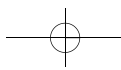
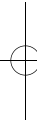
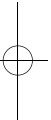
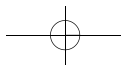


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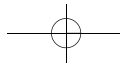


INTRODUCTION TO PROJECT MANAGEMENT

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Augsburg College

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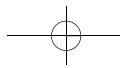
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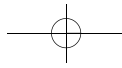
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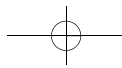
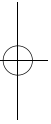
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For Dan, Anne, Bobby, and Scott



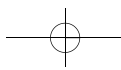
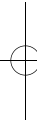
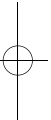
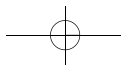


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PREFACE

The future of many organizations depends on their ability to manage projects, programs, and portfolios of projects. Skills in these areas continue to be in high demand. Colleges have responded to this need by establishing courses and degree programs in project management, and corporations are investing in continuing education to help develop effective project teams and project, program, and portfolio managers.

What makes this text different from other project management texts? First of all, people asked me to write it. They like the fact that I explain concepts in a way that enables readers to understand and apply them. I've taken some information and several features of my first book, *Information Technology Project Management*, now in its fourth edition, and adapted them to create a more general project management book that addresses the need for people in *all* industries to understand and use good project management. This book includes many real-world examples in the "What Went Right," "What Went Wrong," and "Media Snapshot" segments. People like to read about real projects that succeeded and those that failed to learn from the successes and failures of others. They also like to recognize that there are projects in all aspects of life, particularly in the media. Additional features of this text are listed under "Pedagogical Features."

I'm most excited about the fact that this book provides comprehensive samples of applying various tools and techniques to a realistic project. Many people learn best by example, so I've provided detailed examples of applying project management to a project everyone can relate to. I have never come across a textbook that presents project management concepts and then brings them to life in a fully developed sample project. I believe this approach will help many people truly understand and apply good project management.

Approach

Businesses change rapidly, and the project management field changes just as quickly to lead conceptual thinking and meet business needs. For this reason, you cannot assume that what worked even five years ago is still the best approach today. This text provides up-to-date information on how good project, program, and portfolio management can help you achieve organizational success. Five distinct features of this text include its:

- relationship to the Project Management Body of Knowledge
- bundling with Microsoft Project 2003, VPMi software, and Fissure simulation
- comprehensive samples of applying tools and techniques to a realistic project
- inclusion of templates and seamless integration of various software applications
- companion Web site

Use of *PMBOK® Guide 2004 Framework*

The Project Management Institute (PMI) created the *Guide to the Project Management Body of Knowledge* (the *PMBOK® Guide 2004*) as a framework and starting point for understanding project management. The *PMBOK® Guide 2004* is, however, just that—a guide. This text uses the

PMBOK® Guide 2004 as a foundation, but goes beyond it by providing more details, highlighting additional topics, and providing a real-world context for project management. It also includes information and examples of applying project, program, and portfolio management as well as a summary of best practices in the field.

Inclusion of Microsoft Project 2003, VPMi Enterprise Project Management Software, and Fissure Simulation Software

Software has advanced tremendously in recent years, and it is important for project, program, and portfolio managers and their teams to use software to help manage projects. Each copy of *Introduction to Project Management* includes a 120-day trial version of the leading project management software on the market—Microsoft Project 2003. The companion Web site includes a 105-page document, *Guide to Using Microsoft Project 2003*, which teaches you to use this powerful software in a systematic way. You do not need to buy a separate book to learn how to use Project 2003 effectively, but suggested resources are provided if you want to learn even more about the software. You also get a 120-day free trial of VPMi, a Web-based enterprise project management software product from Virtual Communications Services (VCS). This software automates project, program, and portfolio management and includes Microsoft Project integration. Appendix B provides information on using a project management simulation tool developed by Fissure, a PMI Registered Education Provider. Fissure has used an expanded version of this simulation tool to help thousands of people learn how to apply various project management concepts.

Comprehensive Samples of Applying Tools and Techniques To A Realistic Project

Unlike other texts, this text shows the reader how an organization selected, initiated, planned, executed, monitored and controlled, and closed a realistic project, called the Just-In-Time Training project. It provides *over 50 sample applications* of documents, tools, and techniques such as a business case, project charter, project management plan, work breakdown structure, Gantt chart, cost baseline, Pareto chart, resource histogram, performance report, risk register, contract, lessons learned report, and so on for this project. You can also access all of these samples and the template files used to create them from the companion Web site for this text. As one reviewer of this text stated

It comprehensively communicates what it really takes to manage a large project, including required deliverables, work products, and documentation. I haven't seen either a text or documentation in industry which communicates this subject this comprehensively or this accurately.

(Gilbert S. Leonard, Adjunct Professor and retired project manager, Exxon Mobil Corporation)

Provides Templates and Seamless Integration of Various Software Applications

Most organizations have learned by now that they do not have to reinvent the wheel when it comes to much of the documentation required for managing projects. This text uses over

50 templates for creating various documents, spreadsheets, diagrams, and charts, and you can download these templates from the companion Web site. Various software applications are used throughout the text in a seamless fashion. Let's face it—if you're involved in project, program, or portfolio management, you have to know how to use various software tools to do your job.

Includes a Companion Web Site (www.course.com/mis/pm/schwalbe)

A companion Web site provides you with a one-stop location to access informative links and tools to enhance your learning. Similar to other companion Web sites provided by Course Technology, this site will be a valuable resource as you access lecture notes, online quizzes, templates, student files, and links to references. You can also access the author's site to see real class syllabi, samples of student projects, and other helpful links. Please see the insert card at the front of this book for instructions on how to access the companion Web site for this book.

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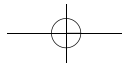
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Organization and Content

Introduction to Project Management is organized into eight chapters and two appendices. The first two chapters introduce project, program, and portfolio management and discuss different approaches for their selection. You'll read about Global Construction and how they decided to initiate the Just-In-Time Training project. The next six chapters follow the five process groups of project management: initiating, planning (broken down into two chapters), executing, monitoring and controlling, and closing. These six chapters apply various tools and techniques in each of these process groups to the Just-In-Time Training project. Best practices are described throughout the text, with a summary in the final chapter. Appendix A provides suggested resources to help you learn more about project management. It describes information provided on the companion Web site and a list of additional sites with useful information. Appendix B provides information on using Fissure project management simulation software.

Pedagogical Features

Several pedagogical features are included in this text to enhance presentation of the materials so that you can more easily understand the concepts and apply them. Throughout the text, emphasis is placed on applying concepts to up-to-date, real-world project management.



Learning Objectives, Chapter Summaries, Discussion Questions, Exercises, and Team Projects

Learning Objectives, Chapter Summaries, Quick Quizzes, Discussion Questions, Exercises, and Team Projects are designed to function as integrated study tools. Learning Objectives reflect what you should be able to accomplish after completing each chapter. Chapter Summaries highlight key concepts you should master. The Quick Quizzes help you reinforce your understanding of important concepts in each chapter. The Discussion Questions help guide critical thinking about those key concepts. Exercises provide opportunities to practice important techniques, as do the Team Projects. The companion Web site provides several additional study aids, such as lecture notes and interactive quizzes for each chapter.

Opening Case and Case Wrap-Up

To set the stage, each chapter begins with an opening case related to the materials in that chapter. These scenarios spark student interest and introduce important concepts in a real-world context. As project management concepts and techniques are discussed, they are applied to the opening case and other similar scenarios. Each chapter then closes with a Case Wrap-Up—some problems are overcome and some problems require more effort—to further illustrate the real world of project management.

What Went Right? and What Went Wrong?

Failures, as much as successes, can be valuable learning experiences. Each chapter of the text includes one or more examples of real projects that went right as well as examples of projects that went wrong. These examples further illustrate the importance of mastering key concepts in each chapter.

