Chapter 6 Project Planning By Link Springer

The AMA Handbook of Project Management
Chapter 6: Controlling Costs and Schedule–Systems That Really Work
Fundamentals of Project Management
An Introduction to Project Modeling and Planning
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Leadership Skills and Management Techniques to Deliver Great Products
PMP Project Management Professional Exam Study Guide
Project Management in Nursing Informatics
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Great Lessons in Project Management
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DOMINIQUE PEREZ

The AMA Handbook of Project Management

Chapter 6: Controlling Costs and Schedule–Systems That Really Work

Prentice Hall Professional
To build reliable, industry-applicable software products, large-scale software project groups must continuously improve software engineering processes to increase product quality, facilitate cost reductions, and adhere to tight schedules. Emphasizing the critical components of successful large-scale software projects, Software Project Management: A
Fundamentals of Project Management
Butterworth-Heinemann
A Comprehensive Framework for Project Planning in Any Industry! Project Planning Techniques is a comprehensive reference for project managers in any discipline, outlining the latest proven-effective methods based on solid research. Blending practical experience with academic rigor, this authoritative resource will help you develop a deeper understanding of current knowledge and best practice techniques for project success. With practical examples from many industries, Project Planning Techniques gives you a firm understanding of how these methods are applied in real-world situations. • Get a solid foundation in project planning fundamentals • Discover the latest indices and models for project selection and prioritization • Gain an understanding of the schedule network and the project schedule • Learn processes and

techniques for monitoring expenditures during the implementation phase • Explore the relationship between knowledge management and project management - and how you can manage project knowledge by integrating techniques from both systems From start to finish, Project Planning Techniques will help you improve your understanding of project planning — and your performance as a project leader. Bonus CD-ROM: Project Planning Techniques includes a bonus CD-ROM with comprehensive examples from several industries, including WBS, RBS, network diagrams, project estimates, and much more.

An Introduction to Project Modeling and Planning CRC Press This textbook teaches the basic concepts and methods of project management but also explains how to convert them to useful results in practice. Project management offers a promising working area for theoretical and practical applications, and developing software and decision support systems (DSS). This book specifically focuses on project planning and control, with an emphasis on mathematical modeling. Models and algorithms establish a good starting point for students to study the relevant literature and support pursuing academic work in related fields. The book

provides an introduction to theoretical concepts, and it also provides detailed explanations, application examples, and case studies that deal with real-life problems. The chapter topics include questions that underlie critical thinking, interpretation, analytics, and making comparisons. Learning outcomes are defined and the content of the book is structured following these goals. Chapter 1 begins by introducing the basic concepts, methods, and processes of project management. This Chapter constitutes the base for defining and modeling project management problems. Chapter 2 explores the fundamentals of organizing and managing projects from an organization's perspective. Issues related to project team formation, the role of project managers, and organization types are discussed. Chapter 3 is devoted to project planning and network modeling of projects, covering fundamental concepts such as project scope, Work Breakdown Structure (WBS), Organizational Breakdown Structure (OBS), Cost Breakdown Structure (CBS), project network modeling, activity duration, and cost estimating, activity-based costing (ABC), data and knowledge management. Chapter 4 introduces deterministic scheduling models, which can be used in constructing the time

schedules. Models employing time-based and finance-based objectives are introduced. The CPM is covered. The unconstrained version of maximizing Net Present Value (NPV) is also treated here together with the case of time-dependent cash flows. Chapter 5 focuses on the time/cost trade-off problem, explaining how to reduce the duration of some of the activities and therefore reduce the project duration at the expense of additional costs. This topic is addressed for both continuous and discrete cases. Chapter 6 discusses models and methods of scheduling under uncertain activity durations. PERT is introduced for minimizing the expected project duration and extended to the PERT-Costing method for minimizing the expected project cost. Simulation is presented as another approach for dealing with the uncertainty in activity durations and costs. To demonstrate the use of the PERT, a case study on constructing an earthquake-resistant residential house is presented. Classifications of resource and schedule types are given in Chapter 7, and exact and heuristic solution procedures for the single- and multi-mode resource constrained project scheduling problem (RCPSP) are presented. The objective of maximizing NPV under resource constraints is

