Record Nr.	UNINA9910154958503321
Autore	Newton Richard <1964->
Titolo	Brilliant checklists for project managers / / Richard Newton
Pubbl/distr/stampa	Harlow, England : , : Pearson, , [2015] ©2015
ISBN	1-292-08452-9
Edizione	[Rejacketed edition.]
Descrizione fisica	1 online resource (xvii, 238 pages) : illustrations
Collana	Brilliant
Disciplina	658.404
Soggetti	Project management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di contenuto	Cover Title Page Copyright About the author Contents Introduction Part 1 Managing straightforward tasks Chapter 1 Personal work management Understanding your workload Writing an effective action list to plan your work Prioritising your workload Removing non-value-adding tasks from your work Working to an action list Deciding when you need help Getting your line manager's support Delegating activities When and how to say no to a task Chapter 2 Managing others' activity Defining tasks and setting objectives for others Understanding skills and resources needed for a task Choosing the right person to do a task Checking progress Helping someone else to complete a task Managing tasks across a team Getting someone to do a task when you aren't their line manager Chapter 3 Clarifying problems and opportunities Identifying problems and opportunities Understanding the impact of a problem Root cause analysis Generating opportunities and solutions Exploring ideas Choosing between solutions Converting ideas into actions Part 2 Managing projects Chapter 4 Project selection Developing a project business case Aligning projects with business needs Gaining buy-in for a project Is this a project or not? Critical success factors for projects Project management processes checklist Chapter 5 Project definition Determining project objectives Exploring customer needs Discovering success criteria Defining a project's scope Exploring the iron triangle of time-cost-quality

1.

Tips for collecting requirements -- Filtering and prioritising between requirements -- Turning requirements into designs -- Chapter 6 Project initiation -- The project sponsor -- The project manager --Choosing a project strategy and life cycle.

Creating plans using work breakdown structures -- Estimating project times and costs -- Identifying the skills, roles and organisation required -- Choosing the project team -- Other project resources --Creating a communications plan -- Mobilising a project team and running a kick-off meeting -- Chapter 7 Controlling projects --Tracking progress and writing a progress report -- Running a project status review session -- Managing dependencies -- Contingency plans -- When and how to escalate for help -- Driving performance in a project team -- Identifying and benefiting from guick wins --Managing third parties on projects -- Dealing with problems - when and how to change project team members, and when to stop a project -- Reducing a project's duration -- Chapter 8 Completing projects and implementing deliverables -- Implementing deliverables -- Testing deliverables -- Accepting project deliverables and gaining sign-off --Determining when a project is complete -- Releasing project team members -- Chapter 9 Learning from projects -- Determining if a project is successful or not -- Performing a review of a completed project -- Ensuring lessons are learnt -- Improving an organisation's project performance -- Performing project or programme QA --Chapter 10 Core project management tools and processes -- Risk management process checklist -- The sources of risk -- Dealing with risks -- Dealing with issues -- Dealing with assumptions -- Change control -- Identifying and managing stakeholders -- Estimating and managing a project budget -- Project performance metrics --Additional and more advanced project management techniques and tools -- Part 3 Managing multiple projects -- Chapter 11 Multiple projects -- When to break a project into phases -- Programmes --Core programme management tasks -- Choosing a programme manager -- Programme reporting.

The needs of big projectsor programmes -- Portfolios and portfolio management -- Portfolio reporting -- Choosing projects for a portfolio -- Understanding human resource constraints and resolving conflicts -- Chapter 12 Managing a project management team -- The function and roles of the project management team -- Sizing and structuring a project management team -- Recruiting project managers -- Setting project management objectives -- Developing project management skills -- Managing and motivating a project management team -- The project management office -- Choosing project management software and tools -- Project management infrastructure -- Part 4 Achieving results and realising benefits -- Chapter 13 Handover and change --Preparing for project handover and operational readiness -- Dealing with resistance and support -- Deciding when to go live -- Supporting the organisation during implementation -- Determining when a change is complete and if it is successful -- Critical success factors for change -- Managing multiple changes in parallel -- Chaptet 14 Achieving business value -- Identifying benefits -- Measuring and tracking benefits -- Realising project benefits -- Realising benefits across a portfolio -- Linking projects to budgets -- Aligning projects with strategy.

Sommario/riassunto

Run every project smoothly, successfully and on time This book contains a range of essential checklists for busy project managers, each one of which has been developed, tested and proven to work. Brilliant Checklists for Project Managers quickly provides hundreds of practical tips, techniques and strategies, based on proven insider knowledge and expertise to help you to deliver brilliant projects. Complete your projects successfully, on time and within budget Understand and master all aspects of any project Run any type of project, no matter what size Quickly find the answers you need just when you need them Everything you need to know, think about and do to run your project successfully and efficiently.