

Contents

The Basics	1
<i>What constitutes a project</i>	3
<i>What project management involves</i>	4
<i>The four phases of every project</i>	6
Planning Your Project	11
<i>Define the real problem</i>	14
<i>Identify your stakeholders</i>	18
<i>Set the project's goals</i>	20
<i>Prepare for trade-offs</i>	24
<i>Spell out the tasks</i>	26
Building Up Your Project	35
<i>Assemble your team</i>	38
<i>Set the schedule</i>	44
<i>Develop a budget</i>	56

Contents

Managing Your Project	61
<i>Delegate—but track results</i>	64
<i>Monitor progress against the schedule</i>	66
<i>Monitor progress against the budget</i>	69
<i>Ensure quality control</i>	71
<i>Report progress to stakeholders</i>	73
Dealing with Your Project's Problems	75
<i>Scope creep</i>	77
<i>Delays</i>	78
<i>Budget overruns</i>	80
<i>People issues</i>	82
Bringing Your Project to a Successful Conclusion	89
<i>Prepare the handoff</i>	92
<i>Conduct a post-project evaluation</i>	93
<i>Develop a useful final report</i>	94
<i>Thank everyone—and prepare for the next project</i>	100

Contents

<i>Test Yourself</i>	103
<i>Learn More</i>	113
<i>Sources</i>	121
<i>Index</i>	123