addressed, and the capital-constrained project scheduling model is introduced. In Chapter 8, resource leveling, and further resource management problems are introduced. Total adjustment cost and resource availability cost problems are introduced. Various exact models are investigated. A heuristic solution procedure for the resource leveling problem is presented in detail. Also, resource portfolio management policies and the resource portfolio management problem are discussed. A case study on resource leveling dealing with the annual audit project of a major corporation is presented. Project contract types and payment schedules constitute the topics of Chapter 9. Contracts are legal documents reflecting the results of some form of client-contractor negotiations and sometimes of a bidding process, which deserve closer attention. Identification and allocation of risk in contracts, project control issues, disputes, and resolution management are further topics covered in this Chapter. A bidding model is presented to investigate client-contractor negotiations and the bidding process from different aspects. Chapter 10 focuses on processes and methods for project monitoring and control. Earned Value Management is studied to measure the project

performance throughout the life of a project and to estimate the expected project time and cost based on the current status of the project. How to incorporate inflation into the analysis is presented. In Chapter 11, qualitative and quantitative techniques including decision trees, simulation, and software applications are introduced. Risk phases are defined and building a risk register is addressed. An example risk breakdown structure is presented. The design of risk management processes is introduced, and risk response planning strategies are discussed. At the end of the Chapter, the quantitative risk analysis is demonstrated at the hand of a team discussion case study. Chapter 12 covers several models and approaches dealing with various stochastic aspects of the decision environment. Stochastic models, generation of robust schedules, use of reactive and fuzzy approaches are presented. Sensitivity and scenario analysis are introduced. Also, simulation analysis, which is widely used to analyze the impacts of uncertainty on project goals, is presented. Chapter 13 addresses repetitive projects that involve the production or construction of similar units in batches such as railway cars or residential houses. Particularly in the construction industry repetitive projects

represent a large portion of the work accomplished in this sector of the economy. A case study on the 50 km section of a motorway project is used for demonstrating the handling of repetitive project management. How best to select one or more of a set of candidate projects to maintain a project portfolio is an important problem for project-based organizations with limited resources. The project selection problem is inherently a multi-objective problem and is treated as such in Chapter 14. Several models and solution techniques are introduced. A multi-objective, multi-period project selection and scheduling model is presented. A case study that addresses a project portfolio selection and scheduling problem for the construction of a set of dams in a region is presented. Finally, Chapter 15 discusses three promising research areas in project management in detail: (i) Sustainability and Project Management, (ii) Project Management in the Era of Big Data, and (iii) the Fourth Industrial Revolution and the New Age Project Management. We elaborate on the importance of sustainability in project management practices, discuss how developments in data analytics might impact project life cycle management, and speculate how the infinite possibilities of the Fourth Industrial

Revolution and the new technologies will transform project management practices.

Project Management Handbook of Checklists

The AMA Handbook of Project Management

Chapter 6: Controlling Costs and Schedule–Systems That Really WorkQuality Software Project Management

Project planning is generally accepted as an important contributor to project success. However, is there research that affirms the positive impact of project planning and gives guidance on how much effort should be spent on planning? To answer these questions, this book looks at current literature and new research of this under-studied area of proj

