

Subject index

No index references are given to end of chapter summaries. The end of chapter summaries are themselves an alternative form of index.

- 1:4:1 Formula, 231–232
- Acceptance test, 289, 468–474
- Actual cost of work to date, 314–320
- Accuracy, 12–15, 28, 97, 114, 171–175, 177, 229, 240, 276–277, 349–350
- Activities, (*see* work)
 - Dummy, 214
 - Preceding and succeeding, 208
- Activity schedule, 17–18, 24, 114–115, 141–142, 201, 206–207, 211, 224, 265, 285–286, 296, 300–303, 310, 311, 348–350, 370–371, 378, 382
- Acts of God, (*see* Risk)
- Actual cost of work complete, ACWC, 192–197
- Actual dates, 203–207, 226
- Ansoff matrix, 39–40
- Annual appraisal, 335–336, 430
- Appraisal, 16, 43–47, 172–174, 209, 261, 273–278, 283–288, 336, 369–375, 394, 399, 456–457, 464, 476 (*see also* Design and Appraisal)
- Approvals, (*see* PESTLE)
- Areas of work, (*see* Work, areas of)
- As built design, (*see* Design, as built)
- Attitudes, 23, 70, 84, 153–154, 168, 487, 496
- Audits, 24–25, 74, 155–159, 289, 336–337, 373, 380–391, 397–400, 418–422, 454, 476
 - types of, 399–400
 - (*see also* Health checks)
- Authority, sources of, 309, 438, 490–496, 510
- Authorization, 296–300, 369–376, 387
- Back pass, 218–219
- Bar-charts, 10, 23–24, 201, 206–207, 211, 215, 222, 298–304, 348, 393
 - nesting of, 298–303
- Baseline, 24, 85, 164–165, 171, 180–181, 192, 197, 203–205, 222, 226, 231, 251, 298, 303–308, 314, 333
- Benchmark, 263, 366, 389–392, 398–399, 418–420, 464, 476, 473–476
- Benefit, 8–13, 19–22, 36, 46, 50, 69–72, 80, 88, 150, 165–167, 93, 99–100, 172–173, 201–203, 249, 264–265, 271–278, 284, 287, 294–296, 306, 309, 320, 323, 329–336, 341–345, 354, 375, 384, 412, 432–433, 462, 494, 501, 509–510
 - (*see also* Purpose and Objectives and Business)
- Best practice, (*see* Benchmark)
- Bid, (*see* Tender)
- Bill of materials, (*see* Product breakdown structure)
- Bill of quantities, (*see* Product breakdown structure)
- Boston Consulting Matrix, 40
- Breakdown structure, (*see* Levels and Objectives, hierarchy of)
 - (*see also* Levels and Product breakdown structure and Work breakdown structure)
- Bribes, 483–484, 489
- Budget, 42–43, 54, 72, 174, 176, 181, 186, 188, 251, 275–278, 284, 288, 313, 319, 378, 382, 412, 417–422, 476
 - annual, 38–43
- Bulk work, 204, 227

- Bureaucracy, (*see* Functional hierarchical line management)
- Capacity, 344–351, 407
 plan, 346, 350–351, 386
 rough cut, 346–347
- Capital expenditure, 39, 101, 297
- Careers, 61, 132, 336, 430–433
- Cascade of objectives, (*see* Objectives, hierarchy of *and* Product breakdown structure)
- Cash flow, 45–46, 172, 192, 202, 233, 315,
- CBS, (*see* Cost breakdown structure)
- CDM Regulations, (*see* Government regulations)
- Champion, 44, 50–53, 84, 105, 249, 285–287, 332–333, 402, 419, 439
- Change, 1–3, 35, 49, 55–59, 66, 87, 161, 132, 309, 313–314, 477, 465, 477, 494
 Resistance to, 56–57, 477–479
 Technical vs cultural, 49–55, 96, 106–108
- Change agent, 55
- Change control, 138, 154–156, 160–167, 181, 288–290, 298, 306, 320–321, 358, 372–381, 406–413, 420, 469, 476, 509
- Client, (*see* owner)
- Client requirement definitions (*see* Project Definition Report *and* Requirements, customer)
- Close-out, 86, 167, 261–262, 328–337, 374–382, 410, 433–440, 494–496
 (*see also* Finalization and Close-out)
- COCOMO, 189–190
- Code of accounts, 182, 331
- Commercialisation, 446–455, 467
- Commissioning, 16, 93, 119, 261–265, 277, 330–333, 391, 421, 433, 446
- Commissions, (*see* Bribes)
- Commitment, 59, 64–65, 70, 84, 107–110, 125, 132, 167, 249, 271, 274, 284–287, 296, 309, 404–406, 427–429, 438, 510
- Communication, 57, 77, 82–85, 108–111, 137–138, 143, 208–211, 222, 249, 264–266, 275, 281, 287, 300, 303, 323, 332, 359–360, 367, 379–382, 406–408, 413–417, 435–437, 458, 460–461, 478, 486–488, 499–506, 510
