

Contents

Introduction	6	Chapter 3	
Chapter 1		Managing work in progress	54
Thinking “project”	8	Making time for the project	56
What is a project?	10	Delegating effectively	58
The project sequence	14	Maintaining momentum	62
Defining the team	18	Communicating successfully	66
Being project manager	20	Reviewing progress	68
Working with your sponsor	22	Managing project information	70
Documenting progress	24	Monitoring costs	72
		Managing changes to scope	74
Chapter 2		Chapter 4	
Setting up a project	26	Going live	78
Initiating the project	28	Implementing the project	80
Building a project team	30	Preparing for handover	84
Analyzing stakeholders	32	Handing the project over	86
Defining the details	34	Evaluating success	88
Developing a business case	40	Reviewing the process	90
Managing risk	42		
Planning the project	44	Index	94
Estimating time	50	Acknowledgments	96
Representing the plan	52		