The 25% Solution John Wiley & Sons

Gido/Clements's best-selling SUCCESSFUL PROJECT MANAGEMENT, 6E presents everything you need to know to work successfully in today's exciting project management environment, from the organization and management of effective project teams to planning, scheduling, and cost management. Revised chapters closely align with the PMBOK (Project Management Body of Knowledge) framework to ensure that you are mastering today's best management practices. Coverage of the latest business developments and challenges introduce issues such as project

constraints, the project charter, and how projects relate to an organization's strategic plan. You even gain experience working with the latest version of today's most popular project management software--Microsoft Project 2013--using the trial version that is available to download on the student companion site. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version. *Guidelines for Project Planning* Van Haren Many of the project management methods and techniques of the past are still being used today, even though the technology, management and environment have changed. Information Technology Project Management explores the need to employ a modern project management approach to reflect today's environment. Focusing on IT projects, Lientz provides a comprehensive examination of the project management process, from the initiation of the project through to the planning, design, execution and closing. Key Features: • Detailed coverage of PMBoK and PRINCE2 methodologies • Explores the practical aspects of project management • Extensive case studies from a variety of industries • Checklists and scorecards to measure all aspects of the project management process •

Coverage of HRM and other 'soft' elements of project management • Guidelines on preventing project problems and failure Based on the authors own extensive industry and teaching practice, Information Technology Project Management is an essential resource for undergraduate, postgraduate and MBA students studying project management. Earlier editions of this work were published as Breakthrough Technology Project Management.

Leadership Skills and Management Techniques to Deliver Great Products Thomas Telford

This book discusses risk management as it applies to problem-solving for simple, complex and wicked problems faced by policy creators and implementors, project managers and systems engineers in the context of policies, large engineering projects (LEPs), projects and systems. When applying systems thinking to risk management, it can be seen that risk management applies to almost every action taken in daily life. This book: Introduces the systems approach of integrating risk management into policy creation and implementation, project management and systems engineering, such as the risk framework and the Firm Fixed Price (FFP) contract with penalties and bonuses. Introduces a number of out-of-the box concepts building on

the application of the systems thinking tools in the system thinker's toolbox. Points out that integrating risk management into policy and project management and systems engineering is just good management and engineering practice. Discusses the flow of risk in a policy from creation through implementation via LEPs and simpler projects, identifying where risks arise and where they should be dealt with. Presents the risks in the relationship between policy creation, implementation, project management and systems engineering. Discusses risks throughout the policy implementation process and shows how the nature of risks changes from political to financial to technological as implementation proceeds. Discusses managing complexity and specifies the minimum number of elements in a system for it to be defined as, and managed as, complex. Points out that in most instances the traditionally ignored major implementation risk is that of poor performance by personnel. Shows how to proactively incorporate prevention into planning in order to prevent risks, as well as how to mitigate them when they occur.

PMP Project Management Professional Exam Study Guide Guru99

In the past, an organization's technical methodologies were

expected to fulfill project management process needs. However, they sometimes fell short of applying what is known today as "professional project management" concepts and practices. Written by one of the nation’s most highly regarded project management mentors, The Complete Project Management Methodology and Toolkit delineates a "business-relevant" methodology that can be introduced across different industries and business environments. The book describes the ProjectPRISMTM Project Management Methodology, an innovative, matrix-based approach to conducting project management that introduces relevant concepts, practices, and tools in an effective project management solution. Aligned with common business practices, Gerard Hill’s method demonstrates how to develop project plans, keep on schedule, manage budgets, maintain areas of responsibility, and evaluate a project’s progress from concept to completion. The text also offers insight for customizing the methodology to meet the unique needs of individual organizations. Project management has emerged as a professional discipline and is coming into the mainstream just when it appears to be most needed in the business environment. Demonstrating that project management,

in many ways, is business management, the author provides an exceptional foundation for creating a fine-tuned project management practice and a relevant business solution for every organization.

