

PREFACE.....	5
Chapter 1. INTRODUCTION TO PROJECT MANAGEMENT CONCEPTS AND DEFINITIONS.....	7
1.1. The basic terms in project management.....	7
1.1.1. Project definition and its attributes	7
1.1.2. Project Management	9
1.1.3. Project life cycle	11
1.1.4. Program and portfolio management	12
1.2. Project Management Approach by PRINCE2®.....	13
1.3. Project Management Tools and Techniques	13
Bibliography	15
Chapter 2. PROJECT SELECTION METHODS	16
2.1. Non-numeric and numeric (financial and no financial) methods.....	16
2.1.1. Using Financial Criteria for Project Selection.....	16
2.1.2. Other common financial ratios	20
2.2. The non-numeric models (strategic) of project selections	27
2.2.1. Weighted factor scoring model.....	27
2.2.2. Comparative Benefit Model.....	31
2.2.3. “The Sacred Cow”	31
2.2.4. The Operating Necessity	31
2.2.5. Checklist model.....	31
2.3. Tools and techniques for evaluating company’s strategic position and/or developing business strategy	32
2.3.1. SWOT analysis, gap analysis	33
2.3.2. Porter’s five forces – Model for industry analysis.....	42
2.3.3. Porter’s four corners model	45
2.3.4. PEST	49
2.3.5. Delta Model	51
2.3.6. Organizational structure.....	54
Bibliography	58
Chapter 3. PROJECT INITIATION.....	59
3.1. Developing Statement of Work (SOW)	61
3.2. Business Case (PMBOK®).....	65
3.2.1. Introduction/The executive summary.....	67
3.2.2. Business Objectives.....	67

3.2.3. Business needs.....	67
3.2.4. Critical Assumptions and Constraints.....	69
3.2.5. Recommendations.....	70
3.2.6. Preliminary Project Requirements.....	71
3.2.7. Budget Estimate and Financial Analysis.....	71
3.2.8. Schedule estimate.....	72
3.2.9. Potential Risks.....	72
3.2.10. Exhibits (Supporting Documentation).....	73
3.3. Project Charter (PMBOK®).....	73
Bibliography.....	78
Chapter 4. PROJECT PLANNING.....	79
4.1. Project Management Methodologies – Frameworks, methods, techniques.....	79
4.1.1. Creating Work Breaking Structure (WBS).....	87
4.1.2. Creating Gantt charts.....	94
4.1.3. Developing network diagrams and defining Critical Path Method.....	97
4.2. Project Quality Management (PQM).....	114
4.2.1. Creating a Pareto Chart.....	117
4.2.2. Cause and effect diagram.....	123
4.2.3. Control charts.....	125
4.2.4. Statistical sampling.....	129
4.3. Human Resources Management.....	130
4.3.1. Human Resource Planning.....	131
4.3.2. Acquaring the project team.....	131
4.3.3. Developing the Project Team.....	136
4.3.4. Managing and leading people at work.....	137
4.4. Determining the Number of Communications Channels.....	141
4.5 Risk analysis.....	144
4.5.1. FMEA.....	144
4.5.2. Risk Response Plan.....	146
Bibliography.....	161
Chapter 5. PROJECT EXECUTION.....	163
5.1. Monitoring and controlling of project progress.....	163
5.1.1. Earned Value Analysis & Cost and Schedule Performance Indices.....	163
5.1.2. To-Complete (Remaining Work) Performance Index.....	168
5.1.3. Expected Monetary Value.....	175
5.1.4. Critical chain project scheduling – a technique to manage uncertainty in project schedules chain.....	185
Bibliography.....	191
Chapter 6. PROJECT OR PROJECT PHASE CLOSING.....	192
Bibliography.....	197
BIBLIOGRAPHY.....	198
APPENDICES.....	200
ABOUT THE AUTHORS.....	212