

Effective Project Management

Traditional, Agile, Extreme

Seventh Edition

Robert K. Wysocki, PhD

WILEY

Contents

Preface		xxix
Introduction		xxxii
Part I	Understanding the Project Management Landscape	1
Chapter 1	What Is a Project?	3
Chapter 2	What Is Project Management?	25
Chapter 3	What Are the Project Management Process Groups?	65
Part II	Traditional Project Management	101
Chapter 4	How to Scope a TPM Project	103
Chapter 5	How to Plan a TPM Project	141
Chapter 6	How to Launch a TPM Project	217
Chapter 7	How to Monitor & Control a TPM Project	267
Chapter 8	How to Close a TPM Project	299
Part III	Complex Project Management	309
Chapter 9	Complexity and Uncertainty in the Project Management Landscape	311
Chapter 10	Agile Project Management	327
Chapter 11	Extreme Project Management	351
Chapter 12	Comparing Linear, Incremental, Iterative, Adaptive, and Extreme PMLC Models	359

Part IV	Managing the Realities of Projects	445
Chapter 13	Prevention and Intervention Strategies for Distressed Projects	447
Chapter 14	Organizing Multiple Team Projects	477
Chapter 15	Establishing and Maturing a Project Support Office	509
Chapter 16	Establishing and Managing a Continuous Process Improvement Program	555
Part V	End State: Maturing to an Enterprise-Level Project Management Model	591
Chapter 17	Establishing a Project Portfolio Management Process	593
Chapter 18	A Practical Project-Based Model of the Enterprise	645
Appendix A	Glossary of Acronyms	683
Appendix B	What's on the Website?	689
Appendix C	Bibliography	691
Index		701