Project Management in Nursing Informatics John Wiley & Sons
There are close to 290,000 PMPs worldwide and PMI membership increased more than 10 percent from 2007 to 2008 PMI's CAPM and PMP certifications are not specific to any industry; all areas of business are adapting the certification as a guide to more profitable projects: manufacturing, business-to-business, government, and service industries

Information Technology Project Management McGraw Hill Professional
Methods of IT Project Management (Third Edition) is built around the latest version of the Project Management Body of Knowledge (PMBOK) and covers best practices unique to the IT field. It is designed for use in graduate, advanced undergraduate, and professional IT project management courses to prepare students for success in the IT field, and to prepare them to pass the Project Management Professional (PMP) certification exam given by the Project Management Institute (PMI), the world's leading certification in the field of project management. Unlike

other project management texts, Methods of IT Project Management follows the IT project life cycle, from overview and initiation to execution, control, and closing. An enterprise-scale IT project (macro-case study) runs through the entire text. Each section presents mini-cases based on the larger case and focuses on new concepts presented in each section. Readers gain practical knowledge of IT project management workflows, at scale, while building technical knowledge and skills required to pass the PMP. Mini-case studies encourage deep retention, prompt rich in-class discussion, and challenge more advanced students and professionals alike. Unique skills covered can be put directly into practice. An appendix presents practice study questions and advice on preparing for and passing the PMP exam. The revised third edition includes expanded coverage of agile system development methodologies, leadership and negotiation skills, and process maturity models.

Great Lessons in Project Management

John Wiley & Sons

The book is organized around basic principles of software project management: planning and estimating, measuring and controlling, leading and communicating, and managing risk. Introduces software development methods, from traditional

(hacking, requirements to code, and waterfall) to iterative (incremental build, evolutionary, agile, and spiral). Illustrates and emphasizes tailoring the development process to each project, with a foundation in the fundamentals that are true for all development methods. Topics such as the WBS, estimation, schedule networks, organizing the project team, and performance reporting are integrated, rather than being relegating to appendices. Each chapter in the book includes an appendix that covers the relevant topics from CMMI-DEV-v1.2, IEEE/ISO Standards 12207, IEEE Standard 1058, and the PMI® Body of Knowledge. (PMI is a registered mark of Project Management Institute, Inc.)

Project Management

CRC Press

Managers in social work and social care contexts are required to manage a wide range of projects: long-term and short-term, on large and small scales, in partnership with other agencies, and covering a broad range of issues and contexts. Management of these projects requires specific expertise, and this book sets out what these core skills are and how they can be achieved. Topics such as managing resources, assessing risks, and measuring outcomes are covered, as well as how to start and end a project. The authors acknowledge

the values and ethics inherent to care environments, as well as the business skills necessary for good management. Detailed case studies demonstrate the ideas in action, and reflective activities, practical tools and action checklists are included throughout. This practical handbook provides a clear and comprehensive guide to how to be an excellent project manager, and is a must-read for all social work and social care managers and post-qualifying social work and social care students.

The Procurement and Supply Manager's Desk Reference Routledge
As the use of project management to accomplish organisational goals continues to grow, skills related to understanding human behavior, evaluating organisational issues, and using quantitative methods are all necessary for successful project management. Meredith and Mantel have drawn from experiences in the workplace to develop a text that teaches the student how to build skills necessary for selecting, initiating, operating, and controlling all types of projects.

Practice Standard for Scheduling - Third Edition John Wiley & Sons
The 5th Edition of Jack Marchewka's Information Technology Project Management focuses on how to create measurable

organizational value (MOV) through IT projects. The author uses the concept of MOV, combined with his own research, to create a solid foundation for making decisions throughout the project's lifecycle. The book's integration of project management and IT concepts provides students with the tools and techniques they need to develop in this field.
Project Planning and Project Success CRC Press
"This textbook is intended for business analysts, engineers, system developers, systems analysts, and others just getting started in management, and for managers and administrators with little project management training."--Jacket.
Proactive Project Management Springer Nature
SCM doesn't change management goals, but relies on new knowledge, practices, and skills to better achieve those goals. Going it alone, without collaborating with supply chain partners, is a dead-end strategy. Without a doubt, effective supply chains will be the product of successful application of project management disciplines coupled with innovations in supply chain management. The question remains how do you take your supply chain from dysfunctional to competitive? The first book to take a project management approach to supply chain management, Supply

