

# INDEX

## A

Activity on the node (AON), 151-152  
Actors, 110-111  
Actual cost of work performed (ACWP), 206  
Administrative closure, 60  
Albrecht, Allan, 133, 301  
Alter, Allen, 80  
Analogous estimation, 131  
Arthur Andersen & Co., 171  
Army  
After Action Review (AAR), 94  
Assignable cause, 226  
Assimilation, 261  
Assumptions, 11, 61, 66-67  
Audits, 292-293

## B

Backfiring, 136  
Balanced matrix, 82  
Balanced Scorecard approach, 49-52  
Base case alternative, 41  
Baseline plan, 13, 71  
Beck, Kent, 17  
Bell Curve, 184-185  
Best practices, 9  
Boehm, Barry, 17, 137, 221  
Bottom-up estimating, 130-131  
Brainstorming, 177  
Breakeven, 43-44  
British Computer Society (BCS), 234  
British Department of Trade and Industry, 234  
Brooks, Fredrick P., 132, 138  
Budget(s), 66, 71  
developing, 158-163  
finalizing, 163  
Budgeted cost of work scheduled (BCWS), 206  
Bugs (computer), origin of term, 244  
Business case, defined, 25, 32-33

Business case development, steps for  
analysis of alternatives, 43-47  
core team selection, 33-34  
feasibility and risk assessment, 41-42  
identify alternatives, 40-41  
measurable organizational value (MOV) defined, 34-40  
outline for developing and writing, 48  
recommendations, 47-48  
total benefits of ownership (TBO) defined, 42-43  
total cost of ownership (TCO) defined, 42  
Business Information

Technology  
Transfer Center (BITTC), 212  
Business reviews, 246

## C

Capability Maturity Model (CMM), 221, 236-241  
Cause-and-effect diagrams, 178-179, 229

Cellphones, 210-211  
Center for Dispute Resolution, 273  
Center for Project Management, 58  
Change agents, 263  
controls, 62-63, 249  
dealing with resistance and conflict, 268-275  
emotional responses to, 261-263  
impact of, 258-260  
methods for disrupting, 266  
as a process, 260-261  
theory, 260  
Change management defined, 258  
description of, 256-258  
plan, 262-268

CHAOS (Standish Group), 4, 5, 6, 9  
Checklists, 178  
CHECKPOINT, 140  
CIO, 37  
Cloke, Kenneth, 273  
Closing projects, 29-30, 60, 285-290  
COCOMO (Constructive COst MOdel), 137-139, 140  
Collaboration technology, 211-212  
Communications management, defined, 20, 199-200  
Communications plan, 202-203  
Computer aided software engineering (CASE), 31  
*Computerworld*, 7, 115  
Conceptualization and initialization phase, 27-28  
Configuration management, 247-249  
Conflict management, 269-275  
Conner, Daryl, 259  
Constraints, 61, 132  
Contingency reserves, 163  
Continuous probability distributions, 184-187  
Contract closure, 60  
Control charts, 226-227  
Controlling processes, 60  
Cooper, Gabriel, 259  
Core team selection, 33-34  
Cost management, defined, 19, 148  
Cost of work performed (BCWP), 207  
Cost performance index (CPI), 208  
Costs direct, 161  
estimating, 159-163  
identification of total, 42  
indirect, 162  
sunk, 162  
variance, 207-208  
Cost\*Xpert, 140  
Craftsmanship, 223-224

Crash, 153  
 Crisis management, 168  
 Critical path analysis, 152-153  
 Critical Path Method (CPM), 153  
 Crosby, Phillip, 231  
 Crunch schedules, 149  
 Cruxes, 124  
 Culture, 11-12, 97  
 Cutoff rate, 45

## D

Data flow diagram (DFD), 110  
 Deadlines, 149 DeCarlo, Doug, 149  
 Decision trees, 180-181  
 Defects  
   quality, 244  
   software, 221, 223, 225  
 Degrees of influence (DI), 135  
 Deliverables  
   defined, 12  
   definition table (DDT), 107-108  
   milestones and, 124—125  
   product-oriented, 109-111  
   project-oriented, 107-109  
   structure chart (DSC), 108, 109, 125  
 Delphi technique, 129, 178 Deming, W. Edwards, 227-228 Denver International Airport, 221 Dewey, John, 92  
 Direct costs, 161  
 Direct cutover implementation  
   approach, 282, 284  
 Discount rate, 45  
 Discrete probability distributions, 183-184  
 D-M-A-I-C cycle, 235  
 Doctor, Mary Silva, 266  
 Drucker, Peter, 8  
 Duck, Jeanie, 258

