

Contents

Part I An Overview of Project Management

1	Why Project Management?	3
2	What is a Project?	5
2.1	Types of Project	6
2.2	Classifying Projects	8
3	What is Project Management?	9
3.1	Hierarchy in Project Management	9
3.2	Dimensions in Project Management	11
3.3	Basic Management Principle: “Structure Follows Strategy”	12
4	Project Management: Key Theoretical Concepts	13
4.1	A Systemic Approach	13
4.2	Systems Engineering	14
5	The Phase Concept	19
5.1	The Initialisation Phase	21
5.2	The Preliminary Study Phase (Pre-Study Phase)	22
5.3	The Concept Phase	23
5.4	The Implementation Phase	24
5.5	The Introduction Phase	25
5.6	The Utilisation Phase	26
5.7	Milestones	26
6	Other Process Models	29
6.1	Simultaneous Engineering	29
6.2	Prototyping	30
6.3	Versioning	31
6.4	The Agile Approach	32
6.5	Change Projects	33

7	Project Evaluation and Project Portfolios	35
7.1	Project Worthiness	35
7.2	Project Portfolios	37
8	Project Management Trends	39
8.1	Increased Differentiation	39
8.2	Agile Project Management	40
8.3	International Project Management	40
8.4	Staff Development and Qualification	41

Part II Structure and Approaches

9	The “Initialisation” Phase	45
9.1	What Is This Phase About?	45
9.2	Results of the Initialisation Phase	45
9.3	Stages of the Initialisation Phase	46
9.4	Organisation	47
9.5	Planning: Preliminary Estimate	48
9.6	Controlling and Risk Management	48
9.7	Leadership and Teamwork	49
9.8	Information and Documentation	50
9.9	Checklist “Conclusion of Initialisation Phase”	51
10	The “Preliminary Study” Phase	53
10.1	What Is This Phase About?	53
10.2	Results of the Preliminary Study Phase	54
10.3	Stages of the Preliminary Study Phase	54
10.4	Organisation	55
10.5	Rough Planning	56
10.6	Controlling and Risk Management	58
10.7	Leadership and Teamwork	60
10.8	Information and Documentation	61
10.9	Checklist “Conclusion of Preliminary Phase”	63
11	The “Concept” Phase	65
11.1	What Is This Phase About?	65
11.2	Results of the Concept Phase	65
11.3	Stages of the Concept Phase	66
11.4	Organisation	66
11.5	Detailed Planning	67
11.6	Controlling and Risk Management	68
11.7	Leadership and Teamwork	69
11.8	Information and Documentation	70
11.9	Checklist “Conclusion of Concept Phase”	72

12	The “Implementation” Phase	73
12.1	What Is This Phase About?	73
12.2	Results of the Implementation Phase	73
12.3	Stages of the Implementation Phase	73
12.4	Organisation	74
12.5	Adapting the Plans	74
12.6	Controlling and Risk Management	75
12.7	Leadership and Teamwork	76
12.8	Information and Documentation	76
12.9	Checklist “Conclusion of Implementation Phase”	77
13	The “Introduction” Phase	79
13.1	What Is This Phase About?	79
13.2	Results of the Introduction Phase	79
13.3	Stages of the Introduction Phase	80
13.4	Organisation	80
13.5	Planning: Using the Experience of How the Project Went	81
13.6	Controlling and Risk Management	82
13.7	Leadership and Teamwork	82
13.8	Information and Documentation	84
13.9	Checklist “Conclusion of Introduction Phase”	84

Part III Advanced Coverage of Topics

14	Project Initialisation	89
14.1	Managing an Organisation’s Projects Properly from the Start	89
14.2	Legal Aspects of Project Management	93
14.3	Internal Projects (Inside Out View)	94
14.4	External Projects (Outside in View)	95
15	The Project Organisation	103
15.1	Basic Points	103
15.2	The Line and the Project: Two Different Worlds	104
15.3	Roles and Committees	104
15.4	The Project Management’s Responsibilities	107
15.5	The Role of Deputies in the Project	109
15.6	Basic Project Management Organisational Structures	110
15.7	The Project Management Handbook	114
15.8	Areas of Responsibility	115
15.9	The Management Continuum with Changing Responsibilities	117
15.10	Setting Up the Project Organisation	119
15.11	Virtual Teams	120
15.12	Working in a Multicultural Environment	121

