



Making Everything Easier!™

Project Management

FOR
DUMMIES®

Learn to:

- Select, motivate and manage a team
- Plan, execute and conclude ambitious projects
- Get to grips with the latest concepts behind project management techniques
- Deliver on time and on budget

**Nick Graham
Stanley Portny**



Project Management For Dummies[®], UK Edition

Visit

<http://www.dummies.com/cheatsheet/projectmanagementuk> to view this book's cheat sheet.

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by Nick Graham and Stanley E. Portny



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About the Author

Nick Graham is the founder and Managing Director of Inspirandum Ltd, a small and specialised company focused on achieving excellence in project management. In his company he has set very clear objectives to teach all project approaches and methods in a practical way so that they can be applied intelligently and productively.

With a career that has covered both the public sector and the private sector, Nick is able to communicate readily with managers in both communities and he's been involved in project consultancy and training for more than 17 years. Nick's experience with structured methods in projects goes back much further where he has specialised in the PRINCE2™ method and is the author of another fine

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Nick is an experienced project practitioner, trainer and author, and he's also a qualified teacher. He runs project management and project risk training events worldwide for companies both large and small, public sector organisations and charities. Those attending his training events have described his style as energetic, lively, fun, very practical and very informative. Nick's consultancy work has ranged from helping to plan individual projects to advising senior managers on how to implement a project method throughout their organisation.

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Stan combines an analyst's eye with an innate sense of order and balance and a deep respect for personal potential. He helps people understand how to control chaotic environments and produce dramatic results while still achieving personal and professional satisfaction. Widely acclaimed for his dynamic presentations and unusual ability to establish a close rapport with seminar participants, Stan specialises in tailoring his training programmes to meet the unique needs of individual organisations. His clients have included ADP, ADT, American International Group, Burlington Northern Railroad, Hewlett Packard, Nabisco, Novartis Pharmaceuticals, Pitney Bowes, UPS, Vanguard Investment Companies and the United States Navy and Air Force.

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Stan provides on-site training in all aspects of project management, project team building and project leadership. Web site www.StanPortny.com.

Dedication

From Nick: This UK edition of *Project Management For Dummies* is dedicated to Max, one of my grandsons, who

with his bright outlook on life, awesome bilingual capability at age 7 and infectious laugh, is an inspiration.

From Stan: To my wife, Donna; my son, Brian; and my son and daughter-in-law, Jonathan and Marci. May we continue to share life's joys together.

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Introduction

Projects have been around since ancient times. Noah building the ark, Leonardo da Vinci painting the *Mona Lisa*, Edward Gibbon writing *The Decline and Fall of the Roman Empire*, Jonas Salk developing the polio vaccine – all projects. And, as you know, these projects were all masterful successes. (Well, the products were a spectacular success, even if schedules and resource budgets were sometimes overrun!)

Why, then, is the topic of project management of such great interest today? The answer is simple: the audience has changed and the stakes are higher.

Historically, projects were large, complex undertakings. The first project to use modern project management techniques – the development of the Polaris weapons system in the early 1950s – was a technical and administrative nightmare. Teams of specialists planned and tracked the myriad of research, development and production activities. They produced mountains of paper to document the intricate work. As a result, people started to view project management as a highly technical discipline with confusing charts and graphs; they saw it as inordinately time consuming, specialist driven and definitely off limits for the common man or woman!

Because of the ever-growing array of huge, complex and technically challenging projects in today's world, people who want to devote their careers to planning and managing them are still vital to the projects' success. Over the past 25–30 years, however, the number of projects in the regular workplace has skyrocketed. Projects of all types and sizes are now *the way that*

organisations accomplish work involving development and change.

At the same time, a new breed of Project Manager has emerged. This new breed may not have set career goals to become Project Managers – many among them don't even consider themselves to be Project Managers. But they do know that they must successfully manage projects to move ahead in their careers. Clearly, project management has become a critical management skill for many, not just a career choice for a few.