- Community, (*see* Project context)
- Competence, (*see* Skills)
- Competitive advantage, 35
- Completion certificates, 331–332
- Completion, percent, 117, 193–197, 226, 315–318
- Complexity, 54, 222, 263,
- Concept, 11, 16
- Concurrency, 81, 214, 242, 244, 248, 282, 294,
- Concurrent engineer, 448
- Configuration, 81, 332, 336, 369, 376–384
 control, 162–164
 identification, 162–167
 item, 160–165
 reviews, 162–167
 (*see also* Status accounting)
- Configuration management, 10, 24, 83, 116, 138, 149–152, 159, 268, 283, 332, 356–359, 369–384, 463, 471–472, 476
- Conflict, 56–57, 284, 405, 415
- Consents, (*see* PESTLE)
- Construction, (*see* Execution and Control *and* PROJECT INDEX)
- Construction design and management regulations, (*see* Government regulations)
- Consultant, (*see* Contractor)
- Consumers, 151–152, 162, 426–427
- Contingency, 175, 179–181, 231–241, 247–254, 280, 298, 319, 383
- Contract, 22–24, 50, 65–66, 70, 86–88, 125, 141, 173, 195, 234–235, 250–251, 330–331, 356–361, 366, 372, 379–392, 420, 438, 465, 467, 475–476, 484–501, 509
 of employment, 235
 strategy, 250
- Contractor, 6–7, 49–52, 72, 85–86, 158, 166–168, 173, 179–181, 186–188, 210, 234, 250–251, 271, 281–282, 329–332, 337, 343, 348, 358–361, 366–368, 375–382, 393, 397–400, 418–421, 463, 482–484, 489, 498, 509
- Control, 13–16, 51, 70, 74, 79, 84–87,

- 93–98, 108, 119, 138–139, 171, 174, 176–186, 188, 205, 224–227, 230, 265, 275–276, 281–288, 294, 306, 320, 329–333, 346, 356–361, 368–388, 401–421, 446, 458–462, 467, 509
- criteria for, 307–310, 319–322, 510
- forward looking, 310
- period, 304
- plan, 138–139, 285–288, 295, 314, 323–324
- (*see also* Execution and Control)
- Control cycle, 157, 323–324
- Cooperation, 66, 77, 99, 107, 125, 264–265, 296, 366, 401, 408–409, 438, 510
- Coordination, 345–346, 356
- Corporate killing, 235
- Corporate strategy, 22, 35–47, 49, 61–62, 95, 343–347, 390, 401–404, 412, 420, 452, 448–457, 462, 477, 497, 509
- Cost, 4–17, 22–24, 39, 46, 72–75, 82–86, 93, 100–101, 130, 149, 171–197, 201–203, 229, 231–233, 247–251, 261, 270–276, 282–289, 294, 300, 306, 308, 310, 319–323, 328, 336, 358–361, 366, 371, 376–388, 393, 399, 404–406, 420, 458, 462, 464, 469, 473, 476, 495, 503
- committed, 195
- to date, 306–310
- type of, 178–183
- Cost and schedule control systems criteria, 10, 181, 215, 264,
- Cost breakdown structure, CBS, 10, 173, 181–183, 191, 242, 372, 386
- Cost control cube, 10, 23–24, 181–183,
- Cost control, 85, 171, 192, 195, 466
- Cost estimation, 85, 175, 294,
- Cost of quality, (*see* Quality, cost of)
- Cost types, 10, 46
- Cost variance, (*see* Variance)
- CPA, (*see* Networks)
- CPM, (*see* Networks)
- Criteria,
- for acceptance testing, (*see* Success, criteria)
- for appraisal, (*see* Success, criteria and Appraisal and Feasibility)
- for control, (*see* Control)
- for success, (*see* Success, criteria)
- Critical path, 204–207, 218–220, 226–227, 231, 247–248, 280–281, 304, 310–314, 344, 459
- Critical path analysis, (*see* Networks)
- Critical path method, (*see* Networks)
- C/SCSC, (*see* Cost and schedule control systems criteria)
- Culture, 57, 63, 401, 434–435, 445–450, 460, 463–465, 482–499, 503–505
- Customer, (*see* Owner)
- Customer's requirements, 134
- Customer focus, 19
- Customer requirements, (*see* Requirements, customer)
- Dates, 458
- actual, 203, 304, 310
- early and late, 203–208, 215–225, 388
- start and finish, 203–208, 215–226, 270, 284, 300, 303–304, 310, 413
- Debriefing meeting, 334, 337, 400
- Decommissioning, 16
- Delegation, 437, 439, 463, 509–510
- Dependencies, 105, 111, 205, 210–222, 227, 236, 242, 378, 388, 406, 477
- end-to-end, 105, 213–214
- end-to-start, 213–222
- start-to-end, 213–214
- start-to-start, 213–214
