

Kim Heldman

# Project Management

# *JumpStart*

**3rd Edition**

The Best First Step Toward  
a Career in Project Management



**SYBEX**

SERIOUS SKILLS.



**Project Management**

———— **JumpStart** ————

**Third Edition**



# **Project Management** **JumpStart**

**Third Edition**

**Kim Heldman, PMP**



WILEY

Wiley Publishing, Inc.

Acquisitions Editor: Agatha Kim  
Development Editor: Kim Beaudet  
Technical Editor: Terri Wagner  
Production Editor: Eric Charbonneau  
Copy Editor: Kim Wimpsett  
Editorial Manager: Pete Gaughan  
Production Manager: Tim Tate  
Vice President and Executive Group Publisher: Richard Swadley  
Vice President and Publisher: Neil Edde  
Compositor: Jeff Wilson, Happenstance Type-O-Rama  
Proofreader: Jen Larsen, Word One  
Indexer: Ted Laux  
Project Coordinator, Cover: Katherine Crocker  
Cover Designer: Ryan Sneed  
Cover Image: © Fiona Jackson-Downes / Cultura / Getty Images

Copyright © 2011 by Wiley Publishing, Inc., Indianapolis, Indiana  
Published simultaneously in Canada

ISBN: 978-0-470-93919-2 (pbk)  
ISBN: 978-1-118-09445-7 (ebk)  
ISBN: 978-1-118-09447-1 (ebk)  
ISBN: 978-1-118-09446-4 (ebk)

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permissions>.

**Limit of Liability/Disclaimer of Warranty:** The publisher and the author make no representations or warranties with respect to the accuracy or completeness of the contents of this work and specifically disclaim all warranties, including without limitation warranties of fitness for a particular purpose. No warranty may be created or extended by sales or promotional materials. The advice and strategies contained herein may not be suitable for every situation. This work is sold with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional services. If professional assistance is required, the services of a competent professional person should be sought. Neither the publisher nor the author shall be liable for damages arising herefrom. The fact that an organization or Web site is referred to in this work as a citation and/or a potential source of further information does not mean that the author or the publisher endorses the information the organization or Web site may provide or recommendations it may make. Further, readers should be aware that Internet Web sites listed in this work may have changed or disappeared between when this work was written and when it is read.

For general information on our other products and services or to obtain technical support, please contact our Customer Care Department within the U.S. at (877) 762-2974, outside the U.S. at (317) 572-3993 or fax (317) 572-4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library of Congress Cataloging-in-Publication Data is available from the publisher.

**TRADEMARKS:** Wiley, the Wiley logo, and the Sybex logo are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates, in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. Wiley Publishing, Inc., is not associated with any product or vendor mentioned in this book.

10 9 8 7 6 5 4 3 2 1

Dear Reader,

Thank you for choosing *Project Management JumpStart, Third Edition*. This book is part of a family of premium-quality Sybex books, all of which are written by outstanding authors who combine practical experience with a gift for teaching.

Sybex was founded in 1976. More than 30 years later, we're still committed to producing consistently exceptional books. With each of our titles, we're working hard to set a new standard for the industry. From the paper we print on, to the authors we work with, our goal is to bring you the best books available.

I hope you see all that reflected in these pages. I'd be very interested to hear your comments and get your feedback on how we're doing. Feel free to let me know what you think about this or any other Sybex book by sending me an email at [nedde@wiley.com](mailto:nedde@wiley.com). If you think you've found a technical error in this book, please visit <http://sybex.custhelp.com>. Customer feedback is critical to our efforts at Sybex.

Best regards,

A handwritten signature in black ink, appearing to read 'Neil Edde', with a stylized, cursive script.

Neil Edde  
Vice President and Publisher  
Sybex, an Imprint of Wiley





*To BB, my best friend and forever love*



# Acknowledgments

Writing a book, like any project, requires a dedicated team of folks working together to produce the end product. Once again I've had the privilege to work with the talented staff at Sybex to write the third edition of this book. They're the best project team around.

