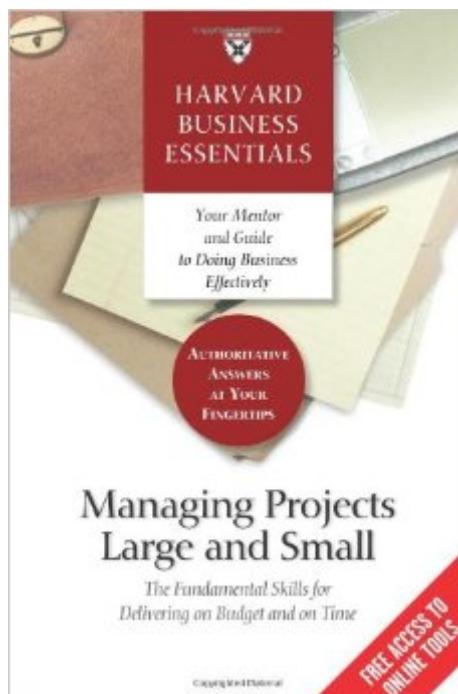


The book was found

# Managing Projects Large And Small: The Fundamental Skills To Deliver On Budget And On Time



## Synopsis

When it comes to project management, success lies in the details. This book walks managers through every step of project oversight from start to finish. Thanks to the book's comprehensive information on everything from planning and budgeting to team building and after-project reviews, managers will master the discipline and skills they need to achieve stellar results without wasting time and money.

## Book Information

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## Customer Reviews

This is one of the volumes in the Harvard Business Essentials Series. Each offers authoritative answers to the most important questions concerning its specific subject. The material in this book is drawn from a variety of sources which include the Harvard Business School Press and the Harvard Business Review as well as Harvard ManageMentor\_, an online service. I strongly recommend the official Harvard Business Essentials Web site ([...]) which offers free interactive versions of tools, checklists, and worksheets cited in this book and other books in the Essentials series. Each volume is indeed "a highly practical resource for readers with all levels of experience." And each is by intent and in execution solution-oriented. Although I think those who have only recently embarked on a business career will derive the greatest benefit, the material is well-worth a periodic review by senior-level executives. Credit Richard Luecke with pulling together a wealth of information and counsel from various sources. He is also the author of several other books in the Essentials series. In this instance, he was assisted by a subject advisor, Richard D. Austin, a member of the

Technology and Operations Management faculty at the Harvard Business School. Together, they have carefully organized the material within 12 chapters. 1. Project Management as a Process (four phases) 2. The Cast of Characters (i.e. who's who in project management) 3. A Written Charter ("your marching orders") 4. A Framework for Action (i.e. important first steps) 5. Work Breakdown (i.e. from huge job to manageable tasks) 6. Scheduling the Work ("put the horse before the cart") 7. Adjustments and Trade-Offs (i.e. more fine-tuning) 8. Managing Risk ("scanning the hazy horizon") 9.

**ABOUT THE BOOK** This Harvard Business Journal Book series on project management. The book is written in the philosophy of Harvard - tell as clear as grandmother could understand. I liked it. It is one of my favorites. This book is for grasping the general idea of what is project management, so it is perfect both for beginners and for advanced users as a check list. The book describes the classics of project management elements: project manager and the team, project charter, project plan, project work breakdown structure (WBS), GANT and PERT charts, critical path, risk management and communication within the project, project evaluation and monitoring. The book is not a coursebook thus it would not help to learn about project management, but to get a general idea of it it's perfect beginning.

**INTERESTING EXTRACTS** How many is too many? Authors J. Katzenbach and D. Smith offer these cues to knowing whether your team is small enough:

- \* Team can convene easily and frequently
- \* Members can communicate easily and frequently
- \* No additional people are required to get the job done.

Tips for monitoring budgets. Common factors that can send a project over budget:

- \* Inflation during long term projects
- \* Unfavorable changes in currency exchange rates
- \* Failing to get firm prices from suppliers and contractors
- \* Unplanned personnel costs, including overtime, incurred in keeping the project on schedule
- \* Unanticipated training costs and consulting fees

Four lessons that learned British Petroleum through systematic post project appraisals:

- \* Determine cost more accurately. In most cases this led to unrealistically low project budgets.
- \* Anticipate and minimize risk.

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