**
- M**
- management, 20, 24–25, 635
 - as role of project manager, 15
 - bullying or intimidating style in, 553–554
 - change. *See* change management
 - client. *See* client management
 - conflict, 20, 560–570
 - decision making skills in, 553
 - delegation in, 533–535
 - effectiveness of, 552–556
 - interrogator style in, 554–555
 - leadership styles in, 570–576, **571–576**
 - matrix, 35–37, **36**
 - micro-managers in, 555
 - multiple projects, 48
 - organizational structure and, 31–37, **32, 34, 36, 142, 142, 163, 163**
 - people as resources and, 100–104
 - performance reviews and, 548–552
 - performance, 548–552
 - PMBOK® Guide* and, 612–613
 - “poor me” managerial style in, 554
 - PRINCE2* and, 625
 - project lifecycle and, 47–49
 - projectized, 33–35, **34**
 - quality, 154–158. *See also* quality management
 - responsibility in, 554
 - skills required for, 24–25
 - styles of, 552–556
 - team. *See* team management
 - time. *See* time management
 - tips for success in, 556
 - traditional (functional), 31–33, **32**
 - virtual/remote teams and, 19–20
 - workload, 324–326
 - mandatory dependencies, 237
 - manual vs. auto scheduled tasks, in Microsoft Project 2010, 262–263, **263**
 - marketing requirement document (MRD), 76, 111, 144–145, 153, 167
 - functional requirements and, 167
 - project approval and, 152
 - project charter and, 113, 144
 - project proposal document and, 144
 - scope of project and, 315
 - sections/contents of, 144–145
 - service level agreement (SLA) and, 144, 408–409
 - marketing through social media, 496–497
 - materials and supplies, ordering, 351
 - matrix management, 35–37, **36**
 - matrix of risk, 137–138, **137**
 - measurement plan, project plan and, 159
 - measuring progress, 30–31

- measuring quality. See quality management
- meetings, meeting management, 461–475
- agenda for, 201–202, 205–208, **206, 209**, 210, 465–466
 - brainstorming, 63–64
 - breaks during, 204–205
 - client management and, 310–311, 313
 - control of, leadership of, 210–211
 - cost of, determining need for, 468–469, **468–469**
 - delegating, 585
 - deployment status, 416–417
 - direction of, 469–470
 - documentation for, 199, 202, 211–213, **212**
 - ending, 479–480
 - essential equipment and resources for, 200
 - facilitators for, in high-stress situations, 466–468
 - free voice and video call resources for, 640
 - instant messaging (IM) resources for, 639–640
 - kickoff, 196–197
 - leadership of, 469–470
 - lessons-learned, 430–438. See lessons-learned reviews
 - minutes of, documenting, 211–213, **212**, 473–475
 - participation in, eliciting, 470–472
 - planning for, 462–464, **463**
 - power of, harnessing, 461–462
 - presentations and. See presentations, 475
 - process workflow for planning, **463**
 - project closure and, 438–439
 - project review, 332–336
 - project status team type, 331–332
 - resistance to, 461
 - running, 464–466
 - staying on track during, 208–211
 - team member, 538–542
 - technical glitches during, with virtual teams, 203–204
 - time management and, 585
 - time zone differences and, for virtual teams, 203
 - tone of, setting, 208–211, 472–473
 - virtual/remote teams and, 202–205, 461
 - web conferencing resources for, 639
 - web presentations in, for virtual teams, 203–204
- Merrill, David W., 570, 642
- methodologies of project management, **11**, 12, 39, 52, 78–79, 604
- micro-managers in, 555
- Microsoft Excel, 30
- Microsoft Project 2010, 1, 18, 30, 231, 240–303. See also scheduling
- backing up your work in, 247–248, **247**
 - Backstage or File tab in, 242
 - baseline setting in, 294–296, **295, 296**
 - calendar view in, **253**
 - calender in, 250, 276–279, **276–279**
 - comparing baseline to schedule in, 297–298, **297, 298**
 - cost assignment in 268–271, **268, 269, 271**
 - critical path in, 286–290, **287–290**
 - earned value analysis calculation using, 342–349, **343–349**
 - opening project file for, 342
 - option setting for, 343–344, **343, 344**
 - view for, 345, **345**
 - table selection for, 345–346, **345, 346**
 - Earned Value view in, 346, **346**
 - reporting, using standard/template report, 347–349, **347, 348, 349**
 - entering project information in, 248–250, **248, 249**
 - entering task information in, 265, **265**
 - entering tasks in, 264, **264, 266, 266**
 - file creation in, 244–246, **244, 245, 246**
 - Gantt chart view in, 252, 273–275, **274, 275**
 - indicator column in, 290–292, **291, 292**
 - lead times in, 274–275, **274**
 - manual vs. auto scheduled tasks in, 262–263, **263**
 - milestones in, 284–286, **285, 286**