## E

Earned value, 205-209  
 Economic feasibility, 41  
 Economic value added (EVA), 50-51  
 Economist Intelligence Unit, 171  
 Effectiveness, defined, 8  
 Efficiency, defined, 8  
 80/20 rule, 229  
 Email, 210-211  
 Embedded projects, 138  
 Enterprise resource planning (ERP), 3,

282  
 Entity-relationship diagram (ERD), 134  
 Environment  
   organization, 11-12  
   project, 96-97  
 Environmental-adaptive approach to change, 267  
*Estimating Software Costs* (Jones), 139  
 Estimation

  analogous, 131  
   automated tools, 140  
   bottom-up, 130-131  
   of costs, 159-163  
   Delphi technique, 129  
   guesstimating, 128-129  
   software engineering and metrics, 131-140  
   time boxing, 129  
   top-down, 129-130  
   what are the best methods for, 140-141  
 Evaluation of project, 30, 290-293  
 Execution of project, 29, 60, 62  
 Expected value, 180 Expedite, 153  
 External input (EI), 134-135  
 External inquiry (EQ), 135  
 External interface file (EIF), 134  
 External output (EO), 135  
 External risks, 11  
 Extreme programming (XP), 17-18

## F

Fast tracking, 12, 153  
 Feasibility, 41-42  
 Featurism, increasing, 113  
 Federal Express, 284  
 Fidelity Management Trust Co., 194  
 Financial models, 43-46, 47  
 Fire fighting, 168, 237  
 Fishbone diagrams, 178-179, 229  
 Float, 153  
 Flowcharts, 230-231  
 Foote, David, 270  
 Force Field Analysis, 260  
 Forecast reporting, 209  
 Formal organization, 77-85  
 Forrester Research, Inc., 27  
 Functional matrix, 83  
 Functional organization, 76, 77-80  
 Function points  
   defined, 133-134, 300

  development of, 299-300  
 Function point analysis, steps for conducting, 301-310

## G

Gantt, Henry L., 150  
 Gantt charts, 150  
 Gartner Group, 28  
 General systems characteristics (GSC), 135-136, 137  
 Goff, Leslie Jaye, 257  
 Goldsmith, Joan, 273  
 Groupware, 96  
 Guesstimate, 128-129  
*Guide to the Project Management Body of Knowledge (PMBOK Guide)*, 9, 19-20

## H

Haugan, Gregory T., 123  
 Hennelly, Rob, 204  
 Heuristics, 139-140  
 Hopper, Grace Murray, 244  
 Human resource management, 20  
   definitions, 76  
   organization of, 76-86  
   project team, 86-96  
 Humphrey, Watts, 236  
 Hurdle rate, 45  
 Hybrid organizations, 82-83

## I

IBM, 132, 133  
 Indirect costs, 162  
 Industrial Revolution, 224  
 Informal organization, 85-86  
 Information distribution, 210-213  
 Information technology (IT), focus on, 1-2  
 Information technology project management/methodology (ITPM) *See also* Project management closing of project, 29-30  
   conceptualize and initialize phase, 27-28  
   develop project charter and detailed plan, 28-29  
   evaluation of project, 30  
   execution and control of project, 29  
   methodologies and phases, 25-27  
 Information technology project management foundation, 30-32

Information technology projects costs  
of, 4  
failure of, reasons for, 4—6 how to  
improve the likelihood of  
success for, 6-9 Infrastructure,  
31-32, 63 Initiating process, 27-28,  
58-59 Initiating sponsor, 264  
Initiation, scope, 102-103, 104-106  
Inspections, 246  
Integration management, 19, 60-63  
Interdependent tasks, project, 11  
Internal logical file (ILF), 134  
Internal Revenue Service (IRS), 7  
Internal risks, 11 International Data  
Corp., 257 International Function  
Point Users  
Group (IFPUG), 134, 301  
International Organization for  
Standardization (ISO), 231-234  
International Register of Certified  
Auditors (IRCO), 234 Interviewing,  
178 Ishikawa, Kaoru, 178, 229  
Ishikawa diagrams, 178-179, 229

