## **Contents**

Preface to the Second Edition xvii
Acknowledgments xxxiii

Chanter 1 Project Management in the E-World: Changing Rules

Introduction	
Leveraging Customer Value Facilitating Quick Turn-Arounds	
Embedding Project Management Rules and Ro	day'a World
The Internet Now Allows the Project to Be Bui	
The Mechanics of Customer Involvement	it Around the odatomer
Quality Is Integrated into Project Management	as an E-Process
The Internet Allows the Customer to Serve as	
the Internal Project Manager to Facilitate and	
The Internet Can Link Project Management to	
Quality Can Now Be Built into the Process	isiii 10spo74 navnu-semose
Project Management Institute Body of Knowle	
Project Management Firms and Providers in a	Value Network
Linkages to Quality	
Business-to-Business (B2B)	
The second of th	
Analysis  Analysis  Analysis	duling
Main Points apter 2. Customer-Driven Quality and Sche	duling
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques	eduling
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques Tools	duling Project Manager of Project Manager to Uniqueness of Project Management is
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques Tools Scheduling as Team Motivator	fuction detion of Project Manager at Project Management Is
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques Tools Scheduling as Team Motivator Quality Is Scheduled	fuction detion of Project Manager at Project Management is b Uniqueness of Project M se, Cost, and Performance trix Organization
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques Tools Scheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac	ckdrop to Scheduling
apter 2. Customer-Driven Quality and Sche Introduction Quality Tools and Techniques Tools Scheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Require	ekdrop to Scheduling
pter 2. Customer-Driven Quality and Schentroduction quality Tools and Techniques cools cheduling as Team Motivator quality Is Scheduled roject Quality Management Principles: The Bac Transform Customer Expectations to Require Follow a Defined Development Process and W	ekdrop to Scheduling
apter 2. Customer-Driven Quality and Sche introduction Quality Tools and Techniques Tools Scheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Requirer Follow a Defined Development Process and W Structure (WBS)	ekdrop to Scheduling
apter 2. Customer-Driven Quality and Sche introduction Quality Tools and Techniques Gools Scheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Require Follow a Defined Development Process and W Structure (WBS) Schedule Customer and Quality in Early	ekdrop to Scheduling
apter 2. Customer-Driven Quality and Sche introduction Quality Tools and Techniques Cools Cheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Require Follow a Defined Development Process and W Structure (WBS) Schedule Customer and Quality in Early Customer-Driven Teamwork	ekdrop to Scheduling ments fork Breakdown
apter 2. Customer-Driven Quality and Sche introduction Quality Tools and Techniques Gools Geheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Requirer Follow a Defined Development Process and W Structure (WBS) Schedule Customer and Quality in Early Customer-Driven Teamwork Define and Communicate the Scope of Work a	ekdrop to Scheduling ments fork Breakdown
apter 2. Customer-Driven Quality and Sche introduction Quality Tools and Techniques Gools Scheduling as Team Motivator Quality Is Scheduled Project Quality Management Principles: The Bac Transform Customer Expectations to Requirer Follow a Defined Development Process and W Structure (WBS) Schedule Customer and Quality in Early Customer-Driven Teamwork	ekdrop to Scheduling ments fork Breakdown

Change Is Managed Program Progress Will Be Tracked and Periodically Reviewed Involve the Customer in Designing the Project Management	35 35
Support System	36
Quality as Driver	36
/ Project Planning	37
Departmental Manager Roles	38
Project Team Roles	39
Role of the Project Management Office	39
Scheduling	40
Baselining the Schedule Is a Quality Management Action Schedules on a Network	41 42
Resource Planning	43
Long-Term Staff Planning	44
	44
Preparing Staffing Policy and Plans	
Schedule Review	46
Main Points	47
Chapter 3. Project Management and Quality	49
Introduction	49
Why Customer-Driven Project Management?	51
Today's World	51
Today's World Demands Change	53
Focus on the Future	57
Customer-Driven Project Management	60
Customer-Driven Project Management Background	60
Definition of Customer-Driven Project Management	64
Customer-Driven Project Management Philosophy	66
Customer-Driven Project Management Principles	67
The Uniqueness of Customer-Driven Project Management	68
The Customer-Driven Project Management Process	70
The Customer-Driven Project Management Life Cycle	72
The Customer-Driven Project Management Improvement Methodology	
Main Points	75
Chapter 4. Historical Perspective on Project Quality Management	79
Introduction	79
Foundation of Project Management	81
What Project Management Is	82
The Uniqueness of Project Management	82
Time, Cost, and Performance Tradeoffs	82
Matrix Organization	83
Project Management Philosophy	85
Project Management Principles	86
Project Management Cycles	86
Foundation of Total Quality Management	89
What Total Quality Management Is	-
Total Quality Management Philosophy	
TQM Guiding Principles	90
The TQM Umbrella	0.
TQM, a Unique Management Approach	98

