Index

A
acceptance (risk response strategy), 272
accepting change requests, 430-431
accountability in preliminary scope statement, 33
achievements. See drivers action items, 121
alarms for risks, 276
alliance building, 92-94
case study, 96
analogous estimating, 135-136
analyst (role of project manager), 4
appraisal costs, 180
case study, 385-387, 394
approvers, 62
archiving project documentation, 446-447
assigning resources, 304-309, 312-314
assumptions in preliminary scope statement, 32
audience
identification (product requirements), 62-65
recipients of communication identifying, 210-216
types of effective communication with, 229-231, 236-237, 242-243, 248
audits, quality, 177, 378-380
case study, 437
authority
establishing, 45-47
in preliminary scope statement, 33
avoidance (risk response strategy), 272
B
backward passes, calculating critical paths, 295-296
baseline and control phase (product requirements), 61, 83-84
baselined project plan, change-control process and, 422
baselines
case study, 418
cost baselines, 349-350, 371
case study, 387-388
creating, 370-373
cost baselines, 371
product requirements baselines, 372
quality baselines, 372
schedule baselines, 371
Microsoft Project, 371
quality baselines, 187
bottom-up estimating (definitive estimates), 36, 133-136
Index

480

brainstorming
  deliverables, 55-56
  for estimating, 161-163
  gathering product requirements, 71-72
  in-scope and out-of-scope elements, 57-58
  risks, 261-263
  budget crashing, 347
  budget reconciliation, 347
  budget crashing, 347
descoping, 348-349

budgets, 332
  building, 332
    cost per task, 336-344
    resource rates, 334-336
    work effort estimates, 333
case study, 384-388, 394-395, 415-418
  resources, 358-366
  change-control process and, 422
cost baselines, 349-350
cost estimates, 36, 134
case study, 384-388, 394-395, 415-418
  estimating and, 153
  fees, 346-347
  politics of project management, 352-353
  reserves, 344
    managerial contingency, 346
    project reserves, 344-345
    variances, impact of, 407-408
business requirements, 76

C
calculating critical paths, 293-294
  backward passes, 295-296
  floats, 296-297
  forward passes, 294-295
calendar estimates, 134
case study
  appraisals, 385-387, 394
  baselines, 418
  budgets, 384-388, 394-395, 415-418
    resources, 358-366
  communication plan, 284-289, 327
  cost estimates, 195-205
  critical path, 356-357
  estimates, 165-168
  first team meeting, 124-129
  lessons learned, 436-440
  network diagrams, 165-168
  politics of project management,
    quality-planning process and, 205
  project requirements for, 95-97
  project closing, 452-456
  project plan development for, 48-51
  quality planning, 251-254
  resource estimates, 195-200
  risk identification, 356-357
  risk strategy, 328-329
  rumors, handling, 328-330
  scheduling, 353-357
  setup for, 15-16
  team norms, 251-252
  variance monitoring, 416

CCB (Change Control Board)
  accepting/rejecting change requests, 430-431
  politics of project management, 434-436

celebrations after closing project, 449
challengers, 63, 92, 236
  alliance building with, 93
champions, 63, 92, 236
  alliance building with, 93
Change Control Board (CCB)
- accepting/rejecting change requests, 430-431
- politics of project management, 434-436

change requests
- accepting/rejecting, 430-431
- estimating impact on project, 427-430
- logging, 427, 431-432
- notifying decision on, 431
- receiving, 424-426
- reviewing, 427

change-control process
- case study, 436
- change requests
  - accepting/rejecting, 430-431
  - estimating impact on project, 427-430
  - logging, 427, 431-432
  - notifying decision on, 431
  - receiving, 424-426
  - reviewing, 427
- importance of following, 424
- monitoring implementation of changes, 411
- politics of project management, 434-436
- of product requirements, 84
- steps, list of, 424-425
- team, effect on, 433-434
- team norms and, 423-424
- what to control, 422-423

