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Nota di contenuto	Foreword -- Chapter 1: When does a project really start? -- Chapter 2: Why sales people shouldn't sell on their own -- Chapter 3: Delay as a problem of the sales process -- Chapter 4: The scope as a problem of the sales process -- Chapter 5: Payment schedule and the subsequent condition of the project -- Chapter 6: Why attitude matters more than outcomes -- Chapter 7: Why being at the client's premises is more important than the outcomes -- Chapter 8: The steering committee as a project manager's tool -- Chapter 9: Arguments with the client – the only thing that matters is progress and why it's not good to be right -- Chapter 10: How and when to break bad news, or what the client should know about -- Chapter 11: Always be prepared for the worst -- Chapter 12: Penalties — much ado about nothing -- Chapter 13: Approaches to project management – academic discussions versus real life -- Chapter 14: The management strategy depends on the stage of the project -- Chapter 15: People's availability in particular phases of the project -- Chapter 16: Monitoring the internal status of a project -- Chapter 17: Low-level estimates — a source of everlasting delays and a foundation of planning -- Chapter 18: Fixing bugs — planning doomed to fail -- Chapter 19: Managing delays -- Chapter 20: The whole truth about user acceptance tests -- Chapter 21: If you want to save money, invest in people -- Chapter 22: When the time comes for re-negotiation or terminating the contract -- Chapter 23: It's always good

to be in the game.

Sommario/riassunto

Urgent deadlines, constant lack of time, permanent delays - these are the most faithful companions and, at the same time, the greatest enemies of the project manager. Even certified project managers, people with enormous knowledge and a lot of experience, find themselves in a situation where they need great mental resilience in order not to give up. The book is a complete manual for all critical situations a project manager might need to handle along the project's lifecycle. Written by a project manager with many years of experience, each chapter contains real-life examples with analysis and guidelines. You'll benefit from the down-to-earth knowledge that usually project managers learn over the course of years in critical and stressful situations with no preparation beforehand. It's not about academic methodologies – it's about pragmatic solutions that work in real-life. Far too often, the wise theory of IT project management has nothing to do with reality. Managing IT Projects is your special compendium of knowledge, featuring "project management black magic," chock full of proven recipes for project managers and IT organization managers, as well as advice on how to act in critical situations. You will: Examine the main reasons for delays in projects and see where they come from Review the key success factors in managing projects beyond project management methodologies and techniques Understand the critical moments of projects and see how to prepare for them Apply a pragmatic strategy and philosophy for successful project delivery and cooperation with customers.
