Michael J. Hernandez, Series Editor



Claudia M. Baca,

PMP, OPM3° Certified Assessor/Consultant

Project Management for Mere Mortals

The Tools, Techniques, Teaming, and Politics of Project Management

Project Management

- for Mere
- **►** Mortals[®]

Project Management for Mere Mortals

Table of Contents

Contents

Foreword

Preface

Acknowledgments

About the Author

CHAPTER 1 Setting the Project Management Context

Concepts

What Is Project Management?

Role of the Project Manager

The Hierarchy of Project Management

Organizational Structures

Life Cycle

Teaming

Empathy

Negotiation

Influencing

Walking the Talk

Ego in Check

Politics

Summary

Case Study

Review Questions

CHAPTER 2 You've Been Assigned a Project!



Chartering the Project

Formal Chartering

Informal Chartering

Measures of Performance

Defining MOPs

MOPs and the Triple Constraints

More about MOPs

Putting Together a MOP

Preliminary Scope Statements

Project Costs

Starting the Project Plan

Teaming

Politics

What's in it for Them?

How Much Power Do You Really Have?

Summary

Case Study

Review Questions

CHAPTER 3 How Big Is This Project?

Defining the Scope

Product Requirements

Setup Step

Requirements Gathering Step

Confirming the Requirements Step

Baseline and Control Step

Creating the WBS

Desk Testing

Teaming



Politics

Summary

Case Study

Review Questions

CHAPTER 4 Laying Out the Work

Defining Tasks

Creating the List of Tasks

Completion Criteria

Sequencing the Work

Dependencies

Dependency Relationships

Creating a Network Diagram

Teaming

Politics

Summary

Case Study

Review Questions

CHAPTER 5 The Art of Estimating

Estimating Definitions

Estimating Techniques

Analogous Estimating

Parametric Estimating

Bottom-Up Estimating

Three-Point Estimating

Reserve Analysis

Expert Judgment

What to Estimate

Resource Estimation



Duration Estimation

Cost Estimation

Teaming

Politics

Preset Duration

When the Boss Creates the Estimates

Summary

Case Study

Review Questions

CHAPTER 6 QualityHow Good Does It Have to Be?

Before You Plan

Quality Standards

Quality Policy

Planning Quality In

The Cost of Quality

The Cost of Conformance

The Cost of Nonconformance

Teaming

Decision Log

Forcing Conflict

Politics

Scenario: The Climber

Scenario: The Digger

Summary

Case Study

Review Questions

CHAPTER 7 CommunicationWhat Do You Think About My Project?



Communication 101

Who Are the Recipients?

Timing Is Everything

Why Do This Communication?

What to Communicate?

Know Your RecipientsGeneral

Know Your RecipientsSpecial Handling

Teaming

Politics

Summary

Case Study

Review Questions

CHAPTER 8 RiskWhat Should You Worry About?

What Is Your Risk Strategy?

Identifying Risk

How Do You Gather Risks?

Not All Risks Are Created Equal

Impact

Probability

Response Planning

Getting Ready for Risks to Occur

Teaming

Politics

Summary

Case Study

Review Questions

CHAPTER 9 Creating the Schedule

Pulling the Work Together



Calculating Critical Path

Calculating Critical Path for the TTR Project

Applying PERT Estimates

Assigning and Leveling Resources

Schedule Compression

Crashing

Fast-Tracking

Descoping

Understanding the Flow of the Work

Teaming

Politics

Summary

Case Study

Review Questions

CHAPTER 10 BudgetingHow Much?

Budgeting 101

Building the Budget

Reserves

Fees

Reconciling the Budget

Budget Crashing

Descoping

Cost Baseline

Teaming

Politics

Summary

Case Study

Review Questions



CHAPTER 11 The Rhythm of Project Execution

All About Execution

Creating the Baselines

Getting into a Rhythm

Status Meetings

Issues Management

The Work of Project Execution

Types of Work

Quality Audits

Teaming

Politics

Summary

Case Study

Review Questions

CHAPTER 12 Keeping the Project on Track

Monitoring and Controlling Variance

Variance Analysis

Earned Value Technique

Determining the Impact

Corrective Action

Other Monitoring and Controlling Activities

Controlling and Monitoring Project Risks

Controlling and Monitoring the Product of the Project

Monitoring the Implementation of Changes from Change Control

Teaming

Politics

Summary

Case Study



Review Questions

CHAPTER 13 Controlling Changes

The Concept of Change Control

The Process of Change Control

The Change Control Process Step by Step

Change Tracking

Teaming

Politics

Summary

Case Study

VNLE Activities Going Well

VNLE Activities Needing Improvement

Review Questions

CHAPTER 14 Success!Closing the Project

Preparing for Implementation

Readiness Review

Scope Verification

Turnover

Closing the Project

Lessons Learned

Celebrate!

Teaming

Politics

Summary

Case Study

Review Questions

Answers to the Review Questions

Glossary



Α

В

С

D

Ε

F

ı

L

М

Ν

0

Р

Q

R

S

Т

٧

W

Bibliography

Index