chartering projects
- formal chartering, 20-22
- informal chartering, 23
- “climbers” (politics of project management), 193

closing projects
- archiving project documentation, 446-447
- case study, 452-456
- celebrations, 449
- lessons learned, 447-449
- 95 percent phenomenon, 449-451
- presentation for executives, 451-452

collecting work performance information, 377

communication
- exercise to demonstrate, 208-209
- planning, 209-210
  - case study, 284-289
  - contents of communication, 226, 229
  - delivery techniques, 236
  - politics and, 249-251
  - reasons for communicating, 223
  - recipients of communication, 210-216, 229-231, 236-237, 242-243, 248
  - team aspects, 248-249
  - timing of communication, 216-221
- politics of project management, 382-383
- communication plan
  - case study, 327
  - project execution, 377
  - in project plans, 39
  - rumors, 414-415
- communication template, 210

communicator (role of project manager), 4

completeness of global requirements, 82

completion criteria, creating, 104-107
compressing schedules, 314
crashing, 314-315
descoping, 317-322
fast-tracking, 316-317
confirming phase (product requirements), 61, 80-83
conflict, forcing, 191
conformance, cost of, 180
consistency of global requirements, 82
constraints in preliminary scope statement, 32
controlling
product of project, 411
project risks, 410-411
rumors, 413-415
variances
budget variances, 407-408
case study, 416
corrective action, 408-410
earned value technique, 403-406
schedule variances, 406-407
status meetings, 398-399
variance analysis, 400-402
coordinator (role of project manager), 5
core team members
case study, 96-97
first meeting, 117-122
case study, 124-129
private meetings with, 91-92
corporate strategy, 6-7
corporate structures, types of, 9-11
corrective action (variances), 408
critical-path tasks, 408-409
noncritical-path tasks, 409-410
cost, as triple constraint, 27-29
cost baselines, 349-350, 371
case study, 387-388
cost elements in project plans, 39
cost estimates, 153-161
case study, 201-204
order of magnitude estimates, 36-38
in preliminary scope statement, 33
types of, 35-36
cost of conformance, 180
cost of nonconformance, 181-188
cost of quality
cost of conformance, 180
cost of nonconformance, 181-188
defined, 180
cost per task, 336-344
case study, 387-388
Cost Performance Index, 405
crashing (schedule compression), 314-315
critical paths, calculating, 293-294
backward passes, 295-296
case study, 298-302, 356-357
floats, 296-297
forward passes, 294-295
critical path tasks, corrective action, 408-409
cross-functional management, 164
cultural requirements, 80
current situation review (gathering product requirements), 68-70
customers, 62

