

CONTENT

ACKNOWLEDGEMENTS	XV
FOREWORD	XVI
ARGUMENT	XVIII
ABBREVIATIONS	XXII
CHAPTER 1	
INTRODUCTION IN THE PROJECT MANAGEMENT	1
1.1. Project Management – Short History	1
1.2. Definition of the Project Concept	2
1.3. Projects, Programs, Portfolios	4
1.4. The relationship between Program Management and Portfolio Management	6
1.5. The relationship between Program Management and Project Management	7
1.6. Types of Projects	8
1.7. Characteristics of the Project	8
1.8. Principles of the Project Management	9
1.9. The triangle of the Project	9
1.10. Objectives of the Project	10
CHAPTER 2	
PROJECT MANAGEMENT PROCESSES	11
2.1. Managerial Processes of a Project	11
2.2. Groups of Managerial Processes	13
2.2.1. Processes’ Interactions	13
2.2.2. Main Elements of the “Ten Step Project Management Process” Methodology	15
2.3. Project Planning	18
2.3.1. Reasons for Project Management	18
2.3.2. Ingredients for a Project Plan	19
2.3.3. Requirements regarding the Project Planning	20
2.3.4. Scope Declaration (Mission)	20
2.3.5. Project Specifications	21
2.3.6. Control Phases Planning	21
2.3.7. WBS - Work Breakdown Structure	21
2.3.8. OBS - Organization Breakdown Structure	22
2.3.9. Relationship between Planning and Control	22
2.4. The Project Management Processes in PMBOK vision	22
2.4.1. Project harmonization/integration Management and the specific processes	22
2.4.2. The project’s Scope/Coverage Management	22
2.4.3. Time Management	24
2.4.4. Cost Management	24
2.4.5. Quality Management	24
2.4. 6. Human Resource Management	24
2.4.7. Communication Management	26
2.4.8. Risk Management	26
2.4.9. Procurement/Acquisitions Management	26
2.5. Strategic Planning Process	26
2.6. Project Management Office	28
CHAPTER 3	
PROJECT INTEGRATION MANAGEMENT	31
3.1. Introduction	31
3.2. Organizational Procedures	34
3.3. The Organization of Meetings for Revising the Project Plan	34
3.4. Abilities and Knowledge Application	35
3.5. Project Integration Management in Practice	35
CHAPTER 4	
PROJECT SCOPE MANAGEMENT	38
4.1. Introduction	38

4.2. Project Scope Management	39
4.3. Flowchart of Project Scope Management Processes	41
4.4. Implementation of Scope Change Control System	41
4.5. Working with a WBS model	44
CHAPTER 5	
PROJECT TIME MANAGEMENT	46
5.1. Project Activity Definition	48
5.2. Activity Sequencing	50
5.3. Project's Activities Duration Estimating	52
5.4. Realization of the Project Execution Schedule	53
5.5. Application of Expert Judgment	56
5.6. Development Project Scheduling	56
5.7. Monitoring and Updating the Program	60
5.8. Recommendations for Saving Time	60
5.9. Project Graphic Control	62
CHAPTER 6	
PROJECT COST MANAGEMENT	63
6.1. Project Resource Planning	66
6.1.1. Resource Planning	67
6.1.2. Experts Opinion Application	68
6.1.3. Resource Necessity Identification	68
6.2. Cost Estimating	68
6.3. Cost Budgeting	71
6.4. Cost Control	73
6.4.1. Cost Control Implementation	73
6.4.2. Creating a Cost Control Change System	74
6.4.3. Project Performance Measurement	74
6.4.4. Cost Control Results Evaluation	74
6.4.5. Cost Estimations Revising	75
6.4.6. Budget Improvement	75
6.5. Project Closeout	76
CHAPTER 7	
PROJECT QUALITY MANAGEMENT	78
7.1. Quality Planning	81
7.1.1. Quality Planning: Inputs	81
7.1.2. Quality Planning: Tools and Techniques	82
7.1.3. Quality Planning: Outputs	83
7.2. Quality Assurance	84
7.2.1. Quality Assurance: Inputs	84
7.2.2. Quality Assurance: Tools and Techniques	85
7.2.3. Quality Assurance: Outputs	86
7.3. Quality Control	87
7.3.1. Quality Control: Inputs	87
7.3.2. Quality Control: Tools and Techniques	88
7.3.3. Quality Control: Outputs	
CHAPTER 8	
PROJECT HUMAN RESOURCE MANAGEMENT	93
8.1. Project Human Resource Management – General Principles	93
8.2. Human Resource Motivation	94
8.3. Human Resource Planning	96
8.4. Choosing the Project Team	99
8.5. Project Team Development	101
8.6. Project Team Coordination / Administration	103
8.7. Project Manager	105
8.8. Best Practices for Building and Maintaining an efficient Team	106
8.9. Best Practices for fulfilling the role of Project Manager	110