- Design, 11–22, 70, 83, 114, 119, 159–160, 166–167, 172, 179, 261, 266–284, 329, 333, 336, 361, 388, 392, 398–399, 417–422, 433, 438–439, 446–455, 460–474, 477, 487, 494
- as built, 164, 277, 331–332, 336
- assumptions, 242
- detail, 11, 17, 272, 277–278, 294–295, 392, 469–471
- functional, 11–16, 277, 392
- master, 280
- Rolls-Royce, 152
- systems, 11–12, 17, 271–272, 276–277, 294, 392, 439, 469–470
- (*see also* Requirements and Specification)
- Design and Appraisal, 11–16, 22–25, 118, 161–164, 176, 261–272, 276, 284–289, 295, 369–371, 398

- Designers, 73, 400, 466
- Design review, 154–156, 281
- Design study, 118, 399
- Development of product, (*see* Design)
- Discount factor, 46
- Disposal, 16
- Distance, degrees of, 352, 445, 487–488
- Documentation, 163, 472
- Duration, 203–227, 304, 346, 372, 378, 382, 388, 476
 - remaining, 204–207
 - (*see also* Time)
- Earned value, 23–24, 192–197, 310–320, 383
- Effectiveness, (*see* Performance)
- Effort, (*see* Work content)
- Empowerment, (*see* Delegation)
- Environment, (*see* PESTLE *and* Project context)
- Environmental impact, 38, 82, 273,
- Estimating, 11–12, 24, 77, 171–172, 97, 114–117, 141–146, 177, 183, 206–212, 229, 231, 240, 286, 288, 296–298, 303–304, 313, 329, 336, 378–383, 401, 406–407, 413, 497
 - accuracy of, (*see* accuracy)
 - current, 180, 197, 251, 298, 303, 309, 316
 - errors, 313–314
 - original, 316–320
 - types of, 11, 172–174, 186
- Estimated prime cost, (*see* Baseline)
- Estimating methods of, 185–192
- Estimating sheets, 143–145, 211–212, 300, 303
- Ethics, (*see* Leadership, ethos *and* morality)
- Evaluation, (*see* appraisal)
- Execution and Control, 11–22, 51, 70, 74, 86, 161, 167, 172, 176, 180, 192, 261, 265, 277, 282–284, 289, 294, 296, 328, 372, 382, 390–392, 399, 401, 410, 421–422, 433, 438, 446–450, 464–474, 494–496, 503, 510
- Expected value, (*see* Probability distribution)
- Facility, (*see* Objectives *and* Objectives, project)
- Facilitators, 267–269, 285
- Failure, 74–77, 167–168, 201, 308, 336–337, 353, 397–390
- Fast build, (*see* Concurrency)
- Fast track, (*see* Concurrency)
- Feasibility, 11–16, 84, 167, 261, 277, 357, 422, 438–439, 450
- Feasibility Study, 12, 174, 262, 266, 271–276, 283–287, 295, 323, 399, 438–439, 446, 468–473, 494
- Festivals, 335–336
- Finalization and close-out, 11–16, 22–25, 118, 161, 261, 265, 328–337, 372, 420
- Finance, 43, 60–70, 80–82, 147, 172–174, 179–181, 233, 294, 422, 466–467, 484–488, 501–504
 - interest, 244
- Fit for purpose, 149–151, 372
- Float, 203–207, 218, 224–227, 304, 346, 388
- Forecast to complete, 261, 294, 420
 - cost to complete, 195–197, 282, 300, 314–319, 420
 - time to complete, 300, 310–314, 406, 412, 420
- Forward looking control, (*see* control, forward looking)
- Forward pass, 218–219
- Fractal management, 15
- Freelance workers, 61–63, 432
- Functional, hierarchical, line management, 1–3, 14, 21, 57–66, 127, 132–134, 429–430, 440, 458, 463–465, 487, 502
- Functional management, (*see* Operations management *and* Functional, hierarchical, line management)
- Functional requirement 11
- Functionality, 8, 25, 71–73, 149, 191, 384, 389, 473, 476
- Gantt charts, (*see* bar charts)
- Gateways, 26, 269, 458
- Guarantees, 279
- Go/no go decision, 26
- Goals, (*see* Objectives)
- Goals and methods matrix, 25–26, 161, 267, 353, 445

- Goal directed approaches, 264, 405
(*see also* SOURCE INDEX)
- Government, (*see* PESTLE and Project context)
- Government regulations, 233–234, 282, 332, 422, 489
CDM regulations, 234
HASaWA, 234
(*see also* PESTLE)
- Habitual incremental improvement, HII, 41–42
- Hawthorne effect, 132
- Health checks, 25, 397–417
(*see also* Audits)
- Health and Safety at Work Act, (*see* Government regulation)
- Hierarchy of needs, 431–432
- Hygiene factors, 36, 47
- Impact matrix, 345–346, 386
- Implementation, (*see* Execution and Control)