D
day-to-day operations, projects versus, 2
decision logs, 190
definitive estimates (bottom-up estimates), 36, 133-136
deliverables
case study, 96
creating, 55-57
in preliminary scope statement, 33
delivery techniques
  (communication), 236
dependencies, types of, 108-109
dependency relationships, 109-111
descoping
  budget reconciliation, 348-349
  schedule compression, 317-322
description of product in scope statement, 58
desk testing (project plans), 90
detailed estimates (bottom-up estimates), 36, 133-136
diagram of work in product requirements setup, 65-67
dictionary (WBS), 88
“diggers” (politics of project management), 194
discretionary dependencies, 108
distraction of change-control process on team, 433-434
documentation
  archiving, 446-447
  as deliverables, 56
MOPs (measures of performance), 23-24
drafting, 31
  drivers, 25-26
  restrictions, 26-27
  scope of, 29-30
  triple constraints and, 27-29
preliminary scope statements, 32-35, 54
project plans, 38-41
case study, 48-51
desk testing, 90
sections of, 38-40
documentor (role of project manager), 5
drafting MOPs, 31
drivers of MOPs, 25-26
duration estimates, 134, 148-152
  preset duration, negotiating, 163-164
  work effort estimates versus, 153
E
  early risks in preliminary scope statement, 33
  earned value technique, 403-406
  ego, restraining (interpersonal skills), 13
  empathy (interpersonal skills), 13
  empowering team members, 101
  encouraging team members, 412-413
  end dates, calculating critical paths, 293-294
  backward passes, 295-296
  case study, 298-302
  floats, 296-297
  forward passes, 294-295
  estimates. See also estimating
  budget estimates, 134
    cost estimates and, 153
  calendar estimates, 134
  case study, 165-168
  cost estimates, 153-161
    case study, 201-204
    order of magnitude estimates, 36-38
      in preliminary scope statement, 33
      types of, 35-36
    created by boss, 164-165
    definitive estimates, 133-134
    duration estimates, 134, 148-152
      preset duration, 163-164
      work effort estimates versus, 153
    optimistic estimates, 137
    order of magnitude estimates, 132, 332
      creating with analogous estimating, 135-136
pessimistic estimates, 137
politics and, 163-165
resource estimates, 141-148
case study, 195-200
what to estimate, 140
work effort estimates, 133-134, 333
cost estimates and, 153-156
duration estimates versus, 153
estimating. See also estimates
analogous estimating, 135-136
bottom-up estimating, 136
brainstorming sessions for, 161-163
change requests’ impact on project,
427-430
defined, 132
expert judgment estimating, 140
parametric modeling, 136
PERT (Program Evaluation and Review
Technique) estimating, 138-140
reserve analysis, 137-140
three-point estimating, 137
events, triggering communication by, 221
executing projects, 370
baselines, 370-373
cost baselines, 371
product requirements baselines, 372
quality baselines, 372
schedule baselines, 371
collecting work performance
information, 377
communication plans, 377
gathering lessons learned, 378
implementing approved changes, 377
installing methods and procedures, 377
managing human resources, 376
managing resources, 377
performing risk management, 378
performing tasks of project, 376
politics of project management, 382-383
quality audits, 378-380
reporting on project information, 377
rhythm, establishing, 373-374
issues management, 374-376
status meetings, 374
staffing projects, 376
teams, 380-382
training resources, 376
validating project deliverables, 378
execution monitoring and controlling in
project plans, 39
Executive Ostrich (executive
personality), 382
executive personalities, 382-383
executive team. See also politics of
project management
closing presentation for, 451-452
communication planning, 249-251
quality-planning process and, 191-194
case study, 205
risk management, 281-283
executive team norms, 122-124
expert judgment estimating, 140
external cost of nonconformance, 181
external dependencies, 108
F
fast-tracking schedule compression,
316-317
fear of completion, 450
fear of the future, 450
fees, 346-347
finish-to-finish relationships, 110
finish-to-start relationships, 109
floats, calculating, 296-297
flow of work, 322-324
forcing conflict, 191
formal chartering, 20-22
formal risk gathering, 261-263
forming stage (team development), 117-122
forward passes, calculating critical paths, 294-295
functional organizations, 9-10
functional requirements, 76-78

G
Gantt chart, 400
gathering phase (product requirements), 61, 68-80
levels of requirements, 76-80
tools and techniques for, 68-74
writing requirements, 74-76
global requirements, confirming, 82-83

H
hierarchy of project management, 6-8
human resources, managing, 376.
See also teams
human resources strategy in project plans, 39

I–J
identifying risks, 410
impact of risks, determining, 266-267
implementation preparation
readiness reviews, 442-445
scope verification, 445-446
turnover (of project deliverables), 446
implementing changes (project execution), 377
impromptu risk gathering, 263
in-scope elements, brainstorming, 57-58
incremental effect (change requests), 430
individual requirements, confirming, 81-82
industry quality standards, 171-172
influence (interpersonal skills), 13
influencers, 63, 92, 236
alliance building with, 93
informal chartering, 23
informal risk gathering, 263-265
installing methods and procedures, 377
internal cost of nonconformance, 181
interpersonal skills, list of, 12-14
interviewing (gathering product requirements), 71
introductions
in case study, 125
at first team meeting, 118-119
ISO 9000 quality standard, 171
issues, defined, 121
issues management
case study, 437
project execution, 374-376