- network diagram view in, **253**
 - password protection in, 248
 - PERT chart view in, **253**
 - printing a report in, 348–349, **348, 349**
 - prioritizing tasks in, 250
 - project statistics in, 299, **299**
 - Quick Access Menus in, 243–244, **243**
 - Quick Access Toolbar in, 243, **243**
 - resource assignment in, 279–281, **279, 280, 281**
 - resource assignment, Resource Sheet in, 268–271, **268, 269, 271**
 - resource over- or under-allocation determined in, 281–284, **282, 283, 292, 292**
 - resource sheet view in, **253, 281–284, 282, 283**
 - resource usage view in, **253, 281–284, 282, 283**
 - ribbon of commands in, 240–242, **241, 242**
 - ribbon of commands in, customizing, 242, **242**
 - saving a report in, 348–349, **348, 349**
 - saving work/schedule project in, 246–248, **246, 247**
 - sequencing tasks for, 261–262, **262, 263–268, 263–268**
 - setting up project options in, 251, **251**
 - start/finish dates in, 249–250
 - status dates in, 250
 - task dependencies in, 273–275, **274, 275**
 - task duration in, 271–273, **272**
 - Task Inspector in, 293–294, **293**
 - task usage view in, **253**
 - tasks linked to Gantt Chart view in, 273–275, **274, 275**
 - Team Planner view in, 253
 - template creation in, 302–303, **302, 303**
 - templates available in, 299–303, **300–303**
 - views in, 252–254, **252, 253**
 - WBS codes in, 260–262, **261, 262, 267, 267**
 - work breakdown structure (WBS) in, 254–262
 - columns in, 256–260, **257, 258, 259**
 - line numbers in, 254–255
 - outline numbers in, 255–259, **255, 256**
 - sequencing tasks for, 261–262, **262**
 - WBS codes in, 260–262, **261, 262**
 - WBS codes in, 267, **267**
 - WBS column in, 260, **260**
 - work variance view in, 298, **298**
 - working time assigned in, 275–279, **276–279**
 - workload management using, 324–326
- Microsoft Visio, 30
- Microsoft Word, 30
- milestones, 2, 80, 150, 165–166, 238, 284–286, **285, 286, 338**
- code complete, 401
 - feature complete milestone in, 355
 - project plan and, 159, 165–166
 - scheduling and, 238, 284–286, **285, 286**
 - tracking of, 238, 284–286, **285, 286**
- minutes of a meeting, 211–213, **212, 473–475**
- mission statements, 17
- mobile applications, 91–93
- mobile product deployment in, steps to, 421, **421**
- money, 108–109. *See also* costs
- monitoring and managing progress. *See* progress tracking
- motivating a team, 526–529, 535–542
- Motorola, 53
- multiple project management, 48
- Murphy, Herta A., 642
- MySpace, 498
- N**
- name of project, 114–115, 234
 - negatives capture, in lessons-learned review, 433
 - network and system architecture and design document, 44, 220–221
 - network architecture design, 220
 - network diagram view, in Microsoft Project 2010, **253**
 - Newbold, Robert C., 641

news through social media, 494–495
notification hierarchy, 194, **194**

O

objectives of project, 121–122, 351, 635
obstacles and delays. *See* delays; problems and troubleshooting; scheduling
Office of Government Commerce (OGC), viii, 52–53, 601
office of project management. *See* project management office (PMO)
ongoing growth and development in, 588–592
online games, 518
online learning sites, 493, 640
online videos, 494
open box. *See* white box testing
open communication style, 481–484
operations guide, 403, 404
operations plan, 46, 403–407
 customer support guide in, 404, 407
 operations guide in, 403, 404
 project plan and, 159, 175, 403
 release notes in, 404, 407
 scheduling and, 403
 system administrator guide in, 403, 405
 technical support guide in, 404, 406–407
 updating of, 403
 user guide in, 404, 405–406
optimization. *See* product optimization
options, project options in Microsoft Project 2010, 251, **251**
options, project, in scheduling, 234
order fulfillment and inventory system (OFIS)
 case study, 629–634
ordering materials and supplies, 351
organizational changes, 354
organizational chart. *See* organizational structures/chart
organizational processes, 180, 187–188
organizational skills, 22–23
organizational structures/charts, 31–37, **32, 34, 36**, 142, **142**, 163, **163**
 matrix management, 35–37, **36**

 for project, 142, **142**
 projectized management, 33–35, **34**
 quality assurance, 391–392, **391**
 traditional (functional) management and, 31–33, **32**
outline numbers, work breakdown structure (WBS) in MS Project 2010, 255–259, **255, 256**
outside resource profile, 163, **163**
overruns of cost, 341–342, 357. *See also* budget management
overtime, 270, 342
ownership of project, 31, 526
Oxley, Michael, 51

P

packaging
 mobile product deployment in, steps to, 421, **421**
 shrink-wrapped product, steps to, 418–419, **419**
 web-based product deployment in, steps to, 420, **420**
password protection, in Microsoft Project 2010, 248
payment, project proposal document and, 81
people as resource. *See* team management
performance management, 548–552
performance reviews, 548–552
performance testing, 400
personal development goals of team members, 536–538, **537**
personal development plan, 589–590
personal growth. *See* career development and personal growth
personal time log, **584**
personnel. *See* team management
PERT chart view, in Microsoft Project 2010, **253**
PERT charts, 2
phased implementations, 342
phases of project lifecycle, 40–47, **40**, 80. *See also* project lifecycle

- Piotrowski, Maryann V., 642
- plan, project. See project plan, 43
- planning phase
- budgets and, 147
 - change control process and, 43
 - documentation during, 43
 - estimation during, 43
 - functional and technical requirements
 - document in, 43
 - initiating a project and, 60
 - PMBOK® Guide* and, 57
 - PRINCE2* and, 57–58
 - process groups, processes, and knowledge areas in, 57, **57**
 - process map stages and, 58
 - processes in, 58, **58** project lifecycle and, 40–44, **40**, 57–58
 - sign-off during, 43
 - software vs. hardware projects, **94**
 - stage gates in, **49**
 - steps in, 60
 - themes in, 58, **58**
- PMBOK® Guide*, viii, 1, 39, 52, 55–56, 158, 192, 601, 603–613
- certification and, 605
 - Certified Associate in Project Management (CAPM) certification and, 605
 - document names in, 608
 - Fundamentals of Technology Project Management* (FTPM) vs., 608, 610
 - integrating this book with, 605–606
 - knowledge areas in, 609–610, **610–612**
 - management and leadership guidelines in, 612–613
 - methodologies of project management and, 604
 - planning phase and, 57
 - processes in, 608–610, **610–612**
 - product creation and, 215
 - product-oriented processes in, 609
 - project completion and close, 411–412, **411**
 - project direction and, 449, **449**
 - project lifecycle and, 606–607, **607**
 - project management office (PMO) and, 605
 - project management processes in, 609
 - Project Management Professional (PMP) certification and, 605–606
 - scheduling and, 231
 - skills for project management and, 604
 - standards set by, 604
 - terminology of, vs. FTPM, 608
 - tools for project management and, 604
 - understanding the, 603–604
- podcasts, 494
- point releases, 430
- political correctness in the workplace, 484–488
- “poor me” managerial style, 554
- portfolio, in project management, 9–11
- positives capture, in lessons-learned review, 433–434
- post-deployment phase
- project lifecycle and, 40, **40**, 42, 46–47
 - software vs. hardware projects, **96**
 - stage gates in, **50**, 50
- post-project phase, 41
- PowerPoint presentation, **209**
- praise and criticism, team management and, 539–542
- pre-project phase, 41
- prerequisites of project, 132–133
- presentations, 16, 29–30, 475–480, 641
- backup plans, in case of technical failures, 477–478
 - Microsoft PowerPoint for, opening screen in, 476, **476**
 - planning and preparing for, 475–476
 - public speaking fears and, 478
 - rehearsing, 477
 - special effects in, 475–476
 - support materials for, 477
 - tips for success in, 478–480
 - tools for, 476
- PRINCE2*, viii, 1, 14, 39, 52–53, 55–56, 158, 192, 601, 615–625
- document names in, 620, **620–621**