First, I'd like to especially thank Neil Edde, vice president and publisher, for giving me the opportunity to write this book. Thank you to Agatha Kim, acquisitions editor. Her support and encouragement were a great help to me. Kim Beaudet, our developmental editor, was terrific. She kept me on track and managed this process like a true project manager. Eric Charbonneau, production editor, kept a keen eye on my grammar and sometimes not-so-funny puns. His insights were very helpful.

Another special thanks to Terri Wagner, who reviewed every word of this book for accuracy and adherence to sound project management principles. Terri is an expert in the field of project management, and her suggestions based on her consulting and training experience helped make the book stronger and clearer. Thanks again, Terri, for another great job.

As always, there's a host of behind-the-scenes folks who put a great deal of effort into making this book the best that it can be. Thanks to these folks as well: Pete Gaughan, editorial manager; Connor O'Brien, editorial assistant; and Kim Wimpsett, copy editor.

Last but not least, thank you to my husband and best friend, BB. You are truly an inspiration to me, and without your support, encouragement, and prayers, I wouldn't be where I am today.



## About the Author

Kim Heldman, PMP, is an IT Director for the Governor's Office of Information Technology, State of Colorado. She oversees delivery of information technology services to four departments including Natural Resources, Public Health and Environment, Agriculture, and Local Affairs. She has more than 20 years of project management experience in the information technology field. She's managed small, medium, and large projects over the course of her career and shares her breadth of experience and knowledge in her books through examples, stories, and tips.

Kim Heldman is the author of other project management books, including the best-selling *PMP: Project Management Professional Study Guide, 6th Edition*, and co-author of *CompTIA Project+*. You can learn more about Kim at her website: <http://KimHeldman.com>.



# Contents

*Introduction*

*xix*

<b>Chapter 1</b>	<b>Building the Foundation</b>	<b>1</b>
	The Project Management Journey . . . . .	2
	Is It a Project? . . . . .	2
	Where Are We Going? . . . . .	3
	A Bird's-Eye View . . . . .	4
	Know the Structure of Your Organization . . . . .	7
	Benefiting from Project Management Practices . . . . .	13
	Tools of the Trade . . . . .	15
	Understanding Project Processes . . . . .	17
	Twenty-first Century Project Management . . . . .	22
	What's Old Is New Again . . . . .	22
	Constraints . . . . .	22
	Where Do You Go from Here? . . . . .	26
	Becoming PMP Certified . . . . .	26
	Certifying with CompTIA's Project+ . . . . .	28
	Formal Education Programs . . . . .	28
	Terms to Know . . . . .	29
	Review Questions . . . . .	30
<b>Chapter 2</b>	<b>Developing Project Management Skills</b>	<b>31</b>
	A Little Bit of Everything . . . . .	32
	Communication Is the Key . . . . .	33
	Organizing Techniques . . . . .	33
	General Management Skills . . . . .	39
	People Management Skills . . . . .	41
	Communicating Your Style . . . . .	41
	Exchanging Information . . . . .	42
	Active Listening . . . . .	47
	How Many Connections Are There? . . . . .	49
	Ten Tips for Communicating Effectively . . . . .	50
	Terms to Know . . . . .	52
	Review Questions . . . . .	52
<b>Chapter 3</b>	<b>Initiating the Project</b>	<b>53</b>
	Selecting Projects for Success . . . . .	54
	How Projects Come About . . . . .	54
	Project Requests . . . . .	57
	Selecting and Prioritizing Projects . . . . .	60