K–L
lag time, 111
leader (role of project manager), 5
legal requirements, 80
lessons learned, 447-449
  case study, 436-440
gathering, 378
leveling, resources, 304-309, 312-314
life cycles
communication timing and, 216-220
defined, 11
product management life cycle, 12
project management life cycle, 11-12
loaded salary rates, 335
logging change requests, 427, 431-432
look-and-feel requirements, 79

M
Mad Hatter (executive personality), 382
maintainability requirements, 79
management phase (product requirements), 83-84
management skills
  defined, 3
  resources for, 3
manager (role of project manager), 5
managerial contingency, 346
Managers and Leaders: Are They Different? (Zaleznik), 3
managing
  human resources, 376
  resources, 377
mandatory dependencies, 108
master risk identification list (PERT estimates), 302
matrix management, 164
measures of performance (MOPs), 23-24
drafting, 31
drivers, 25-26
restrictions, 26-27
scope of, 29-30
triple constraints and, 27-29
meeting-management techniques, 120-122
methods, installing, 377
Microsoft Project
  baselines, 371
critical paths, 301
leveling resources, 314
mind mapping (gathering product requirements), 72-73
mitigation (risk response strategy), 272
modifiability of global requirements, 83
monitoring
  change control implementation, 411
  changes, 431-432
  product of project, 411
  project risks, 410-411
  variances
    budget variances, 407-408
    case study, 416
    corrective action, 408-410
    earned value technique, 403-406
    schedule variances, 406-407
    status meetings, 398-399
    variance analysis, 400-402
MOPs (measures of performance), 23-24
drafting, 31
drivers, 25-26
restrictions, 26-27
scope of, 29-30
triple constraints and, 27-29
motivating teams, 350-351
N
negative schedule variance, 404
negotiating
  as interpersonal skill, 13
  preset project duration, 163-164
  for team members, 41-43
network diagrams
  case study, 165-168
  creating, 111-117
  quality planning, incorporating, 175-178
  95 percent phenomenon, 449-451
  nonconformance, cost of, 181-188
  noncritical path tasks, corrective action, 409-410
nonfunctional requirements, 76-80
norming stage (team development), 117
norms, following (interpersonal skills), 13. See also team norms
notifying change request decisions, 431
numbering WBS (work breakdown structure), 89

O
objectives in preliminary scope statement, 32
offices (PMOs), 8
operational requirements, 79
operations, projects versus, 2
OPM3® (Organizational Project Management Maturity Model), 9
optimistic estimates, 137
order of magnitude estimates (top-down estimates), 36-38, 132, 332
creating with analogous estimating, 135-136
organization quality standards, 172
Organizational Project Management Maturity Model (OPM3®), 9
organizational strategy, 6-7
organizational structures, types of, 9-11
out-of-scope elements, brainstorming, 57-58

