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3rd Edition

Project Management

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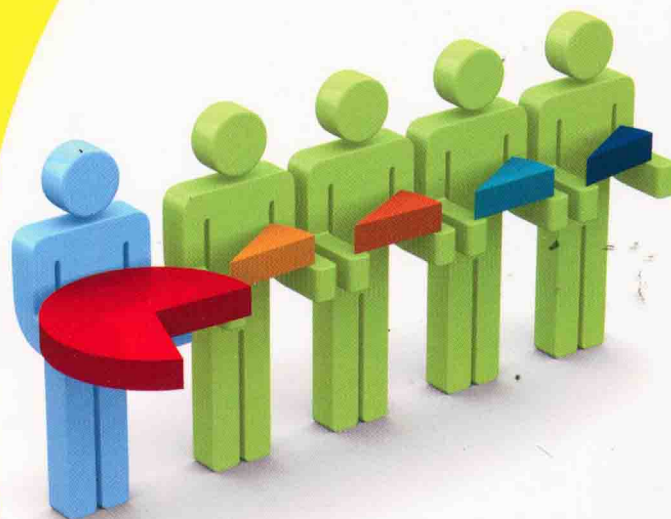• Organize and schedule projects efficiently and effectively

• Motivate any team to gain maximum productivity

• Assess risks, manage changes, maintain communication, and live up to expectations

• Plan for resources and stay within a budget

Stanley E. Portny, PMP®
Internationally recognized expert in project management

Project Management

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3RD EDITION

by Stanley E. Portny
Certified Project Management Professional (PMP)

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About the Author

Stan Portny, president of Stanley E. Portny and Associates, LLC, is an internationally recognized expert in project management and project leadership. During the past 30 years, he's provided training and consultation to more than 150 public and private organizations in consumer products, insurance, pharmaceuticals, finance, information technology, telecommunications, defense, and healthcare. He has developed and conducted training programs for more than 50,000 management and staff personnel in engineering, sales and marketing, research and development, information systems, manufacturing, operations, and support areas.

Stan combines an analyst's eye with an innate sense of order and balance and a deep respect for personal potential. He helps people understand how to control chaotic environments and produce dramatic results while still achieving personal and professional satisfaction. Widely acclaimed for his dynamic presentations and unusual ability to establish a close rapport with seminar participants, Stan specializes in tailoring his training programs to meet the unique needs of individual organizations. His clients have included ADP, ADT, American International Group, Burlington Northern Railroad, Hewlett Packard, Nabisco, Novartis Pharmaceuticals, Pitney Bowes, UPS, Vanguard Investment Companies, and the United States Navy and Air Force.

A Project Management Institute–certified Project Management Professional (PMP), Stan received his bachelor's degree in electrical engineering from the Polytechnic Institute of Brooklyn. He holds a master's degree in electrical engineering and the degree of electrical engineer from the Massachusetts Institute of Technology. Stan has also studied at the Alfred P. Sloan School of Management and the George Washington University National Law Center.

Stan provides on-site training in all aspects of project management, project team building, and project leadership. He can work with you to assess your organization's current project-management practices, develop planning and control systems and procedures, and review the progress of ongoing projects. In addition, Stan can serve as the keynote speaker at your organization's or professional association's meetings.

To discuss this book or understand how Stan can work with you to enhance your organization's project-management skills and practices, please contact him at Stanley E. Portny and Associates, LLC, 20 Helene Drive, Randolph, New Jersey 07869; phone 973-366-8500; e-mail Stan@StanPortny.com; Web site www.StanPortny.com.

Dedication

To my wife, Donna; my son, Brian; and my son and daughter-in-law, Jonathan and Marci. May we continue to share life's joys together.

Author's Acknowledgments

Contents at a Glance

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Introduction

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*P*rojects have been around since ancient times. Noah building the ark, Leonardo da Vinci painting the *Mona Lisa,* Edward Gibbon writing *The Decline and Fall of the Roman Empire,* Jonas Salk developing the polio vaccine — all projects. And, as you know, these were all masterful successes. (Well, the products were a spectacular success, even if schedules and resource budgets were drastically overrun!)

Why, then, is the topic of project management of such great interest today? The answer is simple: The audience has changed and the stakes are higher.

Historically, projects were large, complex undertakings. The first project to use modern project-management techniques — the Polaris weapons system in the early 1950s — was a technical and administrative nightmare. Teams of specialists planned and tracked the myriad of research, development, and production activities. They produced mountains of paper to document the intricate work. As a result, people started to view project management as a highly technical discipline with confusing charts and graphs; they saw it as inordinately time-consuming, specialist-driven, and definitely off-limits for the common man or woman!

Because of the ever-growing array of huge, complex, and technically challenging projects in today's world, people who want to devote their careers to planning and managing them are still vital to their successes. Over the past 25 to 30 years, however, the number of projects in the regular workplace has skyrocketed. Projects of all types and sizes are now *the* way that organizations accomplish their work.

At the same time, a new breed of project manager has emerged. This new breed may not have set career goals to become project managers — many among them don't even consider themselves to be project managers. But they do know they must successfully manage projects to move ahead in their careers. Clearly, project management has become a critical skill, not a career choice.

Even though these people realize they need special tools, techniques, and knowledge to handle their new types of assignments, they may not be able or willing to devote large amounts of time to acquiring them, which is where this book comes in. I devote this book to that silent majority of project managers.