- Fundamentals of Technology Project Management (FTPM) vs.*, 616, 620, **620**, 621, **621**625
- integrating this book with, 616–618
- management and leadership guidelines in, 625
- planning phase and, 57–58
- processes in, 620, **620**, 621, **622–623**
- product creation and, 216
- project completion and close, 411–412, **411**, **412**
- project direction and, 449–450, **449**, **450**
- project lifecycle and, 618–620, **619**
- project management office (PMO) and, 617
- scheduling and, 231
- seven principles, themes, and processes of, 617
- stages in, 620, **620**
- terminology of, 621
- themes in, **622–625**
- understanding the, 615–616
- principles of project management, 9–38
 - communication skills in, 15
 - management role in, 15
 - methodologies in, **11**, **12**
 - portfolio defined for, 9–11
 - program defined for, 9–11
 - project direction in, **11**, **12**
 - projects defined for, 9–11
 - role of project manager in, 13–21
 - standards/frameworks for, 11–12, **11**
 - structure of, 11–12, **11**
 - three areas of, 11–12, **11**
 - value of project management and, 9
- prioritization, 582, 585–586
 - of tasks, in Microsoft Project 2010, 250
- privacy issues, 91, 507–512
- probability of risk, 137–138
- problem definition, 79, 127–128
- problem/solution, in project concept document, 62
- problems and troubleshooting, 357
 - budget overruns as, 357
 - cancelled projects as, 442–443
 - conflict management in, 560–570
 - emergency change requests (ECRs) in, 367–368, **367**
 - employee turnover as, 358
 - failing projects, recognizing, 385–386
 - hurry up and wait syndrome and, 380–383
 - lack of client support as, 358
 - meeting facilitators for, in high-stress situations, 466–468
 - obstacles and delays, 372–385. *See also* delays
 - political correctness in the workplace and, 484–488
 - presentations, technical failures during, 477–478
 - quality issues as, 358
 - recognizing approaching trouble in, 357–360
 - risk management in. *See* risks, risk management
 - root cause analysis and, 358–360
 - schedule slippage as, 357
 - scope or feature creep as, 358
 - team management and, 529–530
 - wait and hurry up disorder and, 383–385
- process frameworks, 39, 601
- process groups
 - planning phase and, 57, **57**
 - product creation and, **215**
- process improvement, 352
- process map stages, planning phase and, 58
- process of project management, 4
- processes, 636
 - planning phase and, 57, **57**, 58, **58**
 - PMBOK® Guide* and, 608–610, **610–612**
 - PRINCE2* and, 620, **620**, 621, **622–623**
 - product creation and, **215**, **216**
- procrastination, 586, 588
- procurement plan, 179
 - project plan and, 159
- product creation, 215–216
 - PMBOK® Guide* and, 215
 - PRINCE2* and, 216

- process groups, processes, and knowledge areas for, **215**
- processes in, **216**
- project lifecycle and, 215
- product help, 401
- product optimization, 401
- product-oriented processes, *PMBOK® Guide* and, 609
- program, in project management, 9–11
- progress reports, status reporting process, 190–192, 338. See also measuring progress
- progress tracking, 165–166, 326–336
 - baseline setting in, 239–240, 294–298, **295**, **296**, **297**, **298**
 - budget tracking in, 338–339
 - builds and releases in, 339
 - communication and, 339
 - defect tracking, 339
 - deliverables and, 165–166
 - documentation in, 339
 - effectiveness of management in, 552–556
 - measurement plan in, 178, **178**
 - milestones in, 165–166, 238, 284–286, **285**, **286**, 338
 - monitoring and managing progress in, 337–339
 - performance management and, 548–552
 - performance reviews and, 548–552
 - progress reports and, 338
 - project review meetings and, 332–336
 - project status reports and, 332–336, **333**
 - project status team meetings for, 331–332
 - quality tracking, 339
 - reporting schedule for, 330–331
 - resource use in, 338
 - status reporting process in, 190–192
 - status reporting system designed for, 191–192
 - status reports and, 338
 - system monitoring and reporting process in, 192
 - task updates in, 338
 - team members', 328–331
 - urgent issues and, 331
 - weekly progress reports in, 326–328, **328**, 330
- Project 2010. See Microsoft Project 2010
- project approach, 43–44, 60, 153, 179–194, 608, 636
 - approval of, 194
 - change control process in, 180, 181–185, **182**
 - changes made to, 180
 - client management and, 308
 - client processes in, 180, 188
 - decision support system (DSS) in, 180, 189
 - defect tracking process in, 180, 188–189
 - escalation procedures in, 180, 193–194, **193**, **194**
 - organizational processes in, 180, 187–188
 - project documentation process in, 180, 194
 - project kickoff and, 195, 197, 213
 - project lifecycle and, 180, 181
 - required project/quality/industry standards in, 180, 192
 - sections contained in, 180
 - special processes or considerations in, 180, 192
 - status reporting process in, 180, 189–192
 - system monitoring and reporting process in, 180, 192
 - technical processes in, 180, 185–187
 - vendor processes in, 180, 188
- project approval, 60, 151–152
- project brief. See project charter
- project characteristics, 30–31
- project charter, 43–44, 68, 76, 111, 112–143, 153
 - approval process for, 143 assumptions listed in, 134
 - benefits of project described in, 122–124
 - business case in, 118–119
 - changes to, in project plan, 160
 - client management and, 308
 - client name, 115