P
padding estimates in reserve analysis, 137
parametric modeling, 136
percentages in reserve analysis, 137
performance measures. See MOPs
performance requirements, 79
performing risk management, 378
performing stage (team development), 117
PERT (Program Evaluation and Review Technique) estimating, 138-140
schedules, 302-303
pessimistic estimates, 137
pessimistic team members, risk management and, 279-281
planning communication, 209-210
case study, 284-289
contents of communication, 226, 229
delivery techniques, 236
politics and, 249-251
reasons for communicating, 223
recipients of communication,
210-216, 229-231, 236-237, 242-243, 248
team aspects, 248-249
timing of communication, 216-221
project plans, 38-41
case study, 48-51
desk testing, 90
sections of, 38-40
quality planning, 174-175
case study, 251-254
defined, 170
in network diagram, 175-178
politics of, 191-194, 205
for teams, 188-191
response planning (for risks), 272-279
risk strategy, 258-260
teams, 41-43
PMBOK® Guide, 2
cost of quality, 180
quality planning, 170
PMOs, defined, 8
political requirements, 80
politics of project management, 14-15
alliance building, 92-94
authority, establishing, 45-47
budgets, 352-353
CCB (Change Control Board), 434-436
closing presentation for executives, 451-452
communication planning, 249-251, 414-415
communication with executives, 382-383
estimates and, 163-165
project execution, 382-383
quality-planning process and, 191-194
case study, 205
risk management, 281-283
rumor control, 413-415
case study, 418
schedules, 326
stakeholder identification, 43-45
team norms, 122-124
portability requirements, 79
portfolio management, defined, 7
portfolios, defined, 7
precedence diagramming, 111
predecessors, 109
preliminary scope statements, 32-35, 54
preparing for implementation
readiness reviews, 442-445
scope verification, 445-446
turnover (of project deliverables), 446
preset project duration, negotiating, 163-164
prevention costs, 180
probability of risks, determining, 267-271
problem solver (role of project manager), 5
procedures, installing, 377
procurement plans in project plans, 39
product description in scope statement, 58
product development life cycle, communication timing and, 216-220
product elements, 136
building library of, 161
product management life cycle, 12
product of projects, monitoring and controlling, 411
product requirements, 60-85
baseline and control phase, 61, 83-84, 372
case study, 95-97
change-control process and, 422
characteristics of, 74-75
confirming phase, 61, 80-83
gathering phase, 61, 68-80
levels of requirements, 76-80
tools and techniques for, 68-74
writing requirements, 74-76
in preliminary scope statement, 32
setup phase, 60-67
audience identification, 62-65
diagram of work, 65-67
product standards, 172
Program Evaluation and Review Technique (PERT) estimating, 138-140
schedules, 302-303
program management, defined, 8
programs, defined, 7
progressive elaboration, 32
project closing
archiving project documentation, 446-447
case study, 452-456
celebrations, 449
lessons learned, 447-449
95 percent phenomenon, 449-451
presentation for executives, 451-452
project costs, 35-37
project customers, 62
project deliverables, validating, 378
project documentation
archiving, 446-447
as deliverables, 56
MOPs (measures of performance),
  23-24
drafting, 31
drivers, 25-26
restrictions, 26-27
scope of, 29-30
triple constraints and, 27-29
preliminary scope statements,
  32-35, 54
project plans, 38-41
  case study, 48-51
desk testing, 90
sections of, 38-40
project execution, 370
baselines, 370-373
  cost baselines, 371
  product requirements baselines, 372
  quality baselines, 372
  schedule baselines, 371
collecting work performance
  information, 377
communication plans, 377
gathering lessons learned, 378
implementing approved changes, 377
installing methods and procedures, 377
managing human resources, 376
managing resources, 377
performing risk management, 378
performing tasks of project, 376
politics of project management,
  382-383
quality audits, 378-380
reporting on project information, 377
rhythm, establishing, 373-374
issues management, 374-376
status meetings, 374
staffing projects, 376
teams, 380-382
training resources, 376
validating project deliverables, 378
project execution plan in project
  plans, 39
project management
  defined, 2-3
  hierarchy of, 6-8
project management life cycle, 11-12
  communication timing and, 216-220
project management process
  standards, 172
project managers, roles of, 3-5
project organization in preliminary
  scope statement, 33
project plans, 38-41
  case study, 48-51
desk testing, 90
sections of, 38-40
project reserves, 344-345
project risks
  brainstorming, 261-263
  defined, 121
  identifying, 260, 410
  case study, 356-357
  formal risk gathering, 261-263
  informal risk gathering, 263-265
  impact of, determining, 266-267
  monitoring and controlling, 410-411
probability of, determining, 267-271
residual risks, monitoring for, 410
response planning, 272-279
project scope statement, example of, 59
project sponsors, 62
projectized organizations, 10-11
projects
  chartering, 20
    formal chartering, 20-22
    informal chartering, 23
day-to-day operations versus, 2
defined, 2-3
in project management hierarchy, 8
staffing, 376
tracking. See monitoring
public relations. See politics of project management