	Feasibility Study . . . . .	66
	Meeting the Stakeholders . . . . .	67
	Working with the Project Sponsor . . . . .	68
	Documenting Stakeholder Roles and Responsibilities . . . . .	69
	Competing Needs of Stakeholders . . . . .	71
	Creating the Project Charter . . . . .	72
	Purposes for the Charter . . . . .	72
	Essential Elements of a Project Charter . . . . .	74
	Holding the Project Kickoff Meeting . . . . .	78
	Creating the Agenda . . . . .	79
	Terms to Know . . . . .	80
	Review Questions . . . . .	81
<b>Chapter 4</b>	<b>Defining the Project Goals</b>	<b>83</b>
	Agreeing on the Deliverables . . . . .	84
	Goals and Objectives . . . . .	84
	Deliverables . . . . .	86
	Discovering Requirements . . . . .	88
	Requirements-Gathering Process . . . . .	89
	Critical Success Factors . . . . .	92
	Identifying Assumptions and Constraints . . . . .	93
	Defining Assumptions . . . . .	94
	Defining Constraints . . . . .	95
	Creating the Project Scope Statement . . . . .	97
	Contents of the Project Scope Statement . . . . .	97
	Obtaining Sign-off . . . . .	101
	Creating the Project Scope Management Plan . . . . .	101
	Creating the Communications Plan . . . . .	102
	Terms to Know . . . . .	104
	Review Questions . . . . .	104
<b>Chapter 5</b>	<b>Breaking Down the Project Activities</b>	<b>105</b>
	Constructing the Work Breakdown Structure . . . . .	106
	Organizing the WBS Levels . . . . .	106
	Work Packages . . . . .	108
	Identification Codes . . . . .	109
	Outline View . . . . .	110
	Defining Tasks and Activities . . . . .	111
	Managing the Work . . . . .	112
	Activity Sequencing . . . . .	113
	Determining Milestones . . . . .	114
	Constructing the Responsibility Assignment Matrix . . . . .	115
	Estimating Activity Durations . . . . .	116
	Expert Judgment . . . . .	116
	Parametric Estimating . . . . .	117



Establishing Dependencies . . . . .	117
Constructing a Network Diagram . . . . .	118
Precedence Diagramming. . . . .	119
Activity on Node . . . . .	120
Arrow Diagramming Method — Activity on Arrow . .	121
Diagramming Method of Choice. . . . .	122
Terms to Know . . . . .	122
Review Questions . . . . .	122
<b>Chapter 6</b>	
<b>    Planning and Acquiring Resources</b>	<b>123</b>
Planning the Project Team . . . . .	124
Skills Assessment . . . . .	125
Deciding Who’s Needed. . . . .	126
Negotiating for Team Members. . . . .	128
Staffing Assignments . . . . .	130
Acquiring Materials, Supplies, and Equipment. . . . .	131
Questions to Ask . . . . .	132
Make or Buy . . . . .	133
Procurement Plan. . . . .	134
Resource Plan. . . . .	135
Contracting for Resources . . . . .	136
Request for Proposal and More . . . . .	137
Soliciting Bids . . . . .	138
Choosing a Supplier . . . . .	139
Awarding the Contract. . . . .	140
Terms to Know . . . . .	141
Review Questions . . . . .	141
<b>Chapter 7</b>	
<b>    Assessing Risk</b>	<b>143</b>
Identifying Risks. . . . .	144
Types of Project Risks . . . . .	145
Common Project Risks — Where Are They Hiding? . .	146
Identification Techniques. . . . .	150
Risk Analysis Techniques . . . . .	155
Risk Probability and Impact . . . . .	156
Risk Tolerance . . . . .	159
Planning for Risks. . . . .	159
Responding to Risks. . . . .	160
Accepting. . . . .	161
Avoiding. . . . .	161
Transferring . . . . .	161
Mitigating . . . . .	162
Exploit . . . . .	162
Share . . . . .	163
Enhance . . . . .	163

