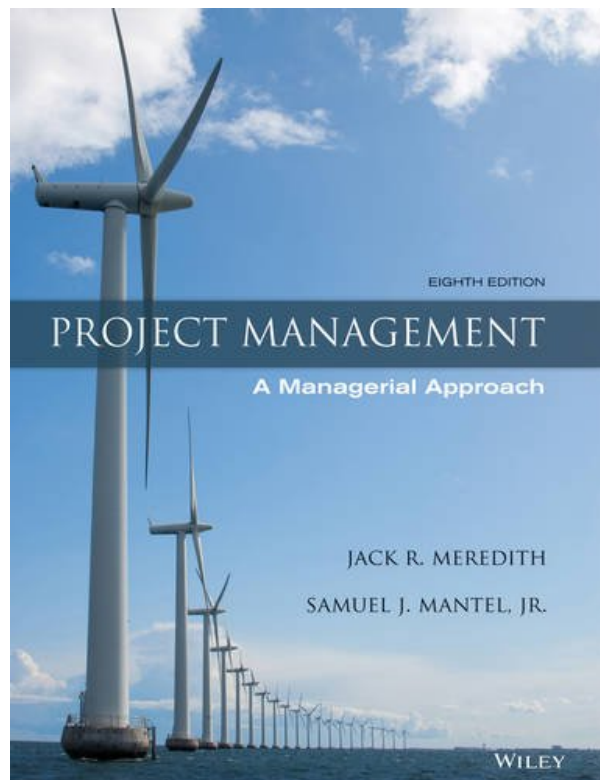
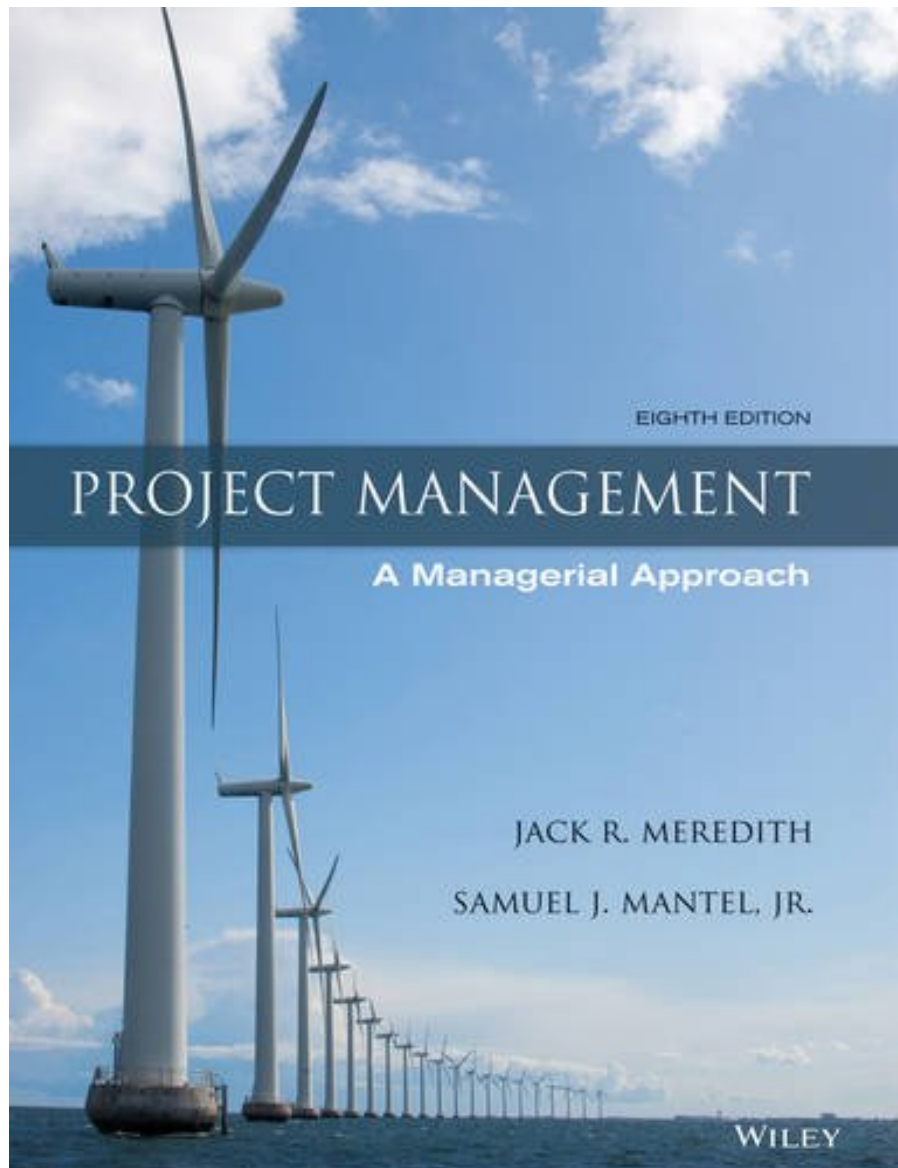