Q
quality, cost of
  cost of conformance, 180
cost of nonconformance, 181-188
defined, 170, 180
quality audits, 177, 378-380
case study, 437
quality baseline, 187, 372
quality management
  in project plans, 39
  standards, 172
quality philosophies, 170-171
quality planning, 174-175
  case study, 251-254
defined, 170
  in network diagram, 175-178
politics of, 191-194
  case study, 205
for teams, 188-191
quality policies, creating, 173-174
quality standards, 171-172

R
readiness reviews, 442-445
receiving change requests, 424-426
recipients of communication, 210-216, 229-231, 236-237, 242-243, 248
reconciling budgets, 347
  budget crashing, 347
descoping, 348-349
rejecting change requests, 430-431
relevance of individual requirements, 81
reporting
  facts to team members, 412
  project information, 377
reporting structures, types of, 9-11
requests for change
  accepting/rejecting, 430-431
  estimating impact on project, 427-430
logging, 427, 431-432
notifying decision on, 431
receiving, 424-426
reviewing, 427
requirements, 60-85
  baseline and control phase, 61, 83-84, 372
  case study, 95-97
change-control process and, 422
characteristics of, 74-75
confirming phase, 61, 80-83
gathering phase, 61, 68-80
  levels of requirements, 76-80
tools and techniques for, 68-74
writing requirements, 74-76
in preliminary scope statement, 32
setup phase, 60-67
  audience identification, 62-65
diagram of work, 65-67
reserve analysis, 137-140
reserves, building budgets, 344
managerial contingency, 346
project reserves, 344-345
residual risks, monitoring, 410
resource estimating, 141-148
case study, 195-200
resource rates, 334-336
case study, 200, 386
in cost estimating, 157-158
resources
assigning and leveling, 304-309,
312-314
budgets (case study), 358-366
managing, 377
training, 376
response planning (for risks), 272-279
restrictions of MOPs, 26-27
results, 25-26
reviewing
change requests, 427
current situation (gathering product requirements), 68-70
rewarding team members, 350-351,
412-413
case study, 437
rhythm, establishing (project execution),
373-374
issues management, 374-376
status meetings, 374
risk management
performing, 378
pessimistic team members and,
279-281
politics and, 281-283
risk owners, 276
risk plan in project plans, 39
risk process, monitoring, 411
risk strategy, 258-260
in case study, 328-329
identifying risks, 260
formal risk gathering, 261-263
informal risk gathering, 263-265
risk triggers, monitoring, 410
risks
brainstorming, 261-263
defined, 121
identifying, 260, 410
case study, 356-357
formal risk gathering, 261-263
informal risk gathering, 263-265
impact of, determining, 266-267
monitoring and controlling, 410-411
probability of, determining, 267-271
residual risks, monitoring for, 410
response planning, 272-279
rules of engagement. See team norms
rumors
case study, 328-330, 418
controlling, 413-415
S
salary rates, 334-336
in case study, 200, 386
in cost estimating, 157-158
schedule baselines, 371
schedule compression, 314
crashing, 314-315
descoping, 317-322
fast-tracking, 316-317
Schedule Performance Index, 405
schedule variance, 405
impact of, 406-407
negative schedule variance, 404
Index