- Improvement projects, 389–391
- Income, (*see* Revenue)
- Individual, 3–10, 17, 21–22, 64–65, 70, 84–86, 179, 203, 249, 335, 387, 391, 408, 420–421, 433, 449, 488
learning and development, 429–433
(*see also* Team, members)
- Individualism, 490–496
- Industrial relations, 70,
- Inflation, 179–180, 191–192, 233
- Influence diagrams, 245–246
- Initiation, 15, 262, 266, 286, 356–357, 374–377, 382, 474, 494–496
(*see also* Proposal and Initiation)
- Innovation, 448–467
- Inputs, 16, 368–372, 391–393
- Insurance, 249–250
- Integration, 381–384
- Integrators, 50–52, 249, 355–356, 376, 392
- Integrated supply chain, 168, 234, 463
- Interfaces, 100, 341–345, 355–361, 374–382, 458, 465, 473, 484–488, 499
- Internal rate of return, IRR, 46
- International projects, 25
- INTERNET AND INTRANET, 389, 487
- Invoices, 315, 358–359, 386, 420
- Kit-marshalling lists, (*see* Work-to lists)
- Kick off, (*see* Start-up)
- Knowledge workers, 61–63, 428–432, 439
- Lags, 214–218
- Language, (*see* Culture)
- Launch workshops, 24, 36, 110, 116, 141, 262, 266, 283–284, 335–337, 370, 377, 459, 477
(*see also* Start-up)
- Law, 232–236, 279, 397, 482–485, 489–490
criminal vs civil, 232–236
contract & tort, 236, 489–490
employment, 489–490
- Leads, 214–218
- Lead time, 208–210, 316
- Leadership, 13–15, 58, 70, 80, 84, 179, 401, 408–409, 413–417, 425, 434–440, 462
ethos, pathos, logos, 434–435
- Learning curve, 175–177
- Levels, 16–24, 42, 94–98, 125–126, 134–141, 186, 242, 277, 295–297, 303, 315, 332, 336, 354–357, 368–372, 406, 510
detail, 16–24, 42, 94, 125, 141, 299, 303, 308–309, 354
integrative or project, 16–24, 42–43, 94, 101, 125, 138, 270–271, 295, 303, 316, 332, 354
milestone or strategic, 16–25, 42–43, 66, 94, 101–104, 125, 138, 276, 295, 303, 308–318, 346, 354
- Life cycle, 3, 10–21, 25–26, 81, 86, 96, 114–118, 163–166, 171, 183, 189, 261–268, 276–278, 294, 320, 328, 335, 353, 367–382, 387, 416–420, 428–436, 446–455, 467–473, 493–494, 502
product, 445
product development, 446–455
software development, 467–477
- Link-up, 119
- Lost time, 77, 208, 224, 358
- Maintenance, 331–332, 404, 446, 448–475
(*see also* PROJECT INDEX)

- Management, 13, 179,
 skills, 458–460, 501–504
 styles, 436–440
- Management cost accounting, 194
- Marketing, 36–44, 173, 201–203, 233,
 272–273, 384, 420, 446–455, 462,
 464–465, 482, 506
- Master project schedule, MPS, 346–350,
 386
- Materials, (*see* Resources)
- Matrix management, 60–63, 85–86,
 124–136
 (*see also* Project organisation, line vs
 matrix)
- Methodology, (*see* Procedures)
- Milestones, 17–18, 23–27, 39, 75–76, 81,
 86, 94–95, 104–121, 138–141,
 154–157, 242, 251, 263, 268, 275,
 279–282, 297–302, 307–310, 335,
 348–349, 360, 385, 398, 406, 413,
 458, 470–472
- Milestone manager, (*see* Integrators)
- Milestone Plan, 17–26, 43, 82, 104–121,
 141, 214–215, 222, 227, 242, 265,
 268, 274–275, 284–288, 295, 303,
 354–356, 370–371, 422, 433, 458,
 471
 Subsidiary, 114–120
- Mission, (*see* Objectives and Business)
- Mission statement, 37, 47
- Monte Carlo analysis, 47, 247–248,
- Monitoring, (*see* Control and Progress)
- Morality, 47, 434–435
- Motivation, 57, 70, 84, 99, 250, 265–267,
 290, 307, 309, 334–335, 408,
 413–417, 425–437, 459, 503
- Net Present Value, NPV, 46, 270–271
- Networks, 10, 23–24, 76, 101, 114, 188,
 204, 209, 211, 222, 227, 231, 280,
 297–298, 300–303, 310, 315, 348,
 369–371, 386–388, 393, 458–459
 activity-on-arrow or II, 105 213–219
 nesting of, 114, 297–300
 precedence, 105, 11–113, 211–222
- New product development, 41
- NIMBYs, (*see* PESTLE)
- Objectives, 2–10, 17–19, 35–38, 47,
 50–54, 70–88, 93–111, 125, 132,
 153, 175, 178, 182, 186, 201–203,
 233, 251, 261–272, 276–279,
 283–290, 294–296, 306, 309, 322,
 341, 349, 353, 367–386, 391,
 397–406, 410–417, 422, 439,
 446–447, 450–464, 477–483, 485,
 494, 501–502, 509–510