	Contingency Planning . . . . .	163
	Residual and Secondary Risks . . . . .	164
	Risk Management Plan . . . . .	164
	Terms to Know . . . . .	166
	Review Questions . . . . .	166
<b>Chapter 8</b>	<b>Developing the Project Plan</b>	<b>167</b>
	Creating the Project Schedule . . . . .	168
	Project Schedule Components . . . . .	168
	Program Evaluation and Review Technique . . . . .	169
	Calculating the Critical Path . . . . .	173
	Working with the Project Schedule . . . . .	176
	Schedule Display Options . . . . .	181
	Quality Management Plan . . . . .	183
	Documenting the Plan . . . . .	184
	Cost of Quality . . . . .	186
	Terms to Know . . . . .	187
	Review Questions . . . . .	188
<b>Chapter 9</b>	<b>Budgeting 101</b>	<b>189</b>
	What Makes Up a Budget? . . . . .	190
	Project Costs . . . . .	190
	Direct Costs versus Indirect Costs . . . . .	191
	Gathering the Docs . . . . .	192
	Budgeting Process . . . . .	192
	Budget Items . . . . .	193
	Budget Woes . . . . .	194
	Following the Processes . . . . .	195
	Estimating Techniques . . . . .	195
	Analogous Estimating . . . . .	195
	Bottom-Up Estimating . . . . .	196
	Resource Cost Rates . . . . .	196
	Parametric Estimating . . . . .	197
	Computerized Tools . . . . .	197
	Ask the Experts . . . . .	197
	Ask the Vendors . . . . .	197
	Estimating Costs and Finalizing the Budget . . . . .	198
	Questions to Ask . . . . .	200
	Finalizing the Budget . . . . .	200
	Down Memory Lane . . . . .	202
	Are You in Control? . . . . .	202
	What's the Cost? . . . . .	203
	Budget Approvals . . . . .	204
	Establishing a Cost Baseline . . . . .	204

	Call It a Plan . . . . .	205
	How Big Is It? . . . . .	207
	Obtaining Approvals . . . . .	208
	Terms to Know . . . . .	209
	Review Questions . . . . .	209
<b>Chapter 10</b>	<b>Executing the Project</b>	<b>211</b>
	Assembling the Team . . . . .	212
	Project Team Kickoff Meeting . . . . .	212
	Four Stages of Team Development . . . . .	213
	Effective Team Characteristics . . . . .	217
	Negotiation and Problem-Solving Techniques . . . . .	218
	Start at the Beginning . . . . .	219
	The Six Approaches to Problem Resolution . . . . .	220
	Project Manager’s Role in Team Development . . . . .	222
	Rewarding Experiences . . . . .	223
	Leadership Power . . . . .	226
	Gaining Trust and Respect from Team Members . . . . .	228
	Professional Responsibility . . . . .	230
	Progress Reporting . . . . .	232
	Who Gets What? . . . . .	233
	Status Reports and Action Logs . . . . .	233
	Taking Corrective Action . . . . .	236
	Terms to Know . . . . .	237
	Review Questions . . . . .	237
<b>Chapter 11</b>	<b>Controlling the Project Outcome</b>	<b>239</b>
	Change Happens . . . . .	240
	How Changes Come About . . . . .	240
	Establishing Change Management Control Procedures . . . . .	242
	Forming a Change Management Plan . . . . .	243
	Establishing a Change Control Board . . . . .	244
	Tracking Changes . . . . .	245
	Assessing the Impacts of Change . . . . .	247
	Calling in Reinforcements . . . . .	248
	Adjusting for Scope and Schedule Changes . . . . .	249
	Managing and Revising Costs . . . . .	251
	Monitoring and Controlling Project Processes . . . . .	252
	Performance-Reporting Tools . . . . .	252
	Risk Monitoring . . . . .	254
	Is the Project in Trouble? . . . . .	255
	Just Say No . . . . .	255
	Early Warning Signs . . . . .	256
	Terms to Know . . . . .	258
	Review Questions . . . . .	258

