

# Table of Contents

<b>Background</b>	<b>XI</b>
<b>Introduction</b>	<b>1</b>
<b>1 Anatomy of a Project</b>	<b>5</b>
1.1 Cone of uncertainty	5
1.2 Project life cycle	11
<b>2 Project Environment and Key Players</b>	<b>23</b>
2.1 Project manager	23
2.2 Project team	29
2.3 Sponsor	30
2.4 Functional managers	33
2.5 Customers	33
2.6 Suppliers	34
<b>3 A Project Management Framework</b>	<b>35</b>
3.1 Defining the project strategy	36
3.2 Project operational planning	37
<b>4 Project Management Plan</b>	<b>39</b>
4.1 A management document	39
4.2 A project management plan structure	40
4.3 Other contents of the project management plan	42
<b>5 Critical Success Factors</b>	<b>45</b>
5.1 Recurring CSFs	45
5.2 Identifying factors unique to the project	48

<b>6</b>	<b>Stakeholder Management</b>	<b>53</b>
6.1	Definition of stakeholder	53
6.2	Stakeholder contribution	55
6.3	Stakeholder management process	56
<b>7</b>	<b>Defining the Project Scope and Objectives</b>	<b>65</b>
7.1	Importance of objectives	65
7.2	A framework for describing objectives and scope	66
<b>8</b>	<b>Scope Breakdown</b>	<b>79</b>
8.1	Breakdown of the scope through the WBS	79
8.2	Defining the appropriate level of breakdown	81
8.3	Breakdown criteria	85
8.4	How to develop a WBS	89
<b>9</b>	<b>Definition and Allocation of Resources</b>	<b>97</b>
9.1	Identifying competencies	97
9.2	Planning and allocation human resources to activities	98
9.3	Responsibility matrices	98
9.4	Estimating resource use	104
9.5	Planning and allocation of material resources	106
<b>10</b>	<b>Communication Management</b>	<b>109</b>
<b>11</b>	<b>Time Management</b>	<b>113</b>
11.1	Inputs to time management	113
11.2	Critical path method	116
11.3	PERT	121
11.4	Critical Chain Project Management	123
<b>12</b>	<b>Cost Management</b>	<b>129</b>
12.1	Types of costs	129
12.2	Project budget structures	133
12.3	Costs over time	135
<b>13</b>	<b>Risk Management</b>	<b>137</b>
13.1	Risk management process	137
13.2	Identifying risks	139
13.3	Risk analysis: a qualitative approach	142
13.4	Risks analysis: hints on the quantitative approach	146

13.5 Risk response planning and implementation	149
13.6 Risk monitoring and control	153
<b>14 Monitoring and Controlling</b>	<b>157</b>
14.1 Monitoring, controlling, and continuous planning	157
14.2 Estimating progress	159
14.3 Earned Value method	163
14.4 Controlling	169
<b>15 Change Management</b>	<b>171</b>
<b>16 Beyond the Single Project: Planning and Managing Multi-Project Environments</b>	<b>177</b>
<b>17 Project Management with the Agile Approach</b>	<b>183</b>
17.1 Origins of Agile	183
17.2 Interpreting and generalizing the <i>Agile Manifesto</i>	186
17.3 Agile practices	194
17.4 An Agile framework	196
17.5 Backlog	200
17.6 Definition of priorities: the MoSCoW model	202
17.7 Customizing the backlog	203
17.8 User stories	206
17.9 Estimates	207
17.10 Scales in relative estimates	209
17.11 Estimation techniques in Agile	210
17.12 Where to use Agile	216
<b>Checklist for Assessing the Robustness of a Project Throughout Its Life Cycle</b>	<b>223</b>
<b>Bibliography</b>	<b>229</b>