《Project Management A》

图书基本信息

书名：《Project Management Advisor项目管理顾问》

13位ISBN编号：9780131490475

10位ISBN编号：0131490478

出版时间：2004-8

出版社：上海科学技术文献出版社

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页数：167

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内容概要

With so many project management books in print, why do projects still come in late and over budget? While other books tell you how to plan, they don't explain how to save projects in real life, when things go awry. This book identifies the 18 most pervasive causes of project failure and their warning signs, explains why they happen, and shows exactly how to overcome them. Drawing on 20 years of frontline project management experience, Lonnie Pacelli shows you how to ensure you're working on the right problem, how to keep project sponsors committed, and how to ensure effective risk management. He offers hard-won insights on realistically determining a project's scope, involving the right people in cross-disciplinary teams, managing multiple project risks, and bringing each project to a strong finish. You'll discover new ways to get all your team members on the same page, streamline that endless final 10% of your projects, and reduce last-minuterework caused by unanticipated stakeholders. From start to finish, this book was crafted for working project managers. It's concise, relevant, easy to read, full of war stories, and packed with practical resources and advice to help real people cut real project problems off at the pass.

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书籍目录

PrefaceAcknowledgementsScrew-up #1 We weren't addressing the right problem HOW IT HAPPENS There's a poorly articulated mission statement There's an inconsistent understanding of what the problem is It's a problem but there are bigger fish to fry WARNING SIGNS You are having difficulty getting a sponsor for your project The project team is confused about what problem the project is trying to address It is difficult to keep the project team focused on solving the problem TURNING IT AROUND Keep your mission statement prominently displayed Adjust the mission if the problem changes Put it on hold TAKE AWAYSScrew-up #2 We Designed the Wrong Thing HOW IT HAPPENS The project isn't scoped correctly The customer is not adequately involved in the design process The project team was under pressure to start doing "real work," such as implementing the design Something is lost in interpretation between requirements and design A bad process is automated to do something bad faster There is a poor or non-existent design change process WARNING SIGNS There's no "voice of the customer" on the project The project team customers can't see beyond how things are done today The customers are continually confused as to how they're going to do their job under the new design The new design keeps changing late into the project The customers lose interest in the project and stop participating TURNING THINGS AROUND Right-size customer involvement Listen to the customer Slow down or stop the project to ensure that the design is going to meet business needs Keep true to your scope TAKE AWAYSScrew-up #3 We Used the Wrong Technology HOW IT HAPPENS The technology is not time tested ……Screw-up #4 We Didn't Design a Good Project ScheduleScrew-up #5 We Didn't Have the Right SponsorshipScrew-up #6 The Team Didn't GelScrew-up #7 We Didn't Involve the Right PeopleScrew-up #8 We Didn't Communicate What We Were DoingScrew-up #9 We Didn't Pay Attention to Project Risks and Management IssuesScrew-up #10 The Project Cost Much More Than ExpectedScrew-up #11 We Didn't Understand and Report Progress Against the PlanScrew-up #12 We Tried to Do Too MuchScrew-up #13 We Didn't Do Enough TestingScrew-up #14 We Weren't Effective at Training the CustomerScrew-up #15 We Didn't Pull the Plug on the Project When We Should HaveScrew-up #16 We Tripped at the Finish LineScrew-up #17 The Vendor Didn't DeliverScrew-up #18 We Had No Fallback Position in Case the Product FailedWrapping it upIndex

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