 business, 3–10, 16–19, 35–47, 63–64,
 72–77, 82–87, 93–102, 125,
 149–151, 328, 333, 343–350, 370,
 375, 390–391, 398, 404–417, 422,
 426–431, 436–438, 448–461, 477
 hierarchy of, 4–9, 17–19, 36, 42, 63,
 86–88, 95, 104, 242, 295, 333–337,
 368–372
 individual, 3, 17–19, 429–430
 overt vs covert, 49–53, 71–72, 77, 270
 programme, 346
 project, 2–28, 42–46, 50, 64–65, 72–73,
 80–82, 87, 93–107, 125, 150–165,
 242, 270, 277, 289, 328–333, 398,
 422, 425–438, 446–448, 453, 458,
 464
 quantitative vs qualitative, 54, 297,
 stage, 284, 373–380, 458, 471
 work package, (*see* Milestones)
- OBS, (*see* Organisation breakdown
 structure)
- Operations, 16, 39–43, 59–66, 83,
 127–134, 151, 158–161, 276, 295,
 328–333, 341–347, 367–368, 384,
 401–405, 446, 457, 464–474
 (*see also* Users)
- Operations management, 3, 19–24, 52,
 61–66, 77, 85, 117, 127–133, 141,
 280, 285, 295, 331–336, 355, 376,
 404–405, 430, 434–438, 450,
 457–460, 466, 510
- Organisational behaviour, 54–63, 267,
 415, 487
- Organisation breakdown structure, OBS,
 10, 23–24, 125–128, 134, 184–186,
 242, 372, 386
- Outcomes, (*see* objectives)
- Outputs, 16, 297, 368–370, 391–393, 477
 (*see also* Objectives)
- Out-turn, 180–181, 231–232, 251, 385
- Owner, 6–7, 19–21, 49–52, 69–72, 77–86,
 94, 99–100, 125, 134, 149–162,
 168, 173, 181–181, 209, 234,

- 248–251, 265, 278–283, 289–290,
322, 330–333, 343, 356–361, 366,
371–378, 402–420, 482–485,
497–506, 509
- Owner/contractor model, 6, 49–52
- Parent organisation, 35–47, 49, 66, 69–70,
74, 80–82, 128, 159, 168, 179–179,
182, 233, 269–273, 295, 330,
334–336, 343–347, 351, 356–357,
365–368, 381–384, 397, 401–403,
409–410, 418–420, 428–438, 449,
457–459, 464, 497, 502–504
- Parkinson's law, 304
- Participation, 57
- Parties involved, (*see* Stakeholders)
- Partnering, 168, 463
- Payback, 12, 46
- PBS, (*see* Product breakdown structure)
- People, (*see* Individuals)
- Performance, 83, 209, 229, 233, 262, 270,
289, 306, 333–335, 361, 379–382,
402–403, 422, 425–429, 446,
459–462, 476, 488–489, 499,
503–504
(*see also* Effectiveness)
- PERT, (*see* Networks)
- PESTLE analysis, 51, 69–70, 81, 180, 210,
233–240, 248, 271–275, 281, 427,
482–506
(*see also* Project context)
- Pitfalls, 22, 70, 463–467, 509
- Plan, 4, 12–29, 43, 75, 85–87 101,
203–207, 222–226, 264–272,
282–284, 289, 294, 306–309, 323,
356–361, 368–389, 406–409,
413–415, 420, 452, 473, 477,
509–510
business, 35–47, 75
detail, 29, 36, 41, 75, 114–115, 280
master, 280, 289, 298–306, 356–357
strategic, 29, 35–47, 70–75, 80–83, 88,
105, 254, 276, 289, 354, 474
- Planned cost of work scheduled, PCWS,
(*see* Baseline)
- Planned cost of work complete, PCWC,
(*see* Earned value)
- Planned dates, 204–207, 226
- Planning, 5, 25–27, 51, 70, 74–75, 84–85,
104–122, 226, 261, 265, 279–280,
288, 295–296, 303, 329, 360,
374–375, 382–387, 401–408,
413–422, 438, 450, 458–460,
494–496, 502, 510
activity-based, 25, 114, 353, 406
business, 36–47
effort, 97
implementation, 141
life-cycle based, 353
milestone-based, 25, 353
- Planned cost of work complete, 316–320
- Planning gap, 43–45, 446
- Planning permission, (*see* PESTLE)
- Policy, 138
- Portfolio of projects, (*see* Programme)
- Power, (*see* Authority, source of)
- PRAM, (*see* Project risk analysis and
management)
- Price, (*see* Cost)
- Prioritization, 24, 43–44, 64–66, 165, 256,
287–288, 313, 336, 343–356,
404–405
- Probability distribution, 231–232, 240,
247–248
- Problem solving cycle, 12–15, 320, 446
- Procedures, 21–25, 64–65, 75, 114,
133–139, 153, 158, 166, 215, 342,
352–361, 364–382, 389–392,
417–422, 424–428, 435, 482–487,
498, 502
manuals, 24–25, 358, 365–373,
390–392, 398, 405–410, 417–420
- Processes, 2–14, 20–21, 49, 86, 109, 122,
132–134, 153–159, 163, 262, 264,
366, 374–381, 397, 435
management, 10–11, 19–27, 261, 366,
397–399