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Meredith's newest edition of Project Management focuses on all facets of the steps needed to successfully manage a project - from planning and resources to budgeting and more. An important goal is to appeal to help those preparing to take the PMBOK certification exams of the Project Management Institute. Revisions for the 8th Edition include a more consistent writing style throughout, content updates in some chapters, additional examples of some concepts to make them easier to grasp, and improved visual elements to make the textbook and online resources easier to understand and navigate.

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that requires this book.

The book is written as endless walls of text and the author writes in a very confusing manner making the book 3 times as long as it needs to be. The author wastes line after line of text yammering on about pointless stuff like how we will be covering more of this topic in chapters 5, 7 and 9 respectively. He also uses extensive citations of the works of others to the point that by the time you get back to the main point you forgot what he was trying to say to begin with. Many of his citations are from the 1960's too which makes the book feel really out of date.

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This chapter initiates our discussions of Time, Quality, and Risk Management, PMBOK knowledge areas 3, 5, and 8, respectively. Time management is an extensive topic which is further discussed in Chapters 8, 10, and 11. Similarly, risk will be discussed further in Chapters 7 and 8, and quality will be discussed again in Chapter 12.

In the Reader's Digest (March 1998, p. 49) Peter Drucker is quoted on planning: "Plans are only good intentions unless they immediately degenerate into hard work." To make such a transformation possible is no easy task. Inadequate planning is a cliché in project management. Occasionally, articles appear in project management periodicals attesting to the value of good planning. Project managers pay little attention. PMs say, or are told, that planning "takes too much time," "customers don't know what they want," "if we commit we will be held accountable," and a number of similar weak excuses (Bigelow, 1998, p. 15). Tom Peters, well-known seeker of business excellence, was quoted in the Cincinnati Post: "Businesses [believe] a lot of dumb things. . . . The more time you spend planning, the less time you'll need to spend on implementation. Almost never the case! Ready. Fire. Aim. That's the approach taken by businesses I most respect." We strongly disagree and, as we will report below (and in Chapter 13), there is a great deal of research supporting the view that careful planning is solidly associated with project success--and none, to our knowledge, supporting the opposite position. On the other hand, sensible planners do not kill the plan with overanalysis. This leads to the well-known "paralysis by analysis." In an excellent article, Langley (1995) finds a path inbetween the two extremes. Thus far, we have dealt with initiating a project. Now we are ready to begin the process of planning the work of the project in such a way that it may be translated into the "hard work" that actually leads to the successful completion of the project. There are several reasons why we must use considerable care when planning projects. The primary purpose of planning, of course, is to establish a set of directions in sufficient detail to tell the project team exactly what must be done, when it must be done, what resources will be required to produce the deliverables of the project successfully, and when each resource will be needed.

As we noted in Chapter 1, the deliverables (or scope, or specifications, or objectives) of a project are more than mere descriptions of the goods and/or services we promise to deliver to the client at a quality level that will meet client expectations. The scope of a project also

includes the time and cost required to complete the project to the client's satisfaction. The plan

Meredith, Jack R. (2011-12-01). Project Management: A Managerial Approach, 8th Edition (Page 221). Wiley. Kindle Edition.

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