## Contents

Pre	face	XI
Obj	ectives	xii
Out	cline of the Book	xiv
TH	E GREAT PYRAMID OF GIZA	xvii
1	The Challenges of Dublic Costor Droiset	
1	The Challenges of Public-Sector Project	1
	Management and the Coming Storm	1
	The Distinguishing Characteristics of the Public Sector	1
	The Challenges of Public-Sector Project Management	8
	The Coming Storm	9
	New Tools for Public-Sector Managers in the New Economy	12
	Discussion Questions	13
	Exercise	14
	PROJECT APOLLO	14
2	The Foundations of Public-Sector Project Management	17
	The Problem with Projects	17
	Why Do Public-Sector Projects Fail?	18
	The Good News about Projects and Project	
	Management Standards	19
	The Value of Project Management to a	
	Public-Sector Organization	21
	The Downside of Project Management	
	The Critical Success Factors for Public-Sector Projects	24
	Project Management Maturity Models in the Public Sector	25
	Scaling Project Management Methods	26
	The Use of Software for Project Management	28
	Discussion Questions	29
	· · · · · · · · · · · · · · · · · · ·	

## CONTENTS

	THE CREATION OF THE PEACE CORPS	29 29
3	The Framework for Managing Public-Sector Projects	31
	The Project Management Framework for Public Projects	31
	Grouping Projects for Better Management	32
	Breaking Projects into Components	33
	Project Process Groups	36
	Project Management Knowledge Areas	42
	The Triple-Constraint Model	42
	Project Processes	43
	Applying Project Functions and Processes for	
	Public-Sector Projects	47
	The Necessary Skills for Public-Sector Project Managers	52
	Discussion Questions	53
	Exercises	53
	THE MARSHALL PLAN	54
4	Project Integration	
	Public-Sector Project Integration: Wrestling with	
	the Octopus	
	Overview of the Necessary Functions for Public-Sector	
	Project Integration another Oncome and American Project Integration another Oncome another Oncome and American Integration	
	Best Practices for Public-Sector Project Integration	
	Discussion Questions  Exercises	70 71
	ELECTING A CANDIDATE	
	ELECTING A CANDIDATE	71
5	Managing Project Scope	73
	Project Scope Management	73
	The Challenges of Scope Management for the Challenges of	
	Public-Sector Projects and Amening and Management of the souls V and	74
	The Two Roles of Project Scope militarious of militarious and spilled and the Two Roles of Project Scope militarious of Project Scop	77
	The Required Functions for Public-Sector Project	
	Scope Management	78
	Best Practices for Managing Public-Sector Project Scope	85
	Discussion Questions	86
	Exercises the management and project and presented to be Land	86
	PROJECTS FOR IMPROVING PUBLIC-SECTOR	
	PROCESSES	87

Contents	vii

6	Managing Project Time The Challenges of Project Time Management in the	89
	Public Sector	89
	The Required Functions for Public-Sector Project	
	Time Management	90
	Best Practices in Public-Sector Project Time Management	103
	Discussion Questions	104
	Exercises	104
	THE FBI's VCF PROJECT	105
7	Managing Project Cost	107
	The Challenges of Public-Sector Cost Management	107
	Project Selection and Prioritization	109
	Required Functions for Managing Public-Sector	
	Project Costs	111
	Earned-Value Management of Public-Sector Projects	121
	Best Practices in Public-Sector Project Cost Management	123
	Discussion Questions	123
	Exercises	124
	TURNING ON THE LIGHTS IN THE COUNTRY	125
8	Managing Project Quality	127
	The Basics of Project Quality Management	127
	The Challenges of Public-Sector Project Quality	
	Management	128
	The Functions Required for Public-Sector Project	
	Quality Management	129
	Lean Government as a Tool for Quality Improvement	132
	Managing Project Requirements	134
	Best Practices in the Management of Quality in	
	Public-Sector Projects	139
	Discussion Questions	139
	Exercises	140
	THE ALLIED D-DAY INVASION OF JUNE 1944	140
9	Managing Project Human Resources	143
	The Challenges of Human Resource Management in	
	Public-Sector Projects Projects Projects Projects Projects	143
	The Required Functions for Public-Sector Human Resource	
	Project Management	144

## **CONTENTS**

	Strategies for Managing Human Resources in	
	Public-Sector Projects	152
	Public-Sector Leadership	153
	Best Practices for Human Resource Management in	
	Public-Sector Projects	154
	Discussion Questions	155
	Exercises and asug not supply	156
	REBUILDING GREENSBURG "GREEN"	157
10	Managing Project Communications	159
	The Challenges of Project Communications in	
	Public-Sector Projects	160
	The Functions Required for Public-Sector Project	
	Communications Management	162
	Best Practices in Public-Sector Project	
	Communications Management	
	Discussion Questions	172
	Exercises anoman Q not same	
	THE MANHATTAN PROJECT	173
11	Managing Project Risk	175
	The Challenges of Managing Risks in Public-Sector	A 8
	Projects Williams Manual Manual Report to asleast ad	175
	The Required Functions for Public-Sector Project	150
	Risk Management	178
	Best Practices for Public-Sector Project Risk	100
	Management Inomeganal village	193
	Discussion Questions	194
	Exercises	105
	CLOSING WILLOWBROOK	195
12	Managing Project Procurement and Vendors	197
	The Necessary Functions of Public-Sector Project	
	Procurement Management	198
	The New Demands on Managers and New Tools	
	for Managers	211
	The Differences Among Activities, Outputs, and Outcomes	212
	The Challenges of Outcome Management for Contractors	
	and Vendors	215
	Performance Management	216

Contents

ix

	Managing the Cultural Changes Necessary for Successfully	
	Managing Vendors	217
	The Legal Framework for Outsourcing Project Products	
	and Services to Vendors	218
	Managing Changes and Expectations in the Vendor	
	Relationship	224
	Best Practices for Public-Sector Project Procurement	
	Management	225
	Discussion Questions	226
	Exercises	227
	THE CONSTRUCTION AND RECONSTRUCTION OF	
	THE PANAMA CANAL	228
13	Managing Complexity and Chaos in	
	Public-Sector Projects	231
	The Role of Complexity and Chaos in Public-Sector Projects	231
	Modern Insights into Chaos, Complexity, and Turbulence	232
	The Challenges of Chaos and Complexity for Projects and	
	the Recognition of the Limits of Certainty	234
	Factors Creating Complexity in the Project Environment	239
	Three Supplementary Methods for Managing Chaos and	
	Complexity in Projects	240
	Concluding Comments on Chaos and Complexity in Projects	248
	Discussion Questions	249
	Exercises	250
Glo	essary	251
amminger muniply in the phone sector, which depones on any		267
Ind	Index	