project, 3, 374–381
- Process flow diagram, 109
- Procurement, 16, 20, 119, 159, 179, 210,
251, 356–361, 372, 379–382, 399,
421, 476, 500
Cardinal Points, 155
- Product breakdown structure, PBS, 9–10,
24, 42, 56, 87, 93–96, 125–128,
134, 150, 160–164, 182–189, 193,
242, 278, 353, 386, 393, 509
(*see also* Objectives and hierarchy of)
- Productivity, (*see* Performance)
- Profit, (*see* Benefit)

- Programme, 18–19, 25, 41–43, 95–99,
 280, 287, 341–361, 364, 369–370,
 393
- Programme directors, 347–350, 357–358,
 386
- Programme evaluation and review
 technique, PERT, (*see* Networks)
- Programme management, 341–361,
 371–376, 383–387
- Progress, 13, 24, 75, 79–80, 86–88, 93,
 138–139, 157, 158, 171–174,
 192–194, 226, 230, 261, 276, 294,
 304–320, 333, 351–361, 372–385,
 393, 399, 404–409, 413–421, 461,
 510
- Project board, (*see* Steering committee)
- Project context, 1, 22, 35–38, 47, 51–52,
 69–72, 82, 151, 248, 264–265, 287,
 381
 (*see also* PESTLE analysis and
 Stakeholders)
- Project definition, 70, 82, 86, 143, 149,
 211–212, 261, 270, 275–277, 284,
 289, 302, 369–371, 383, 433, 438,
 464
 Workshops, 24, 53, 141, 266, 270,
 284–285,
- Project definition report, 16, 23–24,
 101–104, 110, 138, 159, 164, 262,
 266–267, 269, 276, 286–289, 290,
 303, 354, 369–377, 419
- Project definition manual, 138
- Project management information system,
 PMIS, 24–25, 65, 84–85, 134, 179,
 201, 211, 288, 342, 348–354,
 364–365, 383–394, 414, 419–422,
 463
 types of, 388–389, 424
- Project manager, 4, 14–17, 24–27, 35–36,
 50–55, 62–66, 73–81, 96, 110,
 124–137, 147, 159, 166, 172–179,
 181–181, 201, 208, 222, 227, 249,
 251, 268–282, 287–289, 294–295,
 300–310, 320, 331–335, 341–342,
 347–350, 355–360, 376–377, 386,
 392–394, 400–402, 409, 415–419,
 424–440, 450, 455–461, 497
- Project manual, 12, 138, 262, 267, 286,
 288–290, 369
- Project model, (*see* Plan)
- Project organisation, 2, 7, 16, 22–24, 49,
 51, 63, 74, 84–86, 93, 124–147,
 229, 261–262, 270–271, 275–276,
 287–289, 295, 319, 358, 371–386,
 401–409, 414–417, 422, 424, 465,
 495–504, 510
 line vs matrix, 124–136, 426, 432,
 437–439, 457–458
 types of, 124–134
- Project risk analysis and management
 methodology, 229–230, 256–257
- Project strategy, 2, 22, 28, 69–70,
 108–111, 249, 264, 277, 232,
 333–334, 400, 413, 457, 503
- Project support office, 25, 85, 179, 209,
 266, 285–288, 342, 356–361,
 356–361, 371, 390, 422
- Projects, types of, 351–355, 445–479
 (*see also* Goals and Methods Matrix
 and PROJECT INDEX)
- Projectivity, 64–66
 diagnostic, 400–411
- Proposal and Initiation, 11–16, 22–25,
 118, 161, 172–176, 186–191,
 261–262, 265–266, 270–271,
 284–288, 295, 371–377, 398
- Prototypes, 160, 165, 385, 462, 466,
 473–476
- PSO-Projects, 53–54, 63
- Public opinion, 47
- Purpose, 6–10, 202, 264–270, 287,
 (*see also* Objectives and Business)
- Quality, 1–10, 22–24, 70–72, 86, 93, 100,
 130, 149–168, 202, 229, 261, 264,
 274, 283, 289, 294, 310, 313–314,
 319–323, 328, 358–359, 365–386,
 397–399, 404, 412–417, 440, 462,
 472, 475
 accreditation, 366
 assurance, 23–24, 153–159, 167–168,
 281, 288, 364–366, 380–382,
 406–416, 476
 control, 23–24, 138, 153–159, 167–168,
 319, 359, 375–382, 399, 406–410,
 472
 cost of, 167–168
 plans, 24, 157–159, 281, 288, 376–382,
 422, 471
- Quality circles, 154, 495

- top down vs bottom up teams, 154
- Reports, (*see* Progress)
- Recovery, 320–323
- Requirements, 16, 150, 157, 164, 392, 468–476
- customer, 16, 149–151, 157, 261, 278, 286–290, 364, 376, 385, 390–391, 432, 439
- definition, (*see* Project Definition Report and Project Manual)
- detail, 17, 150, 157, 163–164,
- functional, 11, 16, 150, 157, 289
- system, 17, 150, 157, 174
- user, 16, 283–286, 388, 417, 468–472, 476
- (*see also* Milestones, and Objectives and Specification)
