**Chapter 1**

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| --- |
| Difference between projects and operations  Characteristics of projects  Roles of project sponsor vs project manager  Triple constraint model |

Tools:

Gantt chart

WBS chart

Probability matrix

Project organizational chart

**Chapter 2**

Organizational structures: Table 2-1

Project

Functional

Matrix – weak, strong, balanced

Deliverable

Outsourcing, offshoring

Virtual vs co-located teams = pros and cons

**Chapter 3**

Pre-initiation tasks

Five process groups and main activities within each

10 knowledge areas

Mapping knowledge areas to process groups, