

Preface

Our motivation for writing this text was to provide students with a holistic, integrative view of project management. A holistic view focuses on how projects contribute to the strategic goals of the organization. The linkages for integration include the process of selecting projects that best support the strategy of a particular organization and that in turn can be supported by the technical and managerial processes made available by the organization to bring projects to completion. The goals for prospective project managers are to understand the role of a project in their organizations and to master the project management tools, techniques, and interpersonal skills necessary to orchestrate projects from start to finish.

The role of projects in organizations is receiving increasing attention. Projects are becoming the major tool for implementing and achieving the strategic goals of the organization. In the face of intense, worldwide competition, many organizations have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization that is flexible and project driven. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. Today it is nearly impossible to imagine anyone at any level in the organization who would not benefit from some degree of expertise in the process of managing projects.

Audience

This text is written for a wide audience. It covers concepts and skills that are used by managers to propose, plan, secure resources, budget, and lead project teams to successful completions of their projects. The text should prove useful to students and prospective project managers in helping them understand why organizations have developed a formal project management process to gain a competitive advantage. Readers will find the concepts and techniques discussed in enough detail to be immediately useful in new-project situations. Practicing project managers will find the text to be a valuable guide and reference when dealing with typical problems that arise in the course of a project. Managers will also find the text useful in understanding the role of projects in the missions of their organizations. Analysts will find the text useful in helping to explain the data needed for project implementation as well as the operations of inherited or purchased software. Members of the Project Management Institute will find the text is well structured to meet the needs of those wishing to prepare for PMP (Project Management Professional) certification. The text has in-depth coverage of the most critical topics found in PMI's *Project Management Body of Knowledge* (PIMBOK). People at all levels in the organization assigned to work on projects will find the text useful not only in providing them with a rationale for the use of project management tools and techniques but also because of the insights they will gain on how to enhance their contributions to project success.

Our emphasis is not only on how the management process works, but, more importantly, on *why* it works. The concepts, principles, and techniques are universally applicable. That is, the text does not specialize by industry type or project scope. Instead, the text is written for the individual who will be required to manage a variety of projects in a variety of different organizational settings. In the case of some small projects, a few of the steps of the techniques can be omitted, but the conceptual framework applies to all

organizations in which projects are important to survival. The approach can be used in pure project organizations such as construction, research organizations, and engineering consultancy firms. At the same time, this approach will benefit organizations that carry out many small projects while the daily effort of delivering products or services continues.

Content

In this latest edition of the book, we have responded to feedback received from both students and teachers, which is deeply appreciated. As a result of the this feedback, the following changes have been made to the Third Edition:

- Expanded discussions of change management, managing conflict, communication plans, request for proposals (RFP), and project maturity models.
- Revised chapters on organizations (Chapter 3) and monitoring project performance (Chapter 13) to make their terminology consistent with the Project Management Body of Knowledge (PMBOK).
- The discussion of earned value has been completely revised to make it easier for students to understand.
- New student exercises have been added to several chapters. Several computer exercises have been revised.
- Examples and screenshots from MS Project are now embedded in the text.
- The “Snapshot from Practice” boxes feature a number of new examples of project management in action as well as new research highlights that continue to promote practical application of project management.

Overall the text addresses the major questions and issues the authors have encountered over their 50 combined years of teaching project management and consulting with practicing project managers in domestic and foreign environments. The following questions represent the issues and problems practicing project managers find consuming most of their effort: What is the strategic role of projects in contemporary organizations? How are projects prioritized? What organizational and managerial styles will improve chances of project success? How do project managers orchestrate the complex network of relationships involving vendors, subcontractors, project team members, senior management, functional managers, and customers that affect project success? What factors contribute to the development of a high-performance project team? What project management system can be set up to gain some measure of control? How do managers prepare for a new international project in a foreign culture? How does one pursue a career in project management?

Project managers must deal with all these concerns to be effective. All of these issues and problems represent linkages to an integrative project management view. The chapter content of the text has been placed within an overall framework that integrates these topics in a holistic manner. Cases and snapshots are included from the experiences of practicing managers. The future for project managers appears to be promising. Careers will be determined by success in managing projects.

Student Learning Aids

The Student CD-ROM accompanying the text includes study outlines, quizzes, selected exercises, videos, PowerPoint, Microsoft Project Video Tutorials and web links. The 120-day trial version of Microsoft Project software is included on its own CD-ROM free with the text.

SimProject, a project management simulation, developed by Jeffrey Pinto and Diane Parente of Pennsylvania State University—Erie, can be optionally bundled with this text for a modest additional cost. SimProject provides virtual experience in managing projects. Through the use of multiple scenarios and competitive and collaborative project teams, “firsthand” experience as a successful project manager is acquired. An appendix in the back of this text ties the simulation to the chapter sequence of the book.

Acknowledgments

We want first to acknowledge with special thanks and appreciation the contribution of Diane Parente, Pennsylvania State University—Erie, who prepared the SimProject extended case in the appendix. This case consists of a series of exercises tied to the chapters of this book that coordinate with and make use of SimProject, a project management simulation developed by Diane and her colleague at Penn State—Erie, Jeff Pinto. SimProject adds a hands-on, experiential dimension to this course.

In addition, we would like to thank Ed Blevins, DeVry University—Irving, for updating the Test Bank; Charlie Cook, University of West Alabama, for creating PowerPoint slides; and Julie Mehra for accuracy checking the text and Instructor’s Resource Manual content.

Next, it is important to note that the text includes contributions from numerous students, colleagues, friends, and managers gleaned from professional conversations. We want them to know we sincerely appreciate their counsel and suggestions. Almost every exercise, case, and example in the text is drawn from a real-world project. Special thanks to managers who graciously shared their current project as ideas for exercises, subjects for cases, and examples for the text. Shlomo Cohen, Pat Taylor, and John Wold, whose work is printed, are gratefully acknowledged. Special gratitude is due Robert Breitbarth of Interact Management, who shared invaluable insights on prioritizing projects. University students and managers deserve special accolades for identifying problems with earlier drafts of the text and exercises.

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In the third edition we continue to commit to improving the text content and improving instruction of project management. We are grateful to those reviewers who provided helpful critiques and insights. The reviewers for the third edition include Robert Bregman, University of Houston; Larry Cornwell, Bradley University; Edward L. Dollar, Southern Polytechnic State University; Michael Ensby, Clarkson University;

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