Even though these Project Managers realise they need special tools, techniques and knowledge to handle their new types of assignments, they may not be able to devote large amounts of time to acquiring them, which is where this book comes in. This book is devoted to that vast majority of Project Managers.

About This Book

This book helps you recognise that the basic tenets of successful project management are simple. The book provides information and explains powerful techniques that help you plan and manage projects successfully. Here, you discover that the real challenge to a successful project is dealing with the multitude of people whom a project may affect or need for support. You find plenty of tips, hints and guidelines for identifying key people and then involving them.

But knowledge alone won't make you a successful Project Manager – you need to apply it. This book's theme is that project management skills and techniques aren't

burdensome tasks you perform because some process requires it. Rather, they're a way of thinking, communicating and behaving to help you achieve successful delivery. They're an integral part of how people approach all aspects of their work every day.

We've written the book to be direct and easy to understand. But don't be misled – the simple text still navigates all the critical tools and techniques you'll need to support your project planning, scheduling, budgeting, organising and controlling.

You'll find that we present the information in a logical and modular progression. Examples and illustrations are plentiful – so are the tips and hints. And there's some humour from time to time to keep the writing down to earth. The idea is that you finish this book feeling that good project management is a necessity and that you're determined to practise it!

Conventions Used in This Book

To help you navigate through this book, we use the following conventions:

Italics point out new words and alert you to their definitions, which are always close by. On occasion, italics also add emphasis.

Bold text indicates keywords in bulleted lists or highlights action parts in numbered lists.

We avoid web addresses because they change and the information so quickly goes out of date. However, the text gives enough information for you to search for a particular site or reference.

What You're Not to Read

Of course, we want you to read every single word, but we understand that your life is busy and you may have time to read only what's relevant to your experience. In that case, feel free to skip the sidebars. Although the sidebars offer interesting supplementary information and real-life stories, they're not vital to grasping the concepts.

Foolish Assumptions

When writing this book, we assumed that a widely diverse group of people will read it, including the following:

- Senior managers and junior managers (tomorrow's senior managers)

- Experienced Project Managers and people who've never been on a project team

- People who've had significant project management training and want to catch up on the latest ideas, and people who've had none

- People who've had years of real-world business and government experience, and people who've just started work

We assume that you have a desire to take control of your environment. After reading this book, we hope you wonder (and rightfully so) why all projects aren't well managed - because you'll think these techniques are so logical, straightforward and easy to use. But we also assume you recognise that a big difference exists between *knowing* what to do and *doing* it. You'll have to work hard to overcome pressures that conspire to prevent you from using these tools and techniques. Pressures include any people senior to you who think that if you don't plan and control a project properly, it all works out fine just the same, only you'll have saved time and so deliver faster. Interestingly, the same people don't take that view when organising their family holidays.

Finally, you'll find that you can read this book repeatedly and find out something new each time. Think of this book as a comfortable resource that has more to share as you experience new situations.

How This Book Is Organised

Each chapter is self-contained, so you can read the chapters that interest you the most first, without feeling lost because you haven't read the book from front to back. The book is divided into the following six parts.

Part I: Understanding Projects and What You Want to Achieve

The first part discusses the unique characteristics of projects and the key issues you may encounter in a project-oriented organisation. We look at the life of a project and then focus on its justification – the Business Case – before looking at identifying and managing stakeholders in the project.

Part II: Building the Plans

Part II is fun and practical because it covers the various dimensions of planning, including the very powerful front end to planning, *product led* or *product based* planning. We go on to show you how to develop the project schedule and estimate the resources (both the people and physical resources such as equipment) you need. Then we turn to the essential areas of financial planning and risk management.

Part III: Putting Your Management Team Together

You won't have much success in projects unless you get the people side right. All the plans in the world won't help if your people aren't functioning well. This part covers roles and responsibilities in the project, and then goes on to discuss leadership within the project and how to motivate your team members for success.

Part IV: Steering the Project to Success