	Preface to the revised second edition	711
Par	t 1 The programme and project environment	1
1	Introduction	3
	What is special about programmes and projects?	4
	Who is this book for?	5
2	Change: programmes and projects	7
	Change and the programme and project manager	8
	What is a project?	9
	Projects and sub-projects	10
	What is a programme?	12
	An example programme	14
	Why programme management?	14
	What is programme management?	16
	What is project management?	17
	Why is programme management different from project	
	management?	18
	What is different about programme and project management?	19
	How are programmes and projects derived?	21
	The dynamic life cycle	23
	The dynamic action cycle	24
	The programme and project process phase gates	26
	Is the phase gate a constraint?	28
	Is this control necessary?	29
	Summary modelment and below to be a summary	30

3	Organizing for programme management	31
	Organizing for ownership	33
	Establishing the programme steering team	34
	Continuous improvement and problem solving: are they projects?	36
	The programme register	37
	Operating a programme register	37
	The key responsibilities of the programme steering team	41
	Meetings of the programme steering team	42
	Managing the portfolio: selection of programmes and projects	44
	The inputs to effective selection	46
	The secondary screening	48
	The result of effective selection	49
	Summary	51
4	The key roles	53
	The project steering team administrator	54
	The sponsor	55
	The programme manager	55
	The project manager	56
	The functional manager	56
	The stakeholders	57
	Frequently used terms	59
	The programme and project manager as a leader	60
	The dimensions of leadership in the programme and	
	project environment	62
	Dimension 1: Managing stakeholders	63
	Dimension 2: Managing the dynamic life cycle	66
	Dimension 3: Managing performance	66
	Programmes, projects and teamwork	67
	Building your team	70
	Customer satisfaction	71
	Summary Summary Summary Summary	72
Par	t 2 The programme and project processes and techniques	75
5	Starting up: ideas and opportunities for projects	77
	The fundamental data needs	78
	What are the constraints?	79
	What data does the programme steering team require?	80
	Preparing the initial business case	80
	Through Gate Zero to Gate One	81
	Presenting the business case to the programme steering team	87
	The kick-off meeting	88
	Project documentation	91
	The project brief and specification	95
	Summary	97
	U MARIER IMA 7	

6	Defining the project What is necessary to define a project? The stakeholder list The project brief The scope of work statement Risk management Risk assessment Quantifying identified risks Risk monitoring Getting your project definition approved Summary	99 99 100 101 105 107 110 114 120 120 123
7	Planning your project What is not going to be done? Who needs to be involved? Where does planning start? Identifying the key stages The project work breakdown structure Allocating responsibility What is an estimate? Avoid some classic pitfalls The golden rules Effort and duration Estimating the durations Contingencies Time-limited scheduling and estimates Identifying the critical path of your project The programme evaluation and review technique Analysing the logic diagram Using the PERT analysis data Analysing your resource requirements Optimizing your schedule Reviewing your project risk log Reviewing your project budget Intermediate phase gates Seeking approval to launch your project Summary	126 126 127 127 128 131 132 134 135 137 137 139 142 143 145 146 149 149 154 155 159 160 161 162 164
8	Launching your project Establishing key stage work plans Deriving a milestone schedule Critical success factors Ensuring effective communication Project status reports Deriving a meetings schedule for your project Managing project changes	166 166 169 171 173 174 177 178

	Holding a launch meeting Summary	185 188
100 100 100 100 110 110 120 120 120 120	Executing the project work The project control system Monitoring progress Managing issues Reviewing project issues Tracking your project Taking corrective action Problem solving Progress meetings Progress reporting Encouraging good time management Controlling the project costs Balancing the project Approaching the closure phase Summary	190 191 195 198 206 207 212 214 217 220 222 228 234 238 239
101 137 137 143 143 143 144 145 146 146	Closing your project Why have a closure phase? Establishing completion criteria The acceptance process The close-out meeting Evaluating your project Closing down the project Post-project evaluation Post-project appraisals What next? Summary	242 243 244 246 247 251 252 254 258 259 261
11 081 1081 1081	Using a computer What can software do? Using a software program What software does not do Selecting project software The programme management office	263 264 267 270 271 271
12	Common project problems Problem analysis How projects succeed	274 274 280
	Postscript	282
	Appendix 1: Glossary of terms	283
	Appendix 2: Further reading	289
	Index engands to story and analysis	291