<b>Chapter 12</b>	<b>Closing the Books</b>	<b>259</b>
	Happy Endings . . . . .	260
	Details, Details. . . . .	260
	Breaking Up Is Hard to Do. . . . .	267
	Training and Warranty Period . . . . .	268
	Implementing the Project . . . . .	269
	Documenting Lessons Learned. . . . .	270
	Obtaining Project Sign-off . . . . .	271
	Is the Customer Happy? . . . . .	273
	Archiving Project Documents. . . . .	274
	It's Party Time! . . . . .	275
	Terms to Know . . . . .	275
	Review Questions . . . . .	276
<b>Appendix A</b>	<b>Answers to Review Questions</b>	<b>277</b>
	Chapter 1 . . . . .	277
	Chapter 2 . . . . .	278
	Chapter 3 . . . . .	279
	Chapter 4 . . . . .	280
	Chapter 5 . . . . .	281
	Chapter 6 . . . . .	282
	Chapter 7 . . . . .	283
	Chapter 8 . . . . .	284
	Chapter 9 . . . . .	285
	Chapter 10 . . . . .	286
	Chapter 11 . . . . .	287
	Chapter 12 . . . . .	288
<b>Appendix B</b>	<b>Sample Project Management Forms</b>	<b>291</b>
<b>Appendix C</b>	<b>Sample Project Management Checklists</b>	<b>305</b>
<b>Glossary</b>		<b>313</b>
<i>Index</i>		319

# Introduction

This book was written with those of you in mind who are exploring the project management field or perhaps have been assigned to your first project.

Project management encompasses almost all aspects of our lives, not just our working lives. If you think about it, many things you do — from organizing a dinner party to planning a child’s birthday celebration to bringing a new product to market — are projects. The principles you’ll learn in this book will help you with all the project work you’ll find yourself involved with.

Project management crosses all industries. My own personal searches on some of the popular job-hunting websites have shown that organizations are understanding the importance of employing skilled project managers. In these tight economic times, organizations are less likely to take on risky projects, and they want assurances that if they do take on a new project, it will be successful. Reading this book will give you a solid footing in project management practices. If you apply the principles you’ll learn here, you’ll give your future projects a much better chance at success.

If you find that this topic interests you and project management seems like a career worth pursuing, I strongly recommend you consider becoming certified through the Project Management Institute (PMI). They are the de facto standard in project management methodologies. You’ll find in your own job searches that many organizations now require a PMP certification. PMP stands for Project Management Professional and is the designation that PMI bestows on those who qualify and pass the exam.

Reading this book will give you a jump start on understanding the principles of project management. From here, you can build on this knowledge by taking project management classes, reading other books on project management, and networking with others in your organization or community involved in project management work. This book is based on the project management guidelines recommended by PMI, and many of the terms, concepts, and processes you’ll read about in this book are based on PMI’s publication, *Guide to the Project Management Body of Knowledge (PMBOK), 4<sup>th</sup> Edition*.

**For a more detailed exploration of project management in general and the PMP certification specifically, pick up a copy of another book I’ve written called *PMP: Project Management Professional Study Guide, 6th Edition*, also published by Sybex.**

---

---

**NOTE**

Whether you choose to pursue certification or not, a basic understanding of project management practices is invaluable. During the course of your career, you’ll be involved in several projects. Even if you are not the one managing the

project, understanding how project management works, what a project life cycle is, and how to plan and execute a project will enhance your ability to communicate with others on the project team and know what process should be followed to assure a successful outcome.

## Who Should Read This Book

This book was written for those of you fairly new to project management and lays the foundation for an understanding of the basic principles of good project management methodologies. Even if you've had some experience in the project management field, you'll find the example projects, templates, and checklists included in this book immediately applicable to your next project.

