## Contents

	List of Illustrations	xiii
	Acknowledgments	xv
	Foreword	xix
	Preface	xxi
1	Overview of Project Management Planning	1
	Introduction	1
	Basis for Project Management Planning	3
	Current PMP.	6
	System knowledge in PMP.	10
	Details in PMP.	12
	Narrative Communication Method.	13
	Structural Communication Method.	16
	Development of Project Management Plan	18
	Contents in Project Management Planning	20
	Terminology.	23
	Characteristics.	24
	Overlaps among Phases.	25
	Processes in Project Management Planning	29



	Terminology.	30
	Characteristics.	30
	Interactions between Processes.	31
	Structures in Project Management Planning	34
	From Reductionism to Breakdown Structure Method.	36
	Characteristics.	37
	Relationships among Structures.	41
	Networks in Project Management Planning	44
	From Graph Theory to Critical Path Method.	45
	Characteristics.	50
	Development of Project Network Diagram.	53
	Implementation of Project Management Plan	58
	Feedback in Project Management Planning	59
	From Dynamic Theory to Feedback Method.	60
	Characteristics.	62
	Controlling Changes in Project Management Plan.	64
	More of the Same, only Bigger and Better	67
2	Time and Resource in Project Management Planning	69
_	Introduction	69
	Time Management	72
	Characteristics	73
	Forward calculation.	74
	Backward calculation.	75
	Processes	77
	Float Management.	77
	Progress Management.	79
	Resource Management	82
	Characteristics	83
	Resource Aggregation.	84
	Resource Allocation.	86
	Processes	87
	Time-Limited Schedule.	88
	Resource-Limited Schedule.	88
	Case Study	90
	Knowledge of Project Manager	90
	Involvement of Project Manager	93
	Soft Skills of Project Manager	95

ents   ix
103

3	Cost in Project Management Planning	103
	Introduction	103
	Cost Management	104
	Characteristics	107
	Cost Types.	107
	Basic Calculations.	109
	Processes	112
	Cost Estimating.	113
	Cost Presentation.	117
	Planned Value.	118
	Earned Value.	121
	Actual Cost.	124
	Variances and Indicators.	126
	Cost Estimate to Complete.	129
	Earned Schedule	132
	Cost-Estimating Constraints	134
	Case Study	137
4	Best Practice in Project Management Planning	145
	Introduction	145
	Steps in Project Management Planning	148
	Development of Project Management Plan	148
	Project Requirements.	149
	Introductory Meeting.	150
	Basic Terminology.	153
	Project Works.	153
	Responsibility for Project Works.	153
	Project Master Plan.	154
	Schedule Value Items.	155
	Activity List.	155
	Relationships among Activities.	155
	Duration and Cost for Activities.	156
	Alignment of Project Structures.	157
	Control Levels.	158
	Integrated Project Management Plan.	158
	Setup of Initial Baseline.	159
	Implementation of Project Management Plan	159
	Data Gathering.	162

	Reports and Records in Project Management Planning	100
	Project Reports	166
	Short-Term Report.	167
	Report on Earned Value.	168
	Stakeholders Report.	169
	Top Decision-making Report.	169
	As-built Report.	171
	Project Records	173
	Activity Record.	174
	Test Record.	174
	Control Record.	175
	Plan Record.	175
	Quality in Project Management Planning	175
	Methodologies and Skills	176
	Maturity Path	177
	Career Path in Project Management Planning	179
	Project Manager	180
	Project Planning Manager	182
	Cost Accounting Manager	183
	Cost-Estimating Manager	183
	Quality Manager	184
	Risk Manager	184
	Procurement Manager	185
5	Project Management System Logic	189
	Introduction	189
	The PMBOK Guide	193
	Past of the PMBOK Guide	193
	The present of the PMBOK Guide	197
	The Perspective of the PMBOK Guide	201
	Rules for Handling System Knowledge	204
	Rules for Relating Particles of System Logic	205
	Rules for Developing Sequence of Particles	208
	Rules for Verification of System Logic	212
	Relationships between Process Groups	214
	Extracts from Case Study	218

		Contents   xi
	Development of Project Management System Logic	219
	Contents of Step 5.	219
	Example for Step 5.	220
	Implementation of Project Management System Logic	223
	Contents of Step 31.	224
	Example for Step 31.	224
6	Where Is Planning in (Project) Management Going Next?	229
	Introduction	229
	Symmetry of the Rules	231
	Producers and Users	232
	Experience and Imaginary	234
	Current Debates	235
	Research in Project Management	239
	Conclusion	245
7	Derivative Project Management Planning	249
	Critical Chain Method	250
	Characteristics	251
	Overview	252
	Agile	258
	Characteristics	262
	Overview	263
8	Notes, Integrated Definitions, Readings	271
	Bibliography	319
	Index	337