16	Project Planning	123
16.1	Rough Planning	125
16.2	Detailed Planning	135
16.3	Multi-project Planning by the Line Organisation	140
16.4	Cost Forecast and Cost Curve	144
16.5	Overview of the Project Planning Procedure	146
16.6	The Planning Procedure	148
16.7	In Which Phase Does the Planning Take Place?	152
16.8	Who Will Plan?	153
16.9	How Detailed Should the Planning Be?	153
16.10	Planning Large and Small Projects	153
16.11	Effort Estimation	154
16.12	Planning for Great Uncertainty	156
16.13	Special Situations	157
16.14	Further Planning as Required	158
16.15	Use of the Computer as a Planning Tool	162
17	Project Controlling	165
17.1	Overview	165
17.2	Project Monitoring	166
17.3	Project Assessment	168
17.4	Project Reporting	174
17.5	Project Steering	175
17.6	Changes to the Project	180
17.7	Reviews as a Higher-Level Controlling Mechanism	183
17.8	Coaching for Project Managers	184
17.9	Crisis Management	185
18	Information, Communication and Documentation	187
18.1	Goals of Information and Communication	188
18.2	Principles of Information and Communication	188
18.3	Scope of an Information and Communication System	189
18.4	Making Communication Visible	191
18.5	Verbal Communication	192
18.6	Reporting	194
18.7	The Project Documentation	196
18.8	Project Marketing	198
18.9	Electronic Communication	200
18.10	Project Management Portal	201
18.11	Interpersonal Communication	202
19	Leadership and Teamwork	213
19.1	Leadership: What Is That?	213
19.2	Leadership Organisation	215
19.3	Project Management Is a Form of Relationship Management	217
19.4	Leadership Work Within Project Management	223
19.5	From the Start of the Project to Its Completion	233

20	Aspects of Teams	241
20.1	Teamwork Within the Project	241
20.2	Criteria for Putting Together the Project Team	244
20.3	Team Leadership in the Project: A Service	247
20.4	Roles and Functions in the Project Team	249
20.5	Promoting Collaboration Within the Team	250
20.6	Motivation in the Project Team	256
20.7	Group Development Phases	261
21	Change Management and Dealing with Resistance	267
21.1	Change Management	267
21.2	Resistance	275
22	Conflict	283
22.1	Definition of Conflict and Inner Attitude	283
22.2	Causes of Conflict and Types of Conflict	284
22.3	Overview of Conflict Issues	285
22.4	Perception	286
22.5	Conflict Types	288
22.6	Functions of Conflict	289
22.7	Hot and Cold Conflicts	290
22.8	Basic Model of Conflict Behaviour	291
22.9	The Dynamics of Conflict Escalation	294
22.10	Resolving Conflict as a Project Leader and Team Leader	297
22.11	Practical Recommendations for Resolving Conflicts	300
22.12	Conflict Management Strategies	301
22.13	Requirements for Constructive Conflict Resolution	305
22.14	Guidelines for a Diagnostic Discussion	305
22.15	Procedural Checklist for Conflict Discussions	307
23	Project, Program and Portfolio Management (PPP)	309
23.1	Introducing Project Management in an Organisation	309
23.2	Implementing the Company Strategy	310
23.3	The Project Portfolio	312
23.4	The Project Office	313

Part IV Tools and Instruments

24	Team Leadership Methods	317
24.1	Group Process Organisation	317
24.2	Kick-Off Event	319
24.3	Moderating Work Processes	322
24.4	Running and Structuring Project Meetings	326
24.5	Visualisation and Presentation Techniques	331

24.6	Analysis Within the Team	335
24.7	Intervision as a Problem-Solving Method	338
24.8	Establishing Consensus	341
24.9	Analysis of Conflict Styles	341
25	General Management Methods	345
25.1	Project Request, Project Order, Project Agreement	345
25.2	Benchmarking Shows How Others Are Doing It	349
25.3	Change Request Management	350
25.4	Controlling	352
25.5	Passing on the Results of the Project	361
25.6	Evaluating the Completed Project	363
25.7	Information and Communication	364
25.8	Network Planning Method	369
25.9	Setting Up a Project Portfolio	372
25.10	Self-management	374
25.11	Time Management	379
26	Problem-Solving Methods	387
26.1	The Problem-Solving Process	387
26.2	Alternatives to the Problem-Solving Cycle	391
26.3	Identifying Goals: Obtaining and Analysing Information	392
26.4	Identifying Goals: Preparing Information	397
26.5	Identifying Goals: Displaying Information	400
26.6	Identifying Goals: Defining the Goals	402
26.7	Identifying Solutions: Creativity	410
26.8	Identifying Solutions: Optimisation	416
26.9	Identifying Solutions: Analysing Solutions	417
26.10	Selection: Evaluating Solutions	420
	Certification in Project Management	425
	Bibliography	431
	About the Authors	435
	Appraisals	439
	Index	441