- constraints listed in, 135
 - decision makers and steering committee
 - named in, 115–116, **116**
 - defining the project in, 113
 - design phase and, 219
 - finalization of, 143
 - key business requirements outlined in,
 - 119–121
 - marketing requirements document (MRD)
 - and, 113, 144
 - objectives of project described in, 121–122
 - perquisites listed in, 132–133
 - problem definition in, 127–128
 - project approval and, 152
 - project description and goals listed in,
 - 117–118
 - project name in, 114–115
 - project organizational chart in, 142, **142**
 - project plan and, 116, 158, 159, 160
 - risks listed in, 135–139, **137**
 - scope of project described in, 129–132, **130**,
132
 - sections of, 113–143
 - solution described in, 128–129
 - stakeholders named in, 117
 - statement of work (SOW) and, 151
 - target audience described in, 125–127
 - time and costs enumerated in, 139–142
- project closure, 411–412, **411**, **412**, 427–448
- cancelled projects, 442–443
 - celebrating, 446–448
 - change requests and, 429
 - completed project, 438–439
 - defect reports in, 429
 - disbanding project team at, 443–445
 - lessons-learned reviews in, 430–438
 - meeting for, 438–439
 - point releases in, 430
 - process workflow in, 428, **428**
 - project closure report for, 438–442, **440**,
438
 - project completion agreement document in,
445, **445**
 - support continuation after, 428–429
 - training and, 429
 - work orders and, 429
- project closure report, 438–442, **440**
- project completion, 411–412, **411**, **412**,
413–425. *See also* deployment phase
- acceptance of project in, 422–425, **424**
 - budget issues and, 413–414
 - deadlines and, 413–414
 - deployment phase in, 413
 - deployment plan in, 415
 - deployment status meetings in, 416–417
 - deployment steps in, 415–421
 - final release notes in, 418
 - finalizing the product in, 416
 - handoff in, 413, 414, **415**, 422, 425
 - mobile product deployment in, steps to, 421,
421
 - quality issues and, 413–414
 - releases and updates in, 414
 - shrink-wrapped product deployment in, steps
to, 418–419, **419**
 - training and, 417
 - web-based product deployment in, steps to,
420, **420**
- project completion agreement document, 445,
445
- project concept, 60, 61, 62–70, 76
- brainstorming process in, 63–68
 - concept approval in, 70
 - estimates in, 68–70, **70**
 - project concept document in, 62–63
- project definition, 60, 111–152
- budgets in, 111, 145–151
 - contracts in, 111
 - flowchart for, **112**
 - marketing requirement document (MRD) in,
111, 144–145
 - project approval and, 151–152
 - project charter and, 111, 112–143. *See also*
project charter
 - statement of work (SOW) and, 111, 151
- project development, 305–355

- budget management/tracking in, 340–354.
 - See also budget management
 - client expectations in, setting and managing, 308–314
 - code and security reviews in, 355
 - constraints and, managing seven project constraints, 322–324, **323**
 - feature complete milestone in, 355
 - progress tracking in, 326–336
 - project development process workflow in, 307, **307**
 - project management workflow in, 306, **306**
 - scope of project and, 315–322
 - updating project schedule and, 336–337
 - workload management in, 324–326
- project direction, **11**, 12, 39, 47, 52, 449–450.
See also management
- project documentation process, project approach and, 180
- project initiation document. See project approach; project initiation document
- project kickoff, 60, 195–213
 - agenda for kickoff meeting and, 201–202, 205–208, **206**, **209**, 210
 - breaks during meetings for, 204–205
 - client management and, 313
 - control of meeting for, 210–211
 - documentation for, 199, 202, 211–213, **212**
 - meeting essentials, equipment, etc. for, 200
 - meeting for, necessity of, 196–197
 - preparing for meeting on, 197–202
 - project approach and, 195, 197, 213
 - project plan and, 195, 197, 213
 - staying on track during meeting for, 208–211
 - team selection and staffing for, 197–202
 - tone of meeting for, 208–211
 - virtual/remote teams and, 202–205
 - workflow process in, 196, **196**
- project lifecycle, 40–50, **40**, 606–607, **607**
 - deployment phase in, 40, **40**, 42, 46
 - design phase in, 40, **40**, 42, 44–45
 - development phase in, 40, **40**, 42, 45
 - documentation during all phases of, 41, 480–481
 - integration phase in, 40, 42, **40**, 45–46
 - managing each step in, 47–49
 - overlapping, 48
 - phases of, 40–47, **40**, 80
 - planning phase in, 40, **40**, 41–43, 57–58
 - PMBOK® Guide* and, 606–607, **607**
 - post-deployment phase in, 40, **40**, 42, 46–47
 - post-project phase in, 41
 - pre-project phase in, 41
 - PRINCE2* and, 618–620, **619**
 - product creation and, 215
 - project approach and, 180, 181
 - project completion and, 413–414
 - project direction and, 47
 - software vs. hardware projects, 94–**96**
 - stage gates in, 49, 49–**50**
- Project Management Body of Knowledge*. See *PMBOK® Guide*
- Project Management Institute (PMI), viii, 14, 52, 601
- project management office (PMO), 37–38
 - PMBOK® Guide* and, 605
 - PRINCE2* and, 617
- project management plan. See project approach
- project management processes, *PMBOK® Guide* and, 609
- Project Management Professional (PMP)
 - certification, 605–606
- project management workflow, 306, **306**
- project manager, 13–21
 - certification of, 14
 - communication and, 15–16
 - conflict and change management and, 20
 - defining who is, 13–14
 - degrees in project management for, 13
 - documentation by, 16–17
 - dual roles for, 20–21
 - education and training for, 14
 - employee role of, 21
 - employment opportunities for, 14–15
 - estimation by, 17, 140