- Resources, 15–17, 36, 43–44, 50–51, 70, 77–78, 83–85, 117, 124, 141, 146–147, 154–158, 162, 172, 174, 202, 222–227, 251, 261, 271, 276–288, 294–295, 300, 315, 320, 322, 330, 334, 342–358, 372–388, 393, 399, 404–408, 416, 424, 438, 462, 464, 475, 476–477, 496–504
- availability, 117, 201, 222–224, 300, 344–347, 357, 385, 420, 510
- histograms, 143–146, 225–226, 348
- managers, (*see* Resource providers)
- (*see also* Operations managers)
- prioritization of, (*see* Prioritization)
- pool, 342–343, 357, 385–386
- providers, 330, 510
- requirements, 66, 165, 201, 141–143, 204, 222–224, 280, 288, 346–351, 357–358, 366, 371, 413
- schedule, 225–226, 265, 298, 348–357, 361, 366–371, 379–387
- smoothing, 205, 225
- type of, 445
- Resource calendar, 146
- Resource providers, 51, 77–78, 99, 208, 285, 295–296, 342, 347–350, 386, 437
- Responsibility charts, 10, 17, 23, 117, 124–126, 134–144, 182, 242, 265, 268–271, 274–275, 284–285, 288, 295, 297, 300 303–304, 319, 346, 354, 358, 422, 433, 471
- Results, (*see* Objectives)
- Result paths, 106–111
- Returns, (*see* Benefit)
- Revenue, 39–46, 50, 101, 179, 272, 276, 282, 333, 447, 503
- Review, 16, 163, 308, 377–380, 385, 461 (*see also* Audit and Control)
- Review board, 161–165
- Review meeting, 162, 308, 324, 329–330, 355–356
- Risk, 4–13, 22–24, 35, 43–47, 54, 70–87, 93–98, 155, 160, 179, 180, 229–259, 261, 273–278, 283–289, 295, 308, 320, 330–333, 342–346, 358, 364, 368–387, 393, 414–422, 439, 463–467, 473–474, 476, 484, 494–496, 506, 509
- assessment, 29, 238–249, 379, 387, 393, 475–476
- awareness/thinking, 237–238, 490–495
- business vs insurable, 230–233
- internal vs external, 232–234
- legal, 232–236
- management, 47, 229, 284–288, 374–379, 393, 414, 475
- technical vs non-technical, 232–233
- Risk item tracking form, 252–255
- Roles and responsibilities, 65, 70, 125, 136–144, 269, 275–276, 297, 313–314, 319, 347, 354, 379, 404–408, 413, 432, 503–506, 509
- Rolling wave planning, 24, 76, 114, 141, 210, 280, 284, 294–297, 354, 467, 474, 509
- Safety, 320, 332, 490
- Sanction, 174–176, 186–188
- Satisfaction, 278
- SCERT, (*see* Synergistic combinatorial evaluation and review technique)
- Schedule, 24, 69–70, 75, 82, 116–117, 138–141, 201–211, 223–226, 233, 269, 275–276, 280, 286–287, 296–298, 300–303, 314, 348–351, 369, 378–388, 420–422, 456, 471–473, 476, 478
- current, 205, 298, 303
- (*see also* Time)
- Schedule of Rates, (*see* Cost breakdown structure)

- Scheduled cost or work planned, SCWP,
(*see* Baseline)
- Scope, 22–24, 70, 83–87, 93–122, 130,
229, 251, 261–265, 270, 276, 287,
289, 295, 310, 320, 322–323, 358,
370–371, 378–386, 410, 422,
484–485, 509
(*see also* Work)
- S-curves, 23–24, 171, 192, 197, 226–227,
319, 330, 383
- Seven forces model of project
management, 69–70, 86, 457, 476,
506
- Shareholders, 36–37, 47, 273,
- Single point responsibility, 86–87
- Skills, 10, 29, 295–297, 375, 379,
404–406, 411–415, 425, 432–436,
457–459, 462, 476, 483–484, 506
(*see also* Management, skills)
- Social science, 210
- Soft systems, 26
- Specification, 16, 50, 72, 149–167,
272–278, 283–287, 306, 319, 323,
328–331, 369–371, 376, 391, 471,
474
Design, (*see* Requirements, detail)
(*see also* Requirements)
- Sponsor, 50–52, 69–73, 84, 105, 151, 161,
270, 272, 275–276, 285–287, 290,
296, 360, 400–402, 412–419, 438,
502–504
- Stages, (*see* Life-cycle)
- Stakeholders, 36, 51–55, 71–72, 82, 125,
151, 160–167, 233, 279–282, 289,
375–384, 397, 402–408, 426, 478,
498, 509
- Standards, 150–158, 233, 365–367
- Start-up, 24–25, 74–75, 85, 262–269, 286,
329, 333, 374–377, 401–410, 435,
499
reports, 266
(*see also* Project Definition Report)
workshops, 24, 85, 262–263, 268, 355,
416, 420
(*see also* Launch workshops and Project
Definition workshops)
- Statistical process control, 158
- Status accounting, 162–167, 356–359,
376–388, 463
