## Contents

1 **Recognize the True Value of Management** ........................................... 1  
   1.1 Company Profit Comes from the Profit Model Rather Than Management .................. 1  
   1.2 The Value of Management Lies in Improving Efficiency and Reducing Risks .................. 6  
   1.3 The Understanding of Personality Is the Foundation of Effective Management .................. 10  
   1.4 Fundamentals of Effective Management .................................................. 13  

2 **Enterprise Cannot Survive Without Projects** ........................................... 17  
   2.1 Issues Associated with Successful Experiences ............................................ 17  
   2.2 Effective Measures to Deal with Changes ................................................. 20  
   2.3 Project Paves Way for Enterprise Success ................................................. 28  

3 **Fundamental Principles of Project Management** .................................. 37  
   3.1 Project Management is Based on Principles ................................................. 38  
   3.2 Awareness of Project Stakeholders .......................................................... 42  
   3.3 Manage the Project Life Cycle ................................................................. 47  
   3.4 Steps to Achieve Project Management Solutions ........................................... 51  

4 **The Development of Project Governance Platforms** ......................... 57  
   4.1 The Responsibilities Assumed by Project Managers Are Very Limited .................. 57  
   4.2 Enterprises Need to Improve Their Project Governance Capabilities ..................... 60  
   4.3 The Composition of Enterprise Project Governance Platforms ............................. 66
5 Successful Project Decision-Making ........................................... 75
  5.1 Clarifying Aims and Objectives ......................................... 76
  5.2 Identifying Project Stakeholders ....................................... 79
  5.3 Exploring Stakeholders’ Requirements and Expectations ......... 84
  5.4 Seeking Ways to Meet Stakeholders’ Requirements ............... 88
  5.5 Evaluate if a Project Can Achieve Its Aims ......................... 93

6 Defect-Free Project Initiation ............................................. 95
  6.1 Initiated with Fanaticism and Ended with Failure ................. 95
  6.2 Project Management Is an Iterative Process ....................... 96
  6.3 Project Initiation Is the Responsibility of the Top Managers in an Enterprise ................................................................. 101
  6.4 The Responsibilities of the Typical Project Stakeholders ....... 103
  6.5 The Roles of the Stakeholders in “General Projects” ............. 109
  6.6 The Challenge of Defining Project Requirements .................. 112
  6.7 Project Charter that Is Distributed to All Stakeholders ........ 114
  6.8 Don’t Forget to Hold a Project Initiation Meeting ............... 118

7 Effective Project Organization Management .......................... 121
  7.1 The Characteristics of Project Organization ....................... 121
  7.2 General Ways of Project Organization Structures ................ 124
  7.3 The Assignment of Project Tasks ...................................... 131
  7.4 Clarify Stakeholders’ Responsibilities Using Responsibility Matrix .................................................................................. 135
  7.5 Functions and Authority-Based Organizations Are Hard to Fulfill the Needs of Project Management .......................... 137
  7.6 The Development of Effective Project Organization Management Systems ................................................................. 140

8 Establish “Win-Win” Partnership Relationships in the Project .... 147
  8.1 “Competitors” Is a Narrow Concept .................................. 147
  8.2 You Can Hire the Person You Doubt ................................... 150
  8.3 Understand Partners’ States and Status ............................... 152
  8.4 Risks Should Be Emphasized in Contract Management ........... 155
  8.5 Develop a Unified Process of Effective Collaboration Relationships ................................................................. 158
  8.6 Prevent Unhealthy Competitions Among Internal Business Units of an Enterprise ..................................................... 160

9 Control the Project Scope .................................................... 167
  9.1 Determine What Are Beyond the Project Scope ................. 167
  9.2 Devil Is Hidden in Details .................................................. 171
  9.3 The WBS Is the Intangible Assets of Companies ................. 175
  9.4 WBS-Based Project Knowledge Management and the Role Management ................................................................. 177
9.5 WBS-Based Approach to Determine the Project Budget and Contract Value .......................... 182
9.6 The Change of Management Scope ......................... 186