	Contents
The Total Quality Management Process	
TQM Methodology	
Why Integrate Project Management and Total Quality Management	
Project Quality Management	
The Quality Movement	
Quality Planning	
Quality Assurance	
Quality Control	
Continuous Process Involvement	
What's Next in Quality: Future Issues and Opportunities Creating a Quality Organization in the New Millennium	
Main Points	
main Points	
hapter 5. Leadership and Quality	
Introduction	
agunindad has a	
CDPM Requires a Total Quality Management Environment Vision	
Mission American a semplant of the algot frome	
Values Providence Date of the providence of the	
Landamble	
The Leadership Issue: Quality, Performance, Cost, and Schedu	
Involvement of Everyone and Everything	Define Oug
Management	
People in the Organization	
Suppliers and Customers	
Teams Team Performance esuplariosT bas alcot	
Include Everything	
Continuous Improvement	
Training and Education	
Ownership a managolayed ametay? sol asupladost bas aloof	
Empowerment Programment	
Reward and Recognition	
Years of Commitment and Support Focus on the Customer	
Project Management System Analysis	
Planning Planning	
Implementation	
Evaluation	
CDPM Team Structure	
Customer as Leader	
a second control of the control of t	
THE WEST CONTRACTOR STATE OF THE PARTY OF TH	
Clarify Requirements already Requirements	
hapter 6. The Eight-Step Process	
Introduction	
Focus nottinition and Project Scope Statements agond toelors and Project Scope Statements and Project S	
Teamwork	
Customer-Driven Project Management Improvement Methodolog	
Phase 1: Define the Quality Issue	Project Plan
THE RESIDENCE OF THE PROPERTY	

	A		
v	Con	ten	TO
	GUII		

Phase 3: Select Improvement Opportunities Phase 4: Analyze the Improvement Opportunities	165 167
Phase 5: Take Action	
Phase 6: Check Results	179
Phase 7: Implement the Improvement	101
Phase 8: Monitor Results for Continuous Improvement	184
Phase 8a: Closeout	187
Main Points	188
Chapter 7. A Summary of Tools	191
Introduction	191
Customer-Driven Teams	192
	192
People Involvement Tools and Techniques	
Definition Tools and Techniques	193
Understanding Tools and Techniques	193
✓ Selection Tools and Techniques	194
✓ Analysis Tools and Techniques	194
✓ Project Management Tools and Techniques	195
System Development Tools and Techniques	195
Use of Tools and Techniques within the CDPM Improvement	
Methodology	196
Define Quality (customer satisfaction) Issue Tools and Techniques	196
Understand the Process Tools and Techniques	198
Select Improvement Opportunities Tools and Techniques	100
Analyze Improvement Opportunities Tools and Techniques	198
Take Action Tools and Techniques Check Results Tools and Techniques	100
Citeck nesults 100is and reciniques	100
Implement Improvement Tools and Techniques	199
Monitor Results Tools and Techniques	199
Use of CDPM Tools and Techniques for Systems Development Project	200
Main Points	201
Chapter 8. Quality Project Review	203
The Project Management System	203
Senior Management Roles: Creating the Conditions for Project Success	204
The Maturity Model and Project Review	207
Project Management Phases: A Senior Management Perspective	207
What Are the Typical Project Management Phases?	207
Phase 1: Concept—Clarify Customer Requirements and Generate and	000
Select Projects Introduction to Phase 1	208
Identify and Clarify Requirements	208
Generate New Project Concepts	208
Broad Scoping	210
Establish and Maintain Potential Projects List	210
Phase 2: Project Definition	210
Project Definition and Project Scope Statement	210
Establish a Formal Project Team	211
Conduct Kickoff Meeting	211
Project Plan	211
Quality Plan	211
Work Breakdown and Task List	212