## J

Johnson, Barry, 272  
Johnson, Jim, 109  
Johnson, Ken, 212  
Joint application development (JAD),  
111, 115 Jones, T. Capers, 128, 136,  
139-140,  
169 Juran, Joseph,  
228-229

## K

Kaplan, Robert S., 49  
Kapur, Gopal K., 64  
Katzenbach, Jon R., 88-91  
Keil, Mark, 115 Kennedy,  
John F., 36 Kerzner, Harold,  
48^19 Kick-off meeting, 71  
Kill points, 12 Knowledge  
management  
approach, 8-9  
defined, 8  
Knowledge Plan, 140  
Known risks, 175  
Known-unknown risks, 175  
Kubler-Ross, Elisabeth, 261

## L

Lag times, 156  
Lam, James, 194  
Lead times, 156  
Learning curve, 162  
Learning cycle theory, 92-94  
identifying risks and, 177 work  
breakdown structure and, 128  
Leavitt's model of organizational  
change, 264  
Lessons learned, 8-9, 94-96  
work breakdown structure and, 128  
Lewin, Kurt, 260, 265  
Lines of code (LOG), 133, 301

## M

Management reviews, 246  
Management system, 232  
*Managing at the Speed of Change*  
(Conner), 259  
Mark II, 300  
Matrix organization, 76, 82-84  
Measurable organizational value (MOV)  
documenting, 63, 65, 69, 113  
evaluating, 293  
project risk framework and, 174  
role of, 34-40  
work breakdown structure and,  
126-127  
Meetings  
face-to-face, 210  
how to run effective, 212  
Methodology, 7, 25  
*See also* Information technology  
project methodology (ITPM)  
Metrics, 131, 203-209, 243-245  
Microsoft Corp., 225 Milestones,  
70, 124-125 Mitre Corp., 236  
Monte Carlo simulation, 187-188  
Motorola, 234-236 MOV. *See*  
Measurable organizational  
value  
*Mythical Man-Month, The* (Brooks), 132

## N

Net present value (NPV), 44-46  
Nominal group technique (NOT),  
177-178 Normal distribution,  
184-185

Normative-reeducation approach to  
change, 265-266  
Norton, David, 49

## O

*On Death and Dying* (Kubler-Ross),  
261  
100 percent rule, 127 Oregon  
Department of Motor Vehicles,  
106  
Organic projects, 137  
Organization  
formal, 77-85  
functional, 76, 77-80  
informal, 85-86  
matrix, 76, 82-84  
project, 76, 81-82  
which structure is best, 84-85  
Organizational change, project, 11  
Organizational environment/culture,  
11-12  
Organizational feasibility, 41 *Out of  
the Crisis* (Deming), 228  
Ownership, project, 10  
  
PacificCorp, 157  
Parallel activities, 151  
Parallel implementation approach, 283,  
284  
Parametric model, 137 Pareto, Alfred,  
229 Pareto diagrams, 229-230 Past  
projects, lessons learned from, 179  
Payback, 43 Payoff table, 180  
Performance  
reporting, 209-210 review, 290-291  
PERT (Program Evaluation and Review  
Technique), 153-154  
distribution, 186  
Petrotin, 286  
Phased implementation approach, 283  
Phase exits, 12 Phases, 70 Planning,  
59-60 PLC. *See* Project life cycle  
Polarity management, 272, 274-275  
*Polarity Management: Identifying and  
Managing Unsolvable Problems*  
(Johnson), 272