schedules. See also variances
  assigning and leveling resources, 304-309, 312-314
  case study, 353-357
  change-control process and, 422
  compressing, 314
  crashing, 314-315
  descoping, 317-322
  fast-tracking, 316-317
  end dates, 293
    calculating critical paths, 293-297
  flow of work, 322-324
  PERT estimates, 302-303
  politics of project management, 326
    in project plans, 38
  teams, 324-326
scope
  deliverables, creating, 55-57
  inclusions versus exclusions, 57-58
  of MOPs, 29-30
  preliminary scope statement, 32-35, 54
    product description in, 58
  project scope statement example, 59
    as triple constraint, 27-29
  scope information in project plans, 38
  scope verification, 445-446
security requirements, 79
sequencing tasks, 107
  dependencies, 108-109
  dependency relationships, 109-111
  network diagram, creating, 111-117
setup phase (product requirements), 60-67
  audience identification, 62-65
  diagram of work, 65-67
shadowing (gathering product requirements), 70-71
staffing
  projects, 376
  teams, 41-43
stakeholders, 62
  identifying, 43-45
standards, quality standards, 171-172
start-to-finish relationships, 110
start-to-start relationships, 109
status meetings
  case study, 438
  monitoring variances, 398-399
  project execution, 374
storming stage (team development), 117
  moving past, 188-191
strategist (role of project manager), 4
strategy, 6-7
successors, 109
T
task list, creating, 100-104
tasks
  completion criteria, creating, 104-107
  duration of, 100
  empowering team for, 101
  sequencing, 107
    dependencies, 108-109
    dependency relationships, 109-111
    network diagram, creating, 111-117
team members, 62
  norms, 119-120
    case study, 125, 251-252
    change-control process and, 423-424
    communication planning and, 248
    for executives, 122-124
    quality planning process and, 188-191
team-building exercises
  in case study, 125
  at first team meeting, 119
teams
- change-control process, effect on team, 433-434
communication planning, 248-249
core team members
- case study, 96-97, 124-129
- first meeting, 117-122
- private meetings with, 91-92
empowering for tasks, 101
estimating brainstorming sessions, 161-163
interpersonal skills, list of, 12-14
motivating, 350-351
phases of development, 117
planning, 41-43
project completion, 449-451
project execution, 380-382
quality planning process and, 188-191
reporting facts, 412
reviewing change requests, 427
rewarding and encouraging, 412-413
risk management, 279-281
schedules, 324-326
training, 380-382
templates, communication template, 210
testing (project plans), 90
three-point estimating, 137
time, as triple constraint, 27-29
time scales for duration estimates, 149
timing of communication, 216-221
top-down estimates (order of magnitude estimates), 36-38, 132, 332
creating with analogous estimating, 135-136
tracking
- change control implementation, 411
- changes, 431-432
- product of project, 411
project risks, 410-411
variances
- budget variances, 407-408
- case study, 416
corrective action, 408-410
earned value technique, 403-406
schedule variances, 406-407
status meetings, 398-399
variance analysis, 400-402
training
- resources, 376
teams, project execution, 380-382
transfer (risk response strategy), 272
triggering communication by events, 221
triple constraints, MOPs and, 27-29
Tuckman, Bruce, 117
turnover (of project deliverables), 446
U–V
understandability of individual requirements, 81
usability requirements, 79
validating project deliverables, 378
variance analysis, 400-402
variances, monitoring
- budget variances, 407-408
case study, 416
corrective action, 408-410
earned value technique, 403-406
schedule variances, 406-407
status meetings, 398-399
variance analysis, 400-402
verifying phase (product requirements), 61, 80-83
version control of product requirements, 84
viability of individual requirements, 81
W–Z

WBS (work breakdown structure)
  completion criteria, creating, 104-107
  creating, 86-90
  in project plans, 38
  task list, creating, 100-104
work effort estimates, 133-134, 333
  cost estimating and, 153-156
  duration estimates versus, 153
work flow, 322-324
work package level of WBS, 86
work packages, creating, 87-88.
  See also tasks
writing requirements, 74-76

Zaleznik, Abraham, 3