- management role of, 15, 20
- presentations and reporting by, 16
- scheduling by, 18–19
- skills required of, 13, 21–30. *See also* skills of project managers
- team management and, 19
- types of, 13
- virtual/remote teams and, 19–20
- project mandate. *See* project concept document
- project plan, 43–44, 60, 68, 153, 158–179, 635
 - approval of, 159, 179
 - changes since project charter listed in, 160
 - client acceptance criteria in, 159, 179
 - client management and, 308
 - communication plan in, 159, 171–174
 - creation of, 159–179
 - decision support system (DSS) plan in, 159, 169–170
 - deliverables and milestones in, 159, 165–166
 - deployment plan in, 159, 174–175
 - development environment and, 159, 164–165
 - documents contained within, 159
 - functional requirements in, 159, 167
 - high-level schedule and, 159, 165
 - measurement plan in, 159, 178, **178**
 - operations plan in, 159, 175, 403
 - outside resource profile in, 163, **163**
 - procurement plan in, 159, 179
 - project charter and, 116, 158, 159, 160
 - project kickoff and, 195, 197, 213
 - quality assurance plan in, 159, 170–171
 - risk management plan in, 159, 176–177
 - scope of project and, 315
 - staffing plan and, 159, 160–164
 - technical requirements in, 159, 167–168
 - training plan and, 159, 175–176, 407–408
- project proposal document, 60, 61, 76–82. *See also* project proposal process
 - acceptance and approval of, 81
 - approval of, 60, 82–83
 - assumptions outlined in, 79
 - client references in, 78
 - constraints, limitations, and risks described in, 80
 - corporate/cultural information in, 78
 - costs and payment details in, 81
 - development environment described in, 79
 - development methodologies and processes listed in, 78
 - estimation and, 68
 - executive summary in, 77–78
 - information included in, 77
 - marketing requirement document (MRD) and, 144
 - milestones and deliverables described in, 80
 - phases of proposed project, 80
 - previous projects and clients listed in, 78
 - problem defined in, 79
 - quality assurance and testing described in, 79
 - solutions outlined in, 79–80
 - submission of, 81
 - team described in, 81
 - terms and conditions, 81
- project proposal process, 71–76. *See also* project proposal document
 - request for information (RFI) and, 71, 72–73
 - request for proposal (RFP) and, 71, 73–76
 - request for quotation (RFQ) and, 71, 72
- project review meetings, 332–336
- project risk, 138
- project scheduling. *See* scheduling
- project statistics, in Microsoft Project 2010, 299, **299**
- project status reports, 332–336, **333**
- project status team meetings, 331–332
- project, in project management, 9–11
- projectized management, 33–35, **34**
- Projects in Controlled Environments. *See* *PRINCE2*
- promotions, 598–600
- proposal documents, 17
- public speaking fears, 478

Q

quality assurance (QA), 44, 79, 389–396. *See also* quality management

quality assurance plan, 159, 170–171

quality assurance, 389–396. *See also* quality management

quality control, 389. *See also* quality management

quality management, 154–158, 339, 389–401

- 360 feedback programs and, 592
- benchmarking in, 399
- defect reports in, 394–395, 429
- defect tracking process in, 188–189, 339
- effectiveness of management in, 552–556, 552
- help content and, 401
- measurement plan in, 178, **178**
- measuring outcomes in, 154–158, **155**
- measuring quality outcomes, 154–158, **155**
- organizational structure for QA in, 391–392, **391**
- performance reviews and, 548–552
- point releases in, 430
- problems with, 358
- process of QA in, 392–396, **392**
- product optimization and, 401
- project closure and, 429
- project completion and, 413–414
- quality as constraint in, 322–324, **323**
- quality assurance in, 389–396
- quality assurance plan in, 170–171
- quality control in, 389
- quality risk assessment and, 395
- responsibility for, 156–158
- role of quality assurance in, 391
- service level agreement (SLA) and, 408–409
- standards for, 52–56, 158
- system monitoring and reporting process in, 192
- test cases in, 393–394
- test matrix for, 393
- test plan for, 393
- test scripts in, 394

testing in, 390, 397–401. *See also* testing traceability matrix in, 393 white vs. black box testing for, 395–396, **396**

quality risk assessment, 395

Quick Access Menus, in Microsoft Project 2010, 243–244, **243**

Quick Access Toolbar, in Microsoft Project 2010, 243, **243**

R

recommended reading for, 641–642

references/referrals, from clients, 78

regression testing, 399

regulations, Sarbanes-Oxley Act (SOX) and, 50–51

Reid, Roger H., 642

release notes, 404, 407

releases/builds, 339, 414

- point releases in, 430

- versioning in, 186–187

remote project management. *See* virtual/remote teams

reports, 16

- in MS Project 2010, 348

- reporting schedules for, 330–331

- system monitoring and reporting process in, 192

request for information (RFI), 68, 71, 72–73

request for proposal (RFP), 60, 68, 71, 73–76

- cost of, 75

- estimation accuracy in, 74

- information contained within, 74

- responding to, 75–76

request for quotation (RFQ), 71, 72

required project/quality/industry standards,

- project approach and, 180

requirement changes, 354

resignations, 545

resistance to change, 185

Resource Sheet, in Microsoft Project 2010,

- 268–271, **268, 269, 271**

resource sheet view, in Microsoft Project 2010, **253**

- resource usage view, in Microsoft Project 2010, **253**, 281–284, **282**, **283**
- resources, 99–109. *See also* toolkit for project managers
- assigning, 238, 268–271, **268**, **269**, **271**, 279–281, **279**, **280**, **281**
 - costs of, 100
 - equipment and technology as, 104–107
 - money as, 108
 - outside resource profile in, 163, **163**, 163
 - over- or under-allocation of, in MS Project 2010, 281–284, **282**, **283**, 292, **292**
 - people as, 100–104
 - procurement plan for, 179
 - Resource Sheet in, 268–271, **268**, **269**, **271**
 - resources as constraints and, 322–324, **323**
 - scheduling and, 236
 - supplies as, 107
 - time as, 107–108
 - usage of, tracking, 338
- responsibility for quality measurement, 156–158
- return on investment (ROI), 59
- review of designs, 225–226
- reviews, performance, 548
- ribbon of commands, in Microsoft Project 2010, 240–242, **241**, **242**
- risk log, 370–372, **372**
- risk management plan, project plan and, 159
- risks, risk management, 80, 135–139, **137**, 369–372
- action plan for, 176, 369
 - analysis of, 176, 370, **370**
 - business, 138
 - criticality of, 137–138
 - evaluation of, 176, 369
 - identification of, 137–139, 176, 369
 - log of, 177, **177**
 - management of, 177
 - matrix of, 137–138, **137**
 - prioritization of, 177
 - probability calculation for, 137–138
 - problems and troubleshooting in, 357–386.
See also problems and troubleshooting
- project, 138
 - quality risk assessment and, 395
 - risk as constraint in, 322–324, **323**
 - risk log in, 370–**372**
 - risk management plan in, 176–177
 - technical, 138
- role of project manager. *See* project manager
- roles and responsibilities of project staff, 164, **164**
- root cause analysis, 358–360
- ## S
- Sarbanes, Paul, 51
- schedule performance index (SPI), 341
- schedule variance (SV), 341
- scheduling, ix, 18–19, 47–49, 150, 229–303.
See also Microsoft Project 2010
- baseline setting in, 294–298, **295**, **296**, **297**, **298**
 - baseline setting in, 239–240
 - bottom-up vs. top-down approach to WBS in, 235
 - builds/releases and, 339
 - calendar/work hours in, 234–235, 250, 276–279, **276–279**
 - code complete milestone in, 401
 - communication of deadlines in, 373–374
 - communication plan, 172, **173**
 - conflicts in, 20
 - consequences for missed deadlines in, 374
 - cost information in, 236, 268–271, **268**, **269**, **271**
 - creation of, workflow for, 232, **232**
 - critical path defined in, 238–239, 286–290, **287–290**
 - deadlines (beginning of day, middle of day, etc.) in, 373–374
 - defining tasks for, 235–236, 263–268
 - delays and, 372–385. *See also* delays
 - dependencies in, 236–238, 273–275, **274**, **275**
 - failing projects, recognizing, 385–386
 - fast tracking and, 342