- Polarity mapping, 272, 274 Porter, Michael, 35 Postmortem review, 291-292 Power-coercive approach to change, 266-267 Precedence Diagramming Method (PDM), 154-156 Predecessor activities, 151 Pressman, Roger, 241 Process change as a, 260-261 defined, 31, 221 metric, 244, 245 Processing complexity adjustment (PCA), 135 Procurement management, 20 Product, 244, 245 Product-oriented deliverables, 109-111 Product-oriented processes, 31, 58 Program Evaluation and Review Technique. *See* PERT Progress reporting, 209 Project(s) attributes of, 9-12 closing/ending, 29-30, 60, 285-290 defined, 9 dividing into phases, 70 environment, 96-97 estimating, 128-131 evaluating, 30, 290-293 implementation, 281-286 integration management, 19, 60-63 matrix, 83 metrics, 131, 203-209, 244, 245 monitoring and controlling, 200-202 objectives, 31 organization, 76, 81-82 portfolio, 48 selections and approval, 48-52 types, 137-138 Project charter contents of, 65-67 defined, 28-29 role of, 63-64 Project life cycle (PLC) defined, 12 goals defined, 12-13 project evaluation, 14 project plan, closing of, 14 project plan, execution of, 13 project plan, questions in, 13 versus systems development life cycle, 18-19 Project management *See also* Cost management; Time management approach, 7-8, 27 defined, 9 knowledge areas, 19-20, 32 office, 27 processes, 31, 57-60 software tools, 156-158 *Project Management Body of Knowledge (PMBOK)* areas covered by, 19-20, 32 communication management, 199 cost management, 148 integration management, 60 management process, 31 project and project management defined, 9 quality management, 220-221 risk management, 169, 170, 171 scope management process, 102-103 time management, 122 Project Management Institute (PMI), 9, 19 Project Management Professional (PMP) certification exam, 19 Project manager defined, 11 roles of, 86-88 Project network diagrams, 150-151 Project-oriented deliverables, 107-109 Project plans closing of, 14 development, 61 execution of, 13, 62 framework, 68-71 overall change control, 62-63 questions in, 13 Project quality management (PQM), defined, 220-223 Project quality plans. *See* Quality Project risk. *See* Risk Project risk management. *See* Risk management Project scope. *See* Scope Project sponsor, 11 Project time management. *See* Time management Prototyping, 17 Purpose, project, 9-10 Putnam, Larry, 139
- ## Q
- Qualitative risk analysis, 179-183 Quality change control and configuration management, 247-249 fourteen points for, 228 management, 20, 66 monitoring and controlling, 249-250 movement, history of, 223-231 organizations and programs, 221, 231-241 philosophies and principles, 241-243 project quality management (PQM) defined, 220-223 project quality plans, 241-250 standards and metrics, 243-245 verification and validation, 245-247 *Quality Control Handbook* (Juran), 228 *Quality is Free* (Crosby), 231 Quantitative risk analysis, 183-190
- ## R
- Radical Team Handbook, The* (Redding), 91-92 Rapid applications development (RAD), 16-18 Rational-empirical approach to change, 265 Redding, John, 91-92 Reporting performance, 209-210 Reserves, 163 Resistance to change, handling, 268-269, 270 Resource allocation, 163 Resources, project, 10, 70 Return on investment (ROI), 44 Reviews, 209 Risk(s) analysis of, 41, 66-67, 179 assessment, 172, 179-190 defined, 11, 170 evaluation, 173, 193 identifying, 171-172, 173-179 impact table, 181-183 log, 194 monitoring and controlling, 173, 192-193 planning, 171

response plan, 173, 191-192  
 software, 170  
 strategies, 172-173, 190-192  
 types of, 175  
 Risk management  
   common mistakes in, 168-169  
   defined, 20, 171  
   framework, 174-177  
   planning process, 170-173  
   requirements for successful, 169 RJ  
 Associates, 212 Rolling wave, 158  
 Rules, project, 11

## S

Schedule performance index (SPI), 205  
 Schedules, 71, 149  
   activity on the node (AON),  
     151-152  
   critical path analysis, 152-153  
   crunch, 149  
   finalizing, 163  
   Gantt charts, 150  
   PERT, 153-154  
   precedence diagramming method  
     (PDM), 154-156  
   project network diagrams, 150-156  
   variance, 208  
 Scientific management, 224-225  
 Scope  
   boundary, 105  
   change control, 103, 113-117  
   change request form and log, 115,  
     116  
   creep, 113, 115  
   defined, 10, 65-66, 69-70  
   definition, 103, 107-111  
   gropo, 113  
   initiation, 102-103, 104-106  
   leap, 113-114  
   planning, 103, 105  
   statement, 105-106  
   verification, 103, 111, 113  
 Scope management  
   defined, 19  
   myths of, 114  
   plan, 104  
   processes, 102-104 Scoring  
 models, 46-47 Sears, Roebuck and  
 Co., 5, 204 Semi-detached  
 projects, 138