The fact that you purchased this book means you're interested in learning new things and furthering your career. Having a solid understanding of project management practices will help you increase your marketability. Your knowledge and practice of the principles outlined in this book will help assure employers that you understand how to bring a project to a successful closure, thereby saving them time and money. If you choose to take this endeavor one step further and become certified, you will increase your chances for advancement and improve your odds for landing the higher-paying project management positions. Potential employers will interpret your pursuit of project management knowledge and certification as assertive and forward-thinking, and they know that this will ultimately translate to success for their organization.

## What This Book Covers

This book walks you through the project life cycle from beginning to end, just like projects are performed in practice. We've included many useful examples, tips, and hints that will help you solve common project management dilemmas. The chapters are designed to follow the project life cycle. Here's a high-level overview of what this book entails:

**Chapters 1–2** These chapters lay the foundation of project management and delve into definitions, project life cycles, and the skills that all good project managers need for success.

**Chapters 3–4** This section deals with the Initiation and Planning processes of the project life cycle. Here you'll learn why project charters are important and how to set project goals and document the requirements.

**Chapters 5–7** These chapters walk you through breaking down the work of the project into manageable components, acquiring resources, and identifying and planning for risks.

**Chapters 8–9** A large part of the planning work is done. Now you'll pull it all together into a final project plan, including a project schedule, final estimates, and the project budget.

**Chapters 10–11** Now the work of the project begins. Here we'll cover the Executing and Monitoring and Controlling processes, including such tasks as team building, reporting project status, monitoring project performance, and taking corrective action.

**Chapter 12** Finally, the book wraps up with the project closeout process.

## Making the Most of This Book

At the beginning of each chapter, you'll find a list of topics that the chapter will cover. You'll find new terms defined in the margins of the pages to help you quickly get up to speed on project management–specific terminology. In addition, several special elements highlight important information.

**Notes provide extra information and references to related information.**

---

---

**NOTE**

---

---

**Tips are insights that help you perform tasks more easily and effectively.**

---

---

**TIP**

---

---

**Warnings let you know about things that you should do — or shouldn't do — as you perform project management tasks.**

---

---

**WARNING**

---

---

You'll find several review questions at the end of each chapter to test your knowledge of the material covered. You can find the answers to the review questions in Appendix A. You'll also find a list of terms to know at the end of each chapter that will help you review the key terms introduced in each chapter. These terms are defined in the glossary toward the end of the book.

We've also provided all the templates you'll encounter throughout the book in Appendix B. Appendix C contains all the checklists. These are ready for you to use or modify according to your needs.





# Chapter 1

## Building the Foundation

Welcome to the world of project management. Chances are you've already had some experience with project management, whether you've called it that or not. Maybe you've helped organize your company's annual conference or been involved with a new product launch. At some point in your personal or professional life, you've probably used some sort of process to get from the beginning of the project to the end results.

You'll discover through the course of this book that you may already use some of the processes we'll talk about, but you may never have realized they were formalized procedures. I'll add some new twists and tricks to those processes that you'll want to try. You'll also learn some new techniques and procedures that will enhance your project management experiences and help you run your next project smoothly and effortlessly. (OK, that might be stretching it a bit, but your project will run more efficiently.)

In this chapter, we'll start building the foundation of good project management processes.

### In This Chapter

- ◆ The definition of project management
- ◆ Different organizational structures
- ◆ The project management process groups
- ◆ Project criteria
- ◆ Constraints and their impacts
- ◆ Project management certification

**project management**

The process of applying knowledge, skills, tools, and techniques to describe, organize, and monitor the work of the project in order to accomplish the goals of the project.

## The Project Management Journey

Start your engines — we're ready to lay the foundation for building and managing your project. In this chapter, we'll start with a definition of a project, and then we'll take a high-level look at some of the processes and plans you'll build throughout the rest of the book and how you'll benefit from using solid project management techniques when managing your next project. We'll also cover organizational foundations before moving on to the project processes themselves. Here we go.