- feature complete milestone in, 355
- file for, project schedule file, 233–234, 244–246, **244, 245, 246**
- high-level schedule in, 165
- hurry up and wait syndrome and, 380–383
- information needed to begin, 232–233, 248–250, **248, 249**
- Microsoft Project 2010 for. *See also* Microsoft Project 2010
- milestones in, tracking, 238, 284–286, **285, 286**
- name of project in, 234
- objectives of project and, 351
- obstacles in, 372–385. *See also* delays
- operations plan and, 403
- options for, project options, 234
- overlapping phases of project lifecycle in, 48
- overtime in, 342
- phased implementations and, 342
- PMBOK® Guide* standards for, 231
- PRINCE 2 standards for, 231
- prioritizing tasks in, 250
- problems and troubleshooting in, 357–386.
 - See also* problems and troubleshooting
- project management vs., 229
- resource assignment in, 238, 268–271, **268, 269, 271, 279–281, 279, 280, 281**
- resource information in, 236
- schedule performance index (SPI) in, 341
- schedule variance (SV) in, 341
- sequencing tasks for, 235–236, 261–262, **262, 263–268, 263–268**
- slippage in, 357
- software sources for, ix, 639
- standards for, 231
- start/finish dates in, 234, 249–250
- status reporting process in, 190–192
- task durations in, 236, 271–273, **272**
- task identification in, 379–380
- task lists for, 227–228, **227**
- team member-caused delays in, 378–379
- time management and, 230
- tools for, 30, 230–231
- tracking team member progress in, 328–331
- updating, 336–337
- urgent issues and, 331
- vendor-caused delays in, 378
- virtual or remote teams and, problems in, 376–378
- wait and hurry up disorder and, 383–385
- work breakdown structure (WBS) in, 231–232, 235, 254–262. *See also* Microsoft Project 2010
- work time in, 250, 275–279, **276–279**
- workload management in, 324–326
- scientific management, 2
- scope creep. *See* scope of project
- scope of project, 129–132, **130, 132**, 129, 315–322
 - boundaries of, 132
 - changes and scope creep in, 315–317
 - changing, to keep within budget, 352
 - domino effect of change in, 317
 - feature creep in, 315, 320–322, 358
 - illustration of, **130**
 - in vs. out of, 130–132, **130**
 - marketing requirements document (MRD) and, 315
 - minimizing or avoiding scope creep in, 318–319
 - project plan in, 315
 - scope as constraint in, 322–324, **323**
 - scope creep in, 315, 358
 - system diagram showing, **132**
- scope statement, 608
- scripts, test, 394
- security, 91, 99, 400–401
 - social media and, 507–512
- security review, 355
- security testing, 400–401
- sequencing of tasks in scheduling, 235–236, 261–262, **262, 263–268, 263–268**
- service level agreement (SLA), 408–409
 - marketing requirement document (MRD) and, 144

- seven project constraints. See constraints
- shrink-wrapped product deployment, steps to, 418–419, **419**
- sign-off, 43
- Six Sigma, 53, 158
- skills assessment, 161, **162**, 161
- skills of project managers, 13, 21–30, 604
- business management, 28–29
 - communication type, 25–26
 - domain or subject matter knowledge, 28
 - leadership type, 23–24 new skills development in, 596–598
 - organizational type, 22–23
 - people management, 24–25
 - presentation/speaking, 29–30
 - technical/specialized knowledge, 27–28
 - time management type, 26–27
 - tool use, 30
- slippage, schedule, 357
- social and business networks for, 640
- social media, viii–ix, 30, 489–521, 640
- Big Four in, 497–501
 - blocking access to, 514
 - blogs in, 517–518
 - bringing in-house, 520–521
 - bulletin board system (BBS) as, 498
 - business networking use of, 492
 - educational uses of, 493–494
 - entertainment uses of, 495–496
 - Facebook in, 497, **497**, 498, 513–514
 - generation gap in use of, 501–507, **502**, **504**
 - information gathered through, 492
 - integration of, in project management, 513–518
 - leveraging generational strengths in use of, 507
 - LinkedIn in, 497, **497**, 499, 510–511, 514–515
 - management buy-in for use of, 519–520
 - marketing and advertising in, 496–497
 - MySpace in, 498
 - news sources and, 494–495
 - online games as, 518
 - pluses and minuses of use of, 512–513, **513**, 519
 - privacy and security in, 507–512
 - pros and cons of, 489–490
 - social networking use of, 491–492
 - Twitter in, 497, **497**, 499–500, 515
 - uses for, 490, **491**
 - wikis as, 492–493, 516–517
 - YouTube in, 497, **497**, 500–501, 515–516
- social networking, 491–492, 491
- Social Style Model, 570
- Software Engineering Institute (SEI), 53–54, 158
- software projects, 93–97, 94–**96**
- network and system architecture and design document in, 220–221
 - software system architecture and design document in, 221–222
- software system architecture and design document, 44, 221–222
- solutions, 79–80
- documenting, 128–129
 - project charter and, 128–129
- solutions, 128–129
- source control, 186
- SOX. See Sarbanes-Oxley Act
- speaking skills, 29–30, 478
- special processes or considerations, project approach and, 180, 192
- specifications, 43, 44, 217
- database design and specification document in, 223
 - technical design and specification document in, 222–223
 - user interface (UI) design and specification document in, 224–225
- stability testing, 90
- staffing agencies, 102–103
- staffing plan, 160–164. See *also* team management, 160
- job descriptions and, 160–161
 - organizational chart in, 163, **163**
 - project plan and, 159, 160–164