Shewhart, Walter A., 225-227  
 Simulations, 187-190  
 Six Sigma, 234-236  
 Slack, 153  
 SLIM, 139, 140  
 Smith, Douglas K., 88-91  
 Smith, Sheila, 266  
 Socio-technical approach, 6  
 Software  
   defects, 221, 223, 225  
   engineering, 131-140  
   process, 236  
   process capability, 236  
   process maturity, 237-241  
   process performance, 236-237  
   risks, 170 *Software Engineering*  
*Economics*  
   (Boehm), 137 Software Engineering  
 Institute (SEI),  
   236 Software Productivity Research  
 (SPR),  
   241 Software tools project management,  
   156-158  
 Source lines of code (SLOC), 299  
 Spiral development, 17 Sponsor,  
 10, 11, 262-263, 287-288 Staff  
 acquisition, 76 Stage gates, 12  
 Stakeholders, 10, 65, 85-86  
 Standards  
   defined, 231  
   ISO, 232-234  
   quality, 243-245 Standish Group, 4, 5,  
   6, 109 Statistical controls, 226 Status  
 reporting, 209 Structured approach to  
 systems development, 16  
 Subject matter experts (SMEs), 11  
 Successor activities, 151 Sunk  
 costs, 162 Sustaining sponsor, 262  
 SWAT teams, 89  
 SWOT (strengths, weaknesses, opportu-  
 nities, and threats) analysis, 178  
 Symons, Charles, 299-300 Systems  
 development life cycle (SDLC)  
   analysis, 15  
   defined, 14  
   design, 15

implementation, 15 maintenance  
 and support, 15-16 planning, 15  
 rapid applications development,  
 16-18  
 versus product life cycle, 18-19  
 waterfall method, 16

## T

Targets, 263-264  
 Tasks, 70-71  
 Taylor, Frederic W., 224-225  
 Team(s)  
   defined, 89  
   how they learn, 92-96  
   knowledge management and, 91-92  
   performance, 88-91  
   selection and acquisition, 88  
   use of term, 86 Technical  
 experts (TEs), 11 Technical  
 feasibility, 41 Technical  
 reviews, 245-246 TickIT, 234  
 Time boxing, 129 Time  
 frame, project, 9, 71 Time  
 management  
   defined, 19, 122  
   estimating project, 128-131  
   software engineering, 131-140  
   work breakdown structure, 122,  
   123-128  
 Tools, 31  
 Top-down estimating, 129-130  
 Tornado graph, 188, 190 Total Benefits  
 of Ownership (TBO),  
 42^3  
 Total Cost of Ownership (TCO), 42  
 Triangular distribution, 186-187 Triple  
 constraint, 10 TWA, 284

## U

Unadjusted function point (UAF), 135,  
 136 Unified Modeling Language  
 (UML),  
   110 United Kingdom Function Point  
 Users  
   Group (UFPUG), 134 Unity of  
 command, 82 Unknown-unknown  
 risks, 175 Use case diagram,  
 110-111, 112

V

Value adjustment factor (VAF), 135  
Verification and validation (V&V),  
221-222,245-247 Verification project  
scope, 103, 111, 113

W

Walk-throughs, 245-246  
Waterfall method, 16  
Whitney, Eli, 224  
*Wisdom of Teams, The* (Katzenbach and  
Smith), 88  
Work authorization system, 62 Work  
breakdown structure (WBS)  
defined, 108, 122, 123  
deliverables and milestones,  
124-125  
developing the, 125-128  
work packages, 123-124  
Work groups, 89 Work  
packages, 123-124 Wourms,  
Bob, 157

X

XP (extreme programming), 17-18 Y  
Yourdon, Ed, 130  
Y2K problems, 2