Cont	ents xi
	212
Responsibility Matrix	212
Develop Schedule  Develop Project Budget	
Detelop 1 toles. ===3-	213
Develop HISK Analysis	
Phase 3: Design and implementation	213
Introduction to Phase 3	
Design	040
Implementation	
Phase 4: Project Closeout and Follows	214
Introduction to Phase 4 Financial Performance	214
Document Project	9 11 214
Lessons Learned	215
Charles Contamos Foodback	215
Explore Follow-on Potential	
Tools and Techniques	215
1. Work Breakdown Structure (WBS)	210
2. Task List	210
3. Gantt Chart	
4. Calendar plan	
5. Earned-Value Analysis	017
6. Narrative Report and Presentation	217
Project Reviews for Actionable Information	218
Status of Project, Issues, and Plans	218
Quality Issues	218
Marketing Information	218
Lessons Learned in Project Management Information on Competitive Challenges	218
Project Team Performance	219
Opportunities for Customer Partnering	219
Earned Value	219
Main Points	219
Indian Common Indiana A con	
lon Personal Improved (ODTs) mayorant language note	221
Chapter 9. Customer-Driven Teams (CDTs)	age 2, Enab
Introduction	221
To divined Project Tooms	
	LLO
Customer-Driven Teams (CDTs) Customer-Driven Team Philosophy	227
Foundations for Establishing Customer-Driven Teams	227
Foundations for Establishing Customer Driven Team	228
Establishing a Customer-Driven Team  Determine the Focus	220
Develop Teamwork in the Customer-Driven Team	229
The Customer Project Leader	230
Roles and Responsibilities	230
Selection Criteria	231
Customer's Voice Project Leader	231
The Project Facilitator	231
Roles and Responsibilities	232
Selection Criteria	to each a
Customer-Driven Team Members	233 234
Roles and Responsibilities	234
Holes and Hosperica	224
Selection Criteria Program Manager Team Member Roles and Responsibilities	234 234

The Customer-Driven Team in Project I	Management and Team
Development	eluberta coleved 235
Concept Phase and Orientation Stag	
Definition Phase and Dissatisfaction Production Phase and Resolution Sta	
Operations Phase and Production St	9
Closeout Phase and Disband Stage	age 240
Applications of Customer-Driven Team	
Customer-Driven Project Team	241 Protect Closeout and Follow-or
Customer-Driven Quality Improvement	
Customer-Driven Work Teams	242
Main Points	243
Chapter 10. "Brand You" and Profess	ional Growth 245
Ability to Work in Teams	249
Customer Orientation	(SSW) eurouris much lens show . 249
Ability to See "Work Flows" and the "B	TRU TRUE S. T.
Ability to Do and Lead Quality Work	250
Ability to Do a High Quantity of Good V	The state of the s
Use of Resources and Time	250 Namelyo Report and Procentation
Communications	1979 The black to the transfer of 250
Interpersonal Relationships	251
Conceptual Skills	251
Problem-Solving Skills	251
Job Knowledge	251
Organization of Work	251
Personal Initiative	252 251
Coaching and Mentoring Staff	252
Technical and Professional Competence	
Performance Appraisal	252
Envision Personal Improvement	253
2. Enable Personal Improvement	254
3. Focus on Improvement	254
4. Improve the Job	254
5. Improve Yourself	(aTCO) amost nevholesmoteur 255
6. Help Others Improve	255
7. Evaluate Your Improvement Progre	
Empowerment	256
Preserving the Wonder in Project Mana	000010000000
Main Points	259
Chapter 11. Quality Team Skills	261
Introduction	Selection Crimeria
Introduction	261 Customer's Voice Project Leader
Individual Involvement	261
Teams Types of Teams	200
Teamwork	264 264
Benefits of Teamwork	selfilidianogaeA bna seloA 264
Principles of Teamwork	shall to not sold 265
Building Teamwork	266 Progrem Manager Team Member Role
Communication	274 Process Owner Team Member Roles

	Contents	xiii
Listening		277
Benefits of Active Listening		
Focus Setting		
Vision		278
Mission		
Goal		
Focus-Setting Tips		281
Meetings		282
Rules of Conduct		
Roles, Responsibilities, and Relationships		283
Focus Statement		283
Agenda		284
Team Meetings in Action		284
Meeting Critique		287
		288
Brainstorming Rules		288
Brainstorming Methods		290
Advanced Brainstorming Techniques		291
Presentations		292
Presentation Steps		293
Presentation Outline		294
Prepare the Presentation Materials		295
Produce the Presentation Materials		296
Arrange for the Presentation Practice the Presentation		296
Give the Presentation		297
Conduct the Presentation		297 298
Follow Up on the Presentation		298
Main Points		299
186 Edwarfellullan		200
Chapter 12. Translating Expectations to Spe	acifications	307
onaptor 12. Translating Expectations to ope	pelifeations	301
Introduction		307
Know Your Customers		308
Identify Customer Needs and Expectations		308
Develop Customer Relationships		310
Know Yourself		
Know Your Product		311
Know the Competition		312
Quality Function Deployment		312
QFD "House of Quality"		313
QFD "House of Quality" Steps for Phase 1		314
Quality Function Deployment Example		315
Benchmarking		317
Benchmarking Steps		318
Benchmarking Example		318
Metrics		322
Steps in the Development of Metrics		323
Metrics Example		
Main Points	Analyzing the Data	325
	orce-field Analysis	
Chapter 13. Process Tools		331
Introduction		
Introduction The Process		331 332