- roles and responsibilities detailed in, 160–161, 164, **164**
 - sections included in, 161
 - skills assessment in, 161, **162**
 - staffing profile in, 162, **162**
 - staffing profile, 162, **162**
 - stage gates, 49, 49–**50**
 - stages, in *PRINCE2*, 620, **620**
 - stakeholders, 97–99, 117
 - communication plan for, 172, **172**
 - project status reports and, 334–336, **333**
 - standards, viii, 2, 11–12, **11**, 14, 39, 52–56, 192, 601
 - Capability Maturity Model Integration (CMMI), 53–54, 158, 192
 - International Organization for Standardization (ISO), 54, 158, 192
 - Office of Government Commerce (OGC), 52–53
 - PMBOK® Guide* and, 52, 55–56, 158, 192, 603–613
 - PRINCE2*, 52–53, 55–56, 158, 192, 615–625
 - project approach and, 180, 192
 - Project Management Institute (PMI), 52
 - quality management and, 158
 - Sarbanes-Oxley Act (SOX) and, 50–51
 - scheduling and, 231
 - Six Sigma, 53, 158
 - Software Engineering Institute (SEI), 53–54, 158
 - start/finish dates, 234, 249–250
 - statement of work (SOW), 111, 151
 - design phase and, 219
 - project charter and, 151
 - statistics, for project, in Microsoft Project 2010, 299, **299**
 - status reporting process, 180, 189–192
 - status reports, 332–336, **333**, 338
 - staying on track with meetings, 208–211
 - steering committees, 99, 115
 - communication plan for, 172, **172**
 - sticky notes, virtual, 641
 - Stonehenge and ancient project management, 1–2
 - structural testing. See white box testing
 - structure of project management, 11–12, **11**
 - styles of management, 552–556
 - subject matter knowledge, 28
 - submitting a proposal, 81
 - successful projects, five keys to, 635–636
 - supplies, 107
 - system administrator guide, 403, 405
 - system architecture design, 220
 - system design, 44
 - system monitoring and reporting process, 180, 192
- T**
- tactical plan, in lessons-learned review, 435–436, **436**
 - target audience, 125–127
 - task bars, 2
 - Task Inspector, in Microsoft Project 2010, 293–294, **293**
 - task list process workflow, 586, **587**
 - task lists, 227–228, **227**
 - task usage view, in Microsoft Project 2010, **253**
 - tasks
 - critical path and, 238–239, 286–290, **287–290**
 - defining, for scheduling, 235–236, 263–268
 - delegating, 585
 - dependencies among, 236–238, 273–275, **274, 275**
 - discretionary dependencies in, 237
 - duration of, for scheduling, 236, 271–273, **272**
 - external dependencies and, 237–238
 - Gantt Chart view of, in MS Project 2010, 273–275, **274, 275**
 - identification of, 379–380, 584
 - lead times in, 274–275, **274**
 - mandatory dependencies in, 237
 - prioritizing, 250

- sequencing, for scheduling, 235–236, 261–262, **262**, 263–268, **263–268**
- Task Inspector for, in MS Project, 293–294, **293**
- task list process workflow in, 586, **587**
- tracking progress of, 338
- updates to, 338
- Taylor, Frederick, 2
- team charters, 17
- team management, 19, 100–104, 197–202, 523–576, 636. *See also* leadership
 - celebrating project closure with, 446–448
 - change management and, 543–548. *See also* change management
 - coaching team members in, 525, 527, 530–533
 - conflict management in, 560–570
 - consultants and, 103
 - contract labor and, 101–102
 - cutting members from team in, 352
 - delegation in, 533–535
 - developing a successful team in, 524–530
 - developing the team's skills in, 530–533
 - disbanding the team in, 443–445
 - effectiveness of management in, 552–556
 - empowering team members in, 557–558
 - internal personnel from outside team in, 103–104
 - kickoff meeting and staff selection in, 197–202
 - leadership for, 523–530, 570–576, **571–576**
 - meeting with team members in, 538–542
 - motivating team in, 526–529, 535–542
 - ongoing growth and development in, 588–592
 - open communication in, 481–484
 - organizational chart in, 163, **163**
 - outside resource profile in, 163, **163**
 - “ownership” of project and, 526
 - people as resources in, 100–104
 - performance reviews and, 548–552
 - personal goals of team members in, 536–538, **537**
 - political correctness in the workplace and, 484–488
 - praise and criticism in, 539–542
 - problems and troubleshooting in, 529–530
 - progress tracking of members of, 328–331
 - project completion agreement document for, 445, **445**
 - project proposal document and, 81
 - project review meetings and, 332–336
 - project status meetings for, 331–332
 - reporting schedules for, 330–331
 - roles and responsibilities of, 160–161, 164, **164**, 525–526
 - selection criteria for, 198–199
 - skills assessment for, 161, **162**
 - social media and. *See* social media
 - staffing agencies for, 102–103
 - staffing plan and, 160–164
 - staffing profile in, 162, **162**
 - training plan for, 407–408
 - turnover of employees in, 358
 - vendors in, 103
 - virtual/remote teams and, 559–560
- Team Planner view, in Microsoft Project 2010, 253
- technical design and specification documents, 44, 222–223
- technical processes, 185–187
 - build process in, 185–186
 - configuration management (CM) in, 187
 - project approach and, 180, 185–187
 - source control in, 186
 - versioning in, 186–187
- technical requirements, 167–168
 - design phase and, 219
 - project plan and, 159
- technical risk, 138
- technical skills, 27–28
- technical support guide, 404, 406–407
- technology, 3, 104–107
 - costs associated with, 353–354
 - generation gap in use of, 501–507, **502**, **504**