Media Snapshots

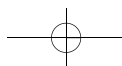
The world is full of projects. Several television shows, movies, newspapers, Web sites, and other media highlight project results, good and bad. Relating project management concepts to all types of projects, as highlighted in the media, will help you understand and see the importance of this growing field. Why not get people excited about studying project management by showing them how to recognize project management concepts in popular television shows, movies, or other media?

Cartoons

Each chapter includes a cartoon, some from Dilbert and some original ones, which use humor to illustrate concepts from the text.

Key Terms

The field of project management includes many unique terms that are vital to creating a common language and understanding of the field. Key terms are displayed in bold face and are defined the first time they appear. Definitions of key terms are provided in alphabetical order at the end of each chapter and in a glossary at the end of the text.



Application Software

Learning becomes much more dynamic with hands-on practice using the top project management software tool in the industry, Microsoft Project 2003, as well as other tools, such as spreadsheet software and Internet browsers. Each chapter offers you many opportunities to get hands-on experience and build new software skills that enable readers to go beyond reading by applying concepts to problems posed for them. In this way, the text accommodates both those who learn by reading and those who learn by doing. In addition to the exercises and team projects found at the end of chapters, several challenging projects are provided at the end of *Guide to Using Microsoft Project 2003*, available on the companion Web site.

S U P P L E M E N T S

The following supplemental materials are available when this text is used in a classroom setting. All of the teaching tools available with this text are provided to the instructor on CD-ROM or from www.course.com.

- **Electronic Instructor's Manual:** The Instructor's Manual that accompanies this textbook includes additional instructional material to assist in class preparation, including suggestions for lecture topics and additional discussion questions.
- **ExamView®:** This textbook is accompanied by ExamView, a powerful testing software package that allows instructors to create and administer printed, computer (LAN-based), and Internet exams. ExamView includes hundreds of questions that correspond to the topics covered in this text, enabling students to generate detailed study guides that include page references for further review. The computer-based and Internet testing components allow students to take exams at their computers, and also save the instructor time by grading each exam automatically.
- **PowerPoint Presentations:** This text comes with Microsoft PowerPoint slides for each chapter. These are included as a teaching aid for classroom presentation, to be made available to students on the network for chapter review, or to be printed for classroom distribution. Instructors can modify slides or add their own slides for additional topics they introduce to the class.
- **Solution Files:** Solutions to end-of-chapter questions can be found on the Instructor Resource CD-ROM and may also be found on the Course Technology Web site at www.course.com. The solutions are password protected.
- **Distance Learning:** Course Technology offers online WebCT and Blackboard (versions 5.0 and 6.0) courses for this text to provide the most complete and dynamic learning experience possible. When you add online content to one of your courses, you're adding a lot: automated tests, topic reviews, quick quizzes, and additional case projects with solutions. For more information on how to bring distance learning to your course, contact your local Course Technology sales representative.

- **Student Online Companion:** Visit the companion Web site for this text at www.course.com/mis/pm/schwalbe for links to lecture notes, template files, interactive quizzes, *Guide to Using Microsoft Project 2003*, information for accessing VPMi web-based project management software, and other helpful resources.

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I thank my many colleagues and experts in the field who contributed information to this book. Paul Sundby provided information on the construction industry, Mike Vinje shared best practice information, Nick Matteucci provided VPMi access, Jesse Freese provided the Fissure simulation software, and many other people provided inputs and inspiration. I really enjoy the network of project managers, authors, and consultants in this field who are passionate about improving the theory and practice of project management.

I also want to thank my students and colleagues at Augsburg College and the University of Minnesota for providing input. I received many valuable comments from them on ways to improve my courses. I am also grateful for the examples students provide and the questions they ask in classes. I learn new aspects of project management and teaching all the time by interacting with students, faculty, and staff.

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As always, I am eager to receive your feedback on this book. Please send all feedback to me at schwalbe@augsborg.edu

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