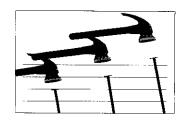
Entrepreneur

PROJECT MANAFEMENT made

Entrepreneur Press and Sid Kemp



Contents

	Preface	Xi
1.	Get It Done Right!	1
	Small Business in a Changing World	1
	What Is a Project?	3
	What Is Management?	4
	Conclusion: Project Management for Your Business	10
2.	Small Business Projects	12
	Where Do Projects Fit into Your Business?	13
	Eight Ways Projects Benefit Your Business	18
	Who's Who on a Project	21
	The 14 Questions for Every Project	23
	Conclusion: Pick a Project and Go!	24
3.	Prepare, Do, Follow Through	26
	Businesses, Projects, and Systems	27
	Stages and Gates	28
	The Nine Areas of Project Management	31
	Conclusion: Tying It All Together	34
4.	Dreams and Opportunities	36
	Rules for Making Dreams Real	36
	Defining Your Dream or Opportunity	37
	From Dream to Deadline	41
	Conclusion: Making Your Dreams Real	43

5	Problems and Solutions	44
J.	What Is a Problem?	44
	From Problem to Project	50
	Conclusion: Making the Solution Work	51
6.	What Are We Making?	53
	The Steps of Defining Scope	54
	Write a Basic Statement of What We Are Making	54
	Choose a General Approach to How We Will Make It Draw and Write a Detailed Description of What	56
	We Are Making	57
	Write a Detailed Work Breakdown Structure (WBS)	58
	Write a Detailed Action Plan	60
	Conclusion: A Leader with a Plan	61
7.	Planning Time and Money	62
	Allocating, Estimating, Scheduling, and Budgeting	62
	Detailed Scheduling	66
	Detailed Budgeting	67
	Conclusion: Ready to Stay on Track	68
8.	Making It Good	69
	Simple Quality Basics	70
	Defining Quality	71
	Planning for Quality	73
	Conclusion: Taking the High Road	74
9.	Making Sure the Job Gets Done	76
	Risk Identification: Listing the Risks	78
	Risk Analysis	81
	Risk Response Planning	81
	Risk Monitoring and Control	82 83
	Conclusion: If It Doesn't Go Wrong, It Will Go Right	
10	. Teamwork and Communications	85 86
	Getting the Right Team	89
	Defining Jobs Clearly	91
	Supporting Self-Management Supporting Effective Team Communications	91
	Conclusion: Team Success TM	93

Contents

11.	Getting What You Need Purchasing for Projects	94 95
	Getting Expertise	93 97
	Getting Information	98
	Getting Permission	99
	Evaluating Vendors	100
	Tracking and Saving Money in the Purchasing Process	103
	Conclusion: Hassle-Free and Good to Go!	104
12.	Pulling the Plan Together	105
	Tying the Plan Together	105
	What if the Plan Changes?	109
	The Preparation Review Gate	111
	Conclusion: Set Sail!	114
13.	Keeping Everything on Track	116
	The Status Meeting	116
	The Feedback-and-Control Concept	118
	Practical Course Correction	119
	Conclusion: Steady as She Goes!	122
14.	Prevent Scope Creep	124
	Sources of Scope Creep	124
	Managing Scope Creep	129
	Conclusion: Don't Move the Goals	131
15.	Stay on Time and on Budget	132
	Time Management in the Doing Stage	132
	Cost Management in the Doing Stage	137
	Conclusion: The Iron Triangle Delivered	140
16.	Quality: Eliminate Error	141
	Work Systems That Eliminate Error	142
	Creating a Quality Team	145
	Quality at the Business Level	147
	Quality at the Project Level	148
	Quality at the Technical Level	149
	Conclusion: Quality All the Way Through	150
	, ,	
17 .	Risk: Manage Uncertainty	151
1 <i>7</i> .		151 151

	Keep Looking Ahead	153
	Manage Risks Quickly	154
	Keep the Project Moving	156
	Conclusion: Sailing Through Stormy Waters	158
18.	Managing Expectations	159
	Discuss Expectations Openly	160
	Documenting Expectations	160
	Defining the Expectations Gap	161
	Managing the Expectations Gap	162
	Ensure Communication with All Customers	164
	Conclusion: The Doing Is Done!	167
19.	Follow Through	168
	The Challenges of Following Through	171
	Technical Follow-Through	174
	Project Management Follow-Through	177
	Conclusion: Safely Ashore!	182
20.	Deliver Delight	183
	Business Follow-Through	184
	Follow-up After the Project	187
	All You Need to Know	189
	Conclusion: Success and Delight	193
21.	Storefront Success: Know What You Want, Plan, and Go for It	194
	A Long Time Coming: Opening the First Store	195
	Gaining, Training, and Retaining Staff	196
	Improvements—Roasting and Going Nuts	199
	Front Porch Two: A Dream Coming True	202
	Tips for Those Starting a Business	204
	Conclusion	205
22.	Case Study: Planning a Year of Projects	207
	A Strategic Plan Adds Flexibility	207
	What Is a Strategic Plan?	208
	How to Plan Strategy Each Year	209
	Conclusion	212
	Appendix: Forms and Tools	213
	Index	242