- technical design and specification document
 - in, 222–223
 - updating/upgrading, 106
- technology and project management, vii, ix
- templates in Microsoft Project 2010, 299–303, **300–303**. *See also* document templates
- terminology of project management, viii
- terms and conditions of proposals, 81
- test cases, 393–394
- test matrix, 393
- test plan, 393
- test scripts, 394
- testing, 79, 387–409. *See also* quality management
 - acceptance type, 397–398
 - benchmarking, 399
 - beta, 46, 398
 - defect reports and, 394–395
 - exception type, 398
 - integration type, 397
 - load, 90
 - performance type, 400
 - quality risk assessment and, 395
 - regression type, 399
 - security type, 400
 - stability, 90
 - test cases in, 393–394, 393
 - test matrix for, 393
 - test plan for, 393
 - test scripts in, 394
 - traceability matrix in, 393
 - unit, 45
 - usability type, 46, 399
 - web projects, 90–91
 - white vs. black box testing for, 395–396, **396**
- Texaco, 53
- Texas Instruments, 53
- themes
 - planning phase and, 58, **58**
 - PRINCE2 and, 622, **624–625**
- theories of project management, 2
- Thomas, Jane P, 642
- three areas of project management, 11–12, **11**
- three-letter acronym (TLA), 71
- time estimation, 68
- time management, 26–27, 107–108, 230, 581–588
 - burnout avoidance in, 578–581
 - deadline setting in, 585
 - delegation in, 585
 - distractions and, 582
 - estimates of time required in, 139–142
 - identifying tasks for, 584
 - logging activity in, 583–584, **584**
 - meetings and, 585
 - personal time log in, **584**
 - personal, 581–588
 - planning in, 582–583
 - prioritizing in, 582, 585–586
 - procrastination and, 586, 588
 - task list process workflow in, 586, **587**
 - time as constraint in, 322–324, **323**
 - timeline setting in, 585
 - tools and processes for, 583
 - workload management in, 324–326
- timelines, 585
- tone of voice, 453–454
- tools, toolkit for project managers, 30, 604, 637–642. *See also* resources
 - diagrams and flowcharts for, 641
 - free voice and video call resources for, 640
 - information sharing sites for, 641
 - instant messaging (IM) resources for, 639–640
 - online learning sites for, 640
 - presentation resources for, 641
 - recommended reading for, 641–642
 - scheduling tools in, 230–231
 - selection criteria for tools in, 637–638
 - social and business networks for, 640
 - software for project scheduling, 639
 - virtual sticky notes for, 641
 - web conferencing resources for, 639
 - websites for, 638–639

- traceability matrix, 393
 - traditional (functional) management and, 31–33, **32**
 - training, 417, 429
 - new skills development in, 596–598
 - ongoing growth and development in, 588–592
 - online learning sites for, 493–494, 640
 - training plan in, 46, 159, 175–176, 407–408
 - training manuals, 46, 407–408
 - training plan, 46, 159, 175–176, 407–408
 - troubleshooting. *See* problems and troubleshooting
 - turnover of employees, 358
 - TweetDeck, 511
 - Twitter, 497, **497**, 499–500, 509, 515. *See also* social media
- U**
- U.S. Air Force, 53
 - unit testing, 45
 - United Kingdom standards, 52–53
 - unreasonable demands from client, 314
 - UPS, 53
 - urgent issues, tracking and reporting of, 331
 - usability testing, 46, 399
 - user guide, 404, 405–406
 - user interface (UI) design and specification
 - document in, 224–225
- V**
- value of project management, 9
 - variance, cost variance (CV), 341
 - variance, schedule variance (SV), 341
 - vendor processes, project approach and, 180, 188
 - vendors, 103
 - scheduling delays caused by, 378
 - versioning, 186–187
 - builds/releases and, 339, 414
 - point releases in, 430
 - video call resources, 640
 - video/audio conferencing, 30
 - videos, online, 494
 - views, in Microsoft Project 2010, 252–254, **252**, **253**
 - virtual classrooms, 493–494, 640
 - virtual reality games, 518
 - virtual sticky notes, 641
 - virtual worlds, 495, 518
 - virtual/remote teams, vii, viii, 3, 19–20, 559–560
 - communication skills for, 26
 - kickoff meetings for, 202–205
 - managing, 559–560. *See also* team management
 - meetings with, 461
 - political correctness in the workplace and, 484–488
 - scheduling conflicts and, 376–378
 - technical glitches during meetings with, 203–204
 - time zones and meetings, 203
 - web presentations for meetings with, 203–204
 - Visio. *See* Microsoft Visio
 - vision, of company, 635
 - voice and video call resources, 640
- W**
- wait and hurry up disorder, 383–385
 - WBS codes, work breakdown structure (WBS) in MS Project 2010 and, 260–262, **261**, **262**, **267**, **267**
 - WBS column, work breakdown structure (WBS) in MS Project 2010 and, 260, **260**
 - web browsers, 30
 - web conferencing, 30, 639
 - web projects, 89–91
 - privacy issues with, 91
 - security issues with, 91
 - testing for, 90–91
 - web-based product deployment, 420, **420**
 - webinars, 494, 640
 - website project management, 91–93
 - websites for project management resources, 638–639

- weekly progress reports, 326–328, **328**, 330
- Wegryn, Kevin, 641
- white box testing, 395–396, **396**
- Wii, 495
- Wikipedia, 493. *See also* social media wikis, 492, 516–517, 641
- Word. *See* Microsoft Word
- work breakdown structure (WBS), 235
- columns in, 256–260, **257**, **258**, **259**
 - line numbers in, 254–255
 - outline numbers in, 255–259, **255**, **256**
 - sequencing tasks for, 261–262, **262**
 - WBS codes in, 260–262, **261**, **262**, 267, **267**
 - WBS column in, 260, **260**
- work breakdown structure (WBS), 231–232, 254–262. *See also* Microsoft Project 2010
- work hours, scheduling and, 234–235
- work orders, project closure and, 429
- work time, scheduling and, 250, 275–279, **276–279**
- work variance view, in Microsoft Project 2010, 298, **298**
- workload management, 324–326
- X**
- Xbox, 495
- Y**
- YouTube, 494, 495, 497, **497**, 500–501, 515–516. *See also* social media