### Is It a Project?

How do you know whether your new work assignment is a project or whether it's going to benefit from *project management* techniques? If you're like most of us, once you get to work and settle in for the day, you check your email and voice mail and touch base with some of the other folks on your team. The boss may drop by and ask for a status report on a problem you've been working on, gently nudging you to get back to it. All of these tasks are everyday work. They don't really have a beginning or end; they're ongoing. Projects are not everyday work. In order for work to be considered a project, it must meet a certain set of criteria.

Projects set out to produce a unique product or service that hasn't been produced before. They have a limited timeframe and are temporary in nature. This means that projects have a definite beginning and ending. You can determine that a project is complete by comparing its end result or product to the objectives and deliverables stated in the project plan.

Everyday work is ongoing. Production processes are an example of ongoing operations. Maybe you love popping a handful of chocolate drops into your mouth mid-afternoon for a quick treat. Producing those chocolate drops is an example of ongoing operations. The production line knows how many candies to produce, what colors to coat them with, how many go in a package, and so on. Every day, hundreds of thousands of those little drops make their way into bags, onto the store shelves, and eventually into our mouths — yum. But the production of these candies is not a project.

Now let's say that the management team has decided it's time to introduce a new line of candy. You've been tasked with producing the new candy flavor and shape. You assemble a research team to come up with a new candy formula. The marketing team gathers some data, which shows that the new candy has real potential with the consumers. The candy is produced according to plan, monitored for adherence to the original formula and design, and shipped to the stores. Is this a project or ongoing operations?

The answer is, this is a project even though candy making is something the company does every day. The production of chocolate drops is considered an ongoing operation. The new candy, however, is a unique product because the company has never produced this flavor and shape of candy. Remember that

projects are originated to bring about a product or service that hasn't existed before. The new candy project was kicked off, carried out, monitored, and then ended when all the requirements were met. Candy production didn't stop there, though. At the end of this project, the production of the candy was turned over to ongoing operations and absorbed into the everyday work of the company. The project ended in this case by being assimilated into the ongoing operations of the company. Table 1.1 recaps the characteristics of projects versus ongoing operations.

**Table 1.1** Projects versus ongoing operations

Projects	Ongoing operations
Definite beginning and end.	No definitive beginning and end.
Temporary in nature.	Ongoing.
Produces a unique product, service, or result.	Produces the same product, service, or result over and over.
Resources are dedicated to the project.	Resources are dedicated to operations.
Ending is determined by specific criteria.	Processes are not completed.

## Where Are We Going?

When you start out on a journey, it helps to have the destination in mind.

We've embarked on a project management discovery journey, so I'd like to start by describing where we'll be when we've finished.

The end of the project is the time to reflect on the processes used to complete the activities, to determine whether the *customer* is satisfied with the product the project set out to produce, and to document the lessons learned throughout the course of the project (among other things). You will be able to use this book to guide you from start to finish through your next small or medium-sized project so that you can easily assess those factors not only at the end of the project but as you progress through the project as well. (I consider large projects to be along the lines of building rocket ships, constructing major highways, or writing the latest, greatest software program that will automatically do your grocery shopping and monitor your golf swing all at the same time.) If you're just starting out in project management, you probably aren't heading up a large-scale project. But rest assured that all those small and medium-sized projects will teach you a great deal about project management and will start you well on the way to bigger and better opportunities as your experience grows.

### **customer**

The end user or recipient of the product, service, or result of the project. Customers may be internal or external to the organization.

---

**NOTE**

---

When you're just starting out, don't discount the experience you'll gain by working on small projects. Large projects are really a lot of smaller projects all lumped into one. The stepping stones to large project work are created by a history of success with small and medium-sized projects.

Included in this and each subsequent chapter you'll find discussions of the process at hand, examples so that you can apply what you're learning, and templates that you can use or modify to complete your project documentation. Now let's take a high-level look at a completed project.

