- List of Figures p. ix
- List of Tables p. xi
- Preface p. xiii
- Suggested Reading Guide p. xv
- Chapter 1 Introducing Project Management
- Common-sense principles of project management p. 2
- Project success or failure p. 4
- Chapter 2 Planning Small Projects
- Managing a very tiny project with simple logic and common sense p. 10
- When common sense is not enough p. 11
- Bar charts p. 12
- Bar chart pros and cons p. 19
- What makes an effective schedule? p. 19
- Chapter 3 Planning Small Projects with Critical Path Networks
- Critical path network analysis using the precedence system p. 22
- Practical ways of sketching precedence network diagrams p. 25
- Adding the dimension of time to the network p. 27
- Precedence network for the workshop project p. 32
- Dangles and loops p. 38
- Complex links in precedence network diagrams p. 39
- Chapter 4 Scheduling Project Resources
- Three kinds of project resource p. 42
- Resources that can, or cannot, be scheduled p. 43
- Do we really need to schedule any resources? p. 44
- Making a start p. 45
- Scheduling rules p. 47
- Chapter 5 Larger and More Complex Plans
- Work breakdown structure (WBS) p. 52
- Introducing a larger project p. 55
- WBS and coding system for the UFO shopping mall project p. 56
- Planning and scheduling phase 3 of the UFO shopping mall project p. 62
- Putting things into perspective p. 67
- Chapter 6 Getting Help from the Computer
- Capabilities of project management software p. 70
- The workshop project meets the computer p. 72
- Time analysis of the workshop project using Microsoft Project 2000 p. 74
- Resource scheduling of the workshop project by Primavera SureTrak Project Manager p. 79
- Choosing project management software p. 83
- Chapter 7 Organizing the Larger Project
- Charting the organization p. 86
- A manager's span of control p. 88
- Project teams and task forces p. 89
- Matrix organization for a single project p. 92
- Matrix organizations for several simultaneous projects p. 93

- A contract matrix for a single project p. 96
- Hybrid organization p. 102
- Joint venture organizations p. 102
- Organizing project procedures: the project manual or handbook p. 103
- Chapter 8 Risk Management
- Know your enemy: what are the risks? p. 106
- Classifying risks p. 107
- Putting priorities on different kinds of risk p. 108
- Risk countermeasures p. 112
- Insurance p. 114
- Statistical methods for dealing with uncertainty in plans and cost budgets p. 120
- Tailpiece p. 123
- Chapter 9 Controlling Project Costs
- A brief introduction to project accounting p. 126
- Cost estimating p. 128
- Setting cost budgets p. 131
- The project manager's responsibilities in cost accounting p. 132
- Cost reporting p. 133
- Cost control p. 138
- Chapter 10 Controlling Cash and Progress
- Scheduling cash outflows p. 143
- Scheduling cash inflows p. 145
- Scheduling net cash flow p. 146
- The financial status of external organizations p. 148
- Managing progress p. 149
- Managing progress in a larger organization p. 152
- Progress reports p. 153
- Meetings p. 155
- Chapter 11 Controlling Changes
- Types of change p. 160
- General change administration procedures p. 161
- Contract variations p. 162
- Daywork sheets p. 164
- Changes and contract administration p. 166
- Chapter 12 Handover and Close-out
- Lessons learned p. 170
- Handover timing and snagging lists p. 173
- As-built condition p. 175
- Closure administration p. 177
- Handover and close-out p. 178
- Selected Bibliography p. 185
- Index p. 187