- Steering committee, 51, 288, 376–377, 419
- Strategies, (*see* Plans, strategic)
- Structured systems analysis and design
methodology, SSADM, 166
- Subcontract, (*see* Contractor)
- Subproject, 119, 355
- Success, 22, 53, 69–74, 149, 271, 328,
333–337, 353, 364–367, 384,
397–400, 420–421, 435, 461,
498–504
criteria, 69–74, 271, 277, 285–289, 375,
392, 411–417, 422, 440, 504, 509
diagnostic, 400, 411–417
factors, 411–417
- Supporters, 51, 70, 323,
- Synergistic combinatorial evaluation and
review technique, SCERT, 230,
256–257
- Systems, (*see* Project Management
Information Systems)
- Task force, 127, 451
- Team, 3–14, 25, 53, 70–75, 80, 85, 99,
104–105, 116, 125, 156, 160–165,
179, 181, 209, 248–251, 262–268,
274–275, 281, 286, 294–313, 322,
328–329, 334–337, 341, 349, 366,
376–379, 399–408, 412–418,
424–429, 434–440, 466, 476–477,
484–488, 494–498, 504
cross functional or task forces, 330,
463–464, 477, 497
formation of, 58, 262–264, 269, 308,
334, 379–382, 403, 425–429, 456,
476, 498
identity, 425–427
leaders, (*see* Integration)
members, 267, 289, 307, 319–322,
334–336, 409, 416, 510
performance, 425–429
process vs project, 132–134
red teams, 56, 399
spirit, 284
top-down vs bottom-up, 154
types of, 330, 426–428, 438–440
- Tender, 173–180, 186–188, 379, 420, 465
compulsory competitive and minimum
price, 234
- Termination, (*see* Close-out)
- Time, 4–10, 17, 22–28, 54, 72–75, 82–86,
93–100, 130, 138, 149, 172–173,

- 178, 190, 201–227, 229, 231–232, 247, 251–254, 261, 264, 270, 274, 280, 284–285, 289, 294–297, 300–314, 319–323, 328, 358, 366, 371, 378–388, 393, 399, 404–407, 412, 417–420, 458, 491, 495
- Time and resource window, 346–348
- Time/cost/quality triangle, 8
- Time sheet, 304, 309, 358–361, 371, 387
- Total Quality Management, TQM, 24, 153, 343
- Training, 58, 208, 210, 296, 331–336, 351, 366, 381, 392–394, 503
(*see also* PROJECT INDEX)
- Turn-around document, 23–24, 304–313, 323, 358–361, 383–389
- Turnover, (*see* Revenue)
- Uncertainty, (*see* Risk)
- Urgency, 70, 81, 282
- Users, 12, 51–55, 72–73, 127–132, 151–152, 161, 187, 249, 278, 283, 285, 329–333, 375–376, 389, 393, 400–421, 427, 452, 476
- Value, 70–73, 126, 171–172, 203, 248–249, 270–271, 279, 384, 425, 427, 432, 434–435, 457, 461, 476
- Value for money, 13, 50, 152, 306
- Variances, 157–158, 171–172, 181, 192–197, 226–227, 229, 233, 254, 294–298, 306–308, 314–320, 333, 359, 420, 495
- Variations, (*see* Variances)
- Versatile organisation, 124–136, 449
(*see also* Project organisation, types of)
- Viability, 11–16, 81–82, 171, 174, 177, 272, 283, 297, 276, 283, 412, 417, 420, 464
- Vision, (*see* Objectives and Business)
- WBS, (*see* Work breakdown structure)
- What if analysis, 215, 222, 227, 309, 358, 383–387
- Work, 4–27, 43, 50, 93–96, 106, 188, 193, 203–211, 215, 226, 231, 251, 265, 285, 297, 303–309, 315, 329–331, 352, 369, 378, 382, 385–388, 393, 404–408, 413, 420–422, 471, 477, 487, 503
- area of, 16–18, 23–24, 95, 101–103, 174–175, 288, 295–296,
- authorizing, 296
- element of, 208–215, 226–231, 251, 315
- package of, 17–18, 43, 95, 105, 109, 114–117, 154, 174–175, 210, 227, 280–289, 296–304, 309, 315–318, 324, 348–350, 374, 477
- technical vs cultural, 49–55, 96
- to date, 304, 310
- Work breakdown structure, WBS, 10, 18, 23–24, 66, 76, 85, 93–106, 111–114, 119–120, 128, 134, 160, 171–174, 181–182, 187, 192–195, 201, 205–206, 211, 215, 226–227, 241–242, 245, 280, 287, 289, 295, 307–309, 315, 326, 329–331, 348, 370–372, 386–387, 394, 419, 421, 474, 509
- Work content, 125, 141–143, 178, 190, 208, 297, 300, 303–304, 310–316, 447, 496
- Work in progress, WIP, 193
- Work methods, 159–161
- Work package scope statements, 210, 288, 296, 370–371
- Work package manager, 51, 280, 419,
- Work package scope statement, 114–117
- Work-to list, 22–24, 300, 303–309, 323, 356–357, 361, 383–389