## A Bird's-Eye View

Our first example of a project is this book you're holding. You haven't yet read the entire book (unless, of course, this is your second time through). No doubt you're asking yourself, "Will this book give me the information I'm looking for?" or perhaps, "Will I be able to run my next project more efficiently as a result of reading this book?" Of course, I think the answer to both of these questions is, "Yes," but you don't know that yet. After you've finished the book, you'll know the answers to these questions and be able to reflect and discover that you did learn some new things and your project management tool bag is much better equipped for your next project. In other words, you've satisfied your curiosity and increased your knowledge of project management.

Projects work the same way. As the project manager, your primary concern throughout the project and particularly at the end of the project is, "Did I meet the customer's requirements to their satisfaction?" If you've followed the appropriate project management processes correctly, you're well on your way to having a successful answer to that question. At the end of the project, you'll document the things you've learned for use in future projects, which will help you improve the process the next time around.

Projects come about as a result of a need, and that need relates to the customer's expectations concerning the end result. But how do we get there? How do we know the customer is going to be satisfied? Table 1.2 is a bird's-eye view checklist that outlines the plans we'll create and the processes we'll practice during the course of a project. Don't worry that you may not understand everything on this list — I'll describe each of these areas in detail as we go. We'll revisit this list in a similar format one more time later in this book in Appendix C, "Sample Project Management Checklists."

---

**NOTE**

---

You can also download this checklist of project processes from [www.sybex.com/go/projectmanagementjumpstart3](http://www.sybex.com/go/projectmanagementjumpstart3).

**Table 1.2** Checklist of project processes

Complete	Process or document name	Notes
<input type="checkbox"/>	Project charter	Created by project manager with input from the project sponsor and key stakeholders. Describes project purpose and outcomes.
<input type="checkbox"/>	Cost-benefit analysis	Created by project manager with stakeholder input. Determines whether the project is financially beneficial to the organization. Sometimes this is done prior to the project to determine whether the project should even be undertaken.
<input type="checkbox"/>	Assumptions and constraints	Created by project manager with stakeholder input. Describes assumptions and project constraints.
<input type="checkbox"/>	Project scope statement	Created by project manager. Signed by project sponsor and stakeholders. Project manager works with project team and stakeholders to define and document project deliverables in the scope statement.
<input type="checkbox"/>	Critical success factors	Defines what must be done to determine whether the project will be deemed successful. Can be included with the scope statement.
<input type="checkbox"/>	Communications plan	Created by project manager. Describes the information needs of stakeholders and the project team and how the information is distributed.
<input type="checkbox"/>	Work breakdown structure (WBS)	Created by project manager. Formatted as a deliverable-oriented hierarchy that defines the work of the project.

**Table 1.2** Checklist of project processes (*continued*)

Complete	Process or document name	Notes
<input type="checkbox"/>	Roles and responsibility matrix	Created by project manager. Ties roles and responsibilities of project team members with WBS elements.
<input type="checkbox"/>	Resource plan	Created by project manager. Describes physical resources and human resources needed to complete the project.
<input type="checkbox"/>	Procurement plan	Created by project manager or procurement team. Describes resources or services to be purchased from an outside provider.
<input type="checkbox"/>	Risk management plan	Created by project manager or risk analysis team. Identifies, describes, and plans for project risks.
<input type="checkbox"/>	Quality plan	Created by project manager or quality team. Describes how quality will be assured and measured.
<input type="checkbox"/>	Project schedule	Created by project manager. Displays task dependencies, task durations, and milestones. Used to determine the critical path.
<input type="checkbox"/>	Project budget	Created by project manager or financial team. Determines targeted costs of project.
<input type="checkbox"/>	Change management plan	Created by project manager. Describes how changes will be identified and managed.
<input type="checkbox"/>	Implementation checklist	Created by project manager. Describes issues to be discussed at turnover to internal departments or the customer.
<input type="checkbox"/>	Lessons learned	Created by project manager with input from sponsor, stakeholders, and team members. Provides information to improve performance on future projects.