Chain Project Management: A Structured, Collaborative, and Measurable Approach explains a four-stage progression toward world-class supply chain project management. The author provides a template of the stages encountered when moving to competitive supply chains, delineates the processes that organizations must implement if they are to advance from one stage to the next, and describes best practices for how to get there. He supplies structured approaches for supply chain analysis and documentation, and illustrates the concepts with examples from the trenches. In the supply chain world, managers must choose between the "business as usual" single company approach or exploiting innovations in supply chain management and project management to their advantage. Covering the how-tos for implementing supply chain improvement, this easy-to-use guide details the steps to developing a strategy, reducing costs, and generating revenue. It shows you how to combine SCM and project management knowledge and practice to develop and execute supply chain strategies.

Information Technology Project Management

Macmillan International Higher Education

Project Management. **Successful Project**

Management in Social Work and Social Care John Wiley & Sons

Project Management in Product Development: Leadership Skills and Management Techniques to Deliver Great Products is written for new and aspiring project managers in product development. Although texts on project management are common, the material presented here is unique, instead focusing on product development, a challenging segment of project management because of the high level of uncertainty, the need for a robust set of problem-solving techniques, and a demand for broad cross-functional teams. The book also focuses on more than just project management techniques, including a thorough treatment of transformational and transactional leadership. Other topics covered include problem-solving techniques, development, and continuous improvement of processes required in product development, risk recognition and management, and proper communication with mangers and other stakeholders. Finally, project management techniques used in product development are presented, including the critical path method, scrum and XP, and Kanban/lean project development, along with the strengths and weaknesses of each. Provides ways to

successfully manage product development projects by teaching traditional and advanced project management techniques like Gantt, CPM, Agile, Lean, and others Covers transformational and transactional leadership, how to create a vision and engage the team, as well as tactics on how to manage a complex set of tasks Uses a practical, common sense approach to the day-to-day activities of a project manager, including project planning, project process development, problem-solving, project portfolio management, reporting, and more Presents a thorough comparison of popular project management tools Includes many examples, cases, and side-bars that are included throughout the book

Project Management Tools and Techniques

Cengage Learning

A pragmatic approach to project management Many projects fail to deliver on time or on budget, or even to deliver a workable product that satisfies the customer. While good project management goes a long way towards ensuring success, managers often fail to follow the plans they implement. This unique guide helps you understand and successfully handle project management, once and for all. Covering practical ways to solve problems you'll typically face when managing actual projects, this

pragmatic book takes you through a full project management lifecycle. You'll find ample tips, tricks, and best practices--all richly illustrated with real case studies. Find out how to plan for risk, get wayward projects back on track, manage a whole portfolio of projects, and much more. Each topic in the book is mapped to the exam topics of the PMP® Certification Exam, so PMP certification candidates can also use this book for test prep. The book's companion web site offers downloadable forms, templates, and checklists. Explains project management for the real world using a pragmatic approach that includes field-tested techniques, case studies to illustrate concepts, helpful tips and tricks, and downloadable content Guides you to project management success by providing friendly advice, as if you had a friend or project management consultant at your side, discussing issues Explores how to run successful meetings, how to get wayward projects back on track, planning for risk, and how to manage multiple projects Manage your next project with a personal consultant: your own copy of Your Project Management Coach: Best Practices for Managing Projects in the Real World. (PMP is a registered marks of the Project Management Institute, Inc.)

Project Management Institute

Taking you beyond the Capability Maturity Model- to the integrated world of systems and software, this comprehensive resource presents CMMI- Version 1.2 in a manner that is easy to comprehend by higher-level managers and practitioners alike. Written by a world-renowned expert in the field, the book offers a clear picture of the activities an organization would be engaged in if their systems and software engineering processes were based on CMMI-."

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