CHAPTER 9	
PROJECT COMMUNICATIONS MANAGEMENT	117
9.1. Communications Planning	120
9.1.1. Communications Planning: Inputs	120
9.1.2. Communications Planning: Tools and Techniques	120
9.1.3. Communications Planning: Outputs	121
9.2. Information Distribution	122
9.2.1. Information Distribution: Inputs	122
9.2.2. Information Distribution: Tools and Techniques	122
9.2.3. Best Practices for Communication and Documentation in projects	123
 CHAPTER 10	
PROJECT RISK MANAGEMENT	132
10.1. Introduction in Project Risk Theory	132
10.2. Risk Management- a topical approach	132
10.3. Elements regarding the Qualitative Risk Analysis	134
10.4. Risk Management Planning	142
10.5. Risk Identification	147
10.6. Qualitative Risk Analysis	149
10.7. Quantitative Risk Analysis	150
10.8. Risk Response Planning	151
10.9. Risk Monitoring and Control	152
 CHAPTER 11	
PROJECT PROCUREMENT MANAGEMENT	154
11.1. Importance of Resource Procurement Management	154
11.2. Resource Procurement Process Phases	154
11.3. Project Procurement Management Plan Phases	156
11.4. Procurement Planning	158
11.5. Contracting Planning	163
11.6. Supplier's Reaction to Tenders	165
11.7. Suppliers' Selection	166
11.8. Contract Administration	169
11.9. Contract Management	172
11.10. Contract Closeout	172
 CHAPTER 12	
PRINCE 2 METHOD	174
12.1. Introductory Notions	174
12.2. PRINCE 2 Processes	175
12.3. PRINCE 2 Components	177
 CHAPTER 13	
THEORETICAL ELEMENTS REGARDING PORTFOLIO, PROGRAM, STRATEGIC MANAGEMENT AND PROJECT MANAGEMENT	186
13.1. Portfolio Management and Organization's Strategy	186
13.1.1. Portfolio Management Role in Strategy Implementation	186
13.1.2. The importance of Organization's Activity Alignment to Strategy	187
13.1.3. Portfolio Management as a Method of Organization Government	188
13.2 Portfolio Management	188
13.2.1. Portfolio Definition	188
13.2.2. Portfolio Management Definition	189
13.2.3. Portfolio Management Processes	189
13.2.4. Project Selection Phase	190
13.2.5. Projects Selection Methods within the Portfolio	190
 13.2.6. Projects Selection Processes within the Portfolio	192
13.2.7. Projects' Prioritization Phase	192

13.2.8. Project, Program and Portfolio Management Comparison	192
13.3. Program Management	193
13.3.1. Program Definition	193
13.3.2. Program Management Definition	193
13.3.3. The Relationship between Program Management and Portfolio Management	194
13.3.4. The Relationship between Program Management and Project Management	195
13.4. Project Management	197
13.5. Case Study. Proposals for the Portfolio Management Process	197
DICTIONARY	202
BIBLIOGRAPHY	209
LIST OF FIGURES	212
LIST OF TABLES	214