10 Grasp the Pulse of Project Schedule Management ................. 189
10.1 Make Good Use of Project Milestones ...................... 190
10.2 Risky Time Is Often Ineffective .......................... 196
10.3 The Impacts of Local Deviations on the Entire Project .. 200
10.4 A Block Period of Time for Key Personnel ................. 202
10.5 Set Buffer Time ........................................... 203
10.6 The Criteria of an Effective Project Plan ................. 208

11 Develop Real Project Teams ..................................... 213
11.1 Barriers in Project Team Building ......................... 213
11.2 Select Appropriate Team Members ......................... 217
11.3 Quickly Identify the Characteristics of the Project Team Members .................................. 220
11.4 Project Team’s Capability Comes from Team Cohesion .. 225
11.5 Make a Project Team Go Through a Complete Life Cycle .... 228
11.6 Improve the Project Teams’ Execution Ability ......... 232

12 Resolve Project Conflicts .......................................... 237
12.1 Comprehending Conflicts .................................... 237
12.2 The Sources of Project Conflicts ......................... 241
12.3 General Ways to Handle Interpersonal Conflicts in Projects ........................................... 243
12.4 Trade-off Strategies in Projects ......................... 247

13 Control Project Risks ............................................. 253
13.1 Risks Should Be Managed Properly ....................... 253
13.2 Initiate a Risk Management Plan ......................... 255
13.3 Identify Risks .............................................. 256
13.4 Develop the Risk Matrix ...................................... 260
13.5 Plan Risk Responses ........................................ 264
13.6 Evaluate a Risk Response Plan ......................... 265
13.7 Social Network Risks Between Stakeholders ............ 266

14 Communication Is the Key ......................................... 275
14.1 Beware of “Information Funnel” .......................... 275
14.2 Project Communication Plan Must Be Standardized .... 279
14.3 Grasp the Key Project Metrics ......................... 283
14.4 Ensuring the Effectiveness of Project Meetings ....... 289
14.5 Try to Use a Standardized Form of Communication .... 291
14.6 The Communication and Coordination in Government-Related Projects ................ 294
15 Performance Management Has Become the Driving Force to Promote the Project Success .............................................. 299
  15.1 The Way of Thinking for the Performance Management .... 299
  15.2 The Connotation of Project Performance ....................... 304
  15.3 Evaluation Methods of Project Performance ..................... 306
  15.4 Effective Incentives to the Project Team ......................... 320

16 Project Closure Aiming for Maximum Value ....................... 325
  16.1 Be Persistent .......................................................... 325
  16.2 Keep All Project Data ................................................ 326
  16.3 Contractual Closure .................................................. 327
  16.4 Project Acceptance ................................................... 329
  16.5 Financial Closure ..................................................... 330
  16.6 Lessons Learned ..................................................... 333
  16.7 Celebrate Project Success ............................................ 334
  16.8 Dismiss Project Team ................................................ 335
  16.9 Terminate Project When Necessary ................................. 337

17 Being a Highly Effective Project Manager .......................... 339
  17.1 Mentality Adjustment ................................................ 339
  17.2 Be Influential .......................................................... 347

18 Becoming a Successful Enterprise that Is Adapted to Changes .................. 351
  18.1 Be Aware of the Misunderstanding of “Project-Based Enterprises” ................................................................. 351
  18.2 The Transformation of Enterprise Management Thoughts and Methods ...................................................... 353
  18.3 Improve the Maturity of Enterprise Project Management ...... 363
  18.4 Improving the Project Management of Enterprise Reform ...... 367

Learning by Doing: Becoming an Impeller of Spreading the Project Management (Postscript) ............................................. 373
Key Project Management Based on Effective Project Thinking
DING, R.
2016, XVIII, 377 p. 120 illus., 18 illus. in color., Hardcover
ISBN: 978-3-662-47730-4