Process Diagram	
Top-Level Process Diagrams	
Top-Down Process Diagrams	
Detailed Process Diagrams	
Input/Output Analysis	
Input Analysis	
Output Analysis	
Supplier/Customer Analysis	
Surveys and Interviews	
Supplier Analysis	
Customer Analysis	
Main Points	
hapter 14. Tools for Quality Decision	ns a Growth and an animotheria
Introduction	
Introduction	
Selection Techniques	
Selection Technique Steps	
Voting Matrix	
Selection Matrix Selection Grid	
S LAND NO REGISTRATION AND LINE	
Decision Making	
Consensus	
Decision by the Majority or Leader	
Decision by Management	
Main Points	
Chapter 15. Work Flows	
Introduction	
Process Analysis	
Process Analysis Steps	
Process Analysis Example	
Work-Flow Analysis V	
Work-Flow Analysis Steps	
Work-Flow Analysis Example	
en	
Cause-and-Effect Analysis   Cause-and-Effect Analysis Example	
o _ I. CVORABIB TOUT BEINGBORNS PACK	
Data Statistical Analysis	
Data Statistical Analysis Steps Data Collection	
Data-Collection Plan	
Data-Collection Methods	
Date-Collection Charts	
Data-Collection Sampling	
Types of Data	
Data Arrangement	
Data Charting	
Analyzing the Data	
Force-field Analysis	
Force-field Analysis Steps	
Force-field Analysis Example	
Main Points	

	Contents	xv
Chapter 16. Work Breakdown and Scheduling	ace io it	399
Introduction	Using the CDRM Applica	399
Contract		402
Work Breakdown Structure		404
Task List		410
Task List Construction		410
Task List Example		411
Project Schedule  Network Scheduling		411
Network Concepts		414
Risk Management		427
Calculated Risk Taking		428
Example of Risk Management: DoD 4245.7M		435
Outline for Reducing Risk		438
Project Management Information System		441
Project Information Needs		442
Project Information Modules		442
Main Points		443
Chapter 17. More Tools		447
Introduction		SHR-
System Development/Improvement		447
Concurrent Engineering		448
Concurrent Engineering Stone		449 450
Quality Function Deployment		451
Robust Design		451
Loss Function		453
Robust Design Phases		454
Statistical Process Control		455
Statistical Process Control Steps		455
Cost of Poor Quality		456
Miscellaneous Other Methodologles		456
Just-in-Time		456
Design for Manufacturing/Producibility Total Production Maintenance		456
Mistake-Proofing		457 457
Manufacturing Resource Planning		457
Computer-Aided Design/Engineering/Manufacturing	g	457
Computer-Integrated Manufacturing	A Linguino paragon i manero sur	457
Computer Systems		457
Information Systems		458
Total Integrated Logistics	system could operate	458
Systems Development/Improvement Methodologies Computer-Aided Acquisition and Logistics Support	within the DoD $ u$	458
In-Plant Quality Evaluation	micationally yessell	458 459
R&M 2000		459
Value Engineering		459
Main Points		460
Chapter 18 Same Future Canaldania		
Chapter 18. Some Future Considerations		463
Introduction		463
CDPM Application Considerations		465

CDPM Application Process	466
Using the CDPM Application Process	468
Application of CDPM in the Future	494
Changes in Traditional Forces Support the Increasing Use of CDPM	494
The Future of CDPM	498
Main Points	498
Appendix A. Cases in Project Quality Management	501
Case 1: The Huntsville Case	501
Case 2: Logistics Communication	512
The Eight Phases	513
Case 3: Computer-Based Training	517
The Eight Phases	E40
Case 4: Higher Education	E20
The Eight Phases	E20
Case 5: Health Care Finances	524
The Eight Phases	524
Minicases and Exercises	526
Appendix B. Project Quality Management: PMI Body of Knowledge	547
B.1 Quality Planning	550
Inputs to Quality Planning	000
Tools and Techniques for Quality Planning	
Outputs from Quality Planning	
B.2 Quality Assurance	
Inputs to Quality Assurance	
Tools and Techniques for Quality Assurance	
Outputs from Quality Assurance	555
B.3 Quality Control equilibrium equilibriu	
Inputs to Quality Control	556 556
Tools and Techniques for Quality Control  Outputs from Quality Control	
willide ubor 9 control was a second of the s	O 370
Appendix C. Assessment	561
Tel Introduction Floridate Francisco palanal concession introduction	561
Introduction	
Individual Assessment	562
Team Assessment	566

Abbreviations and Acronyms 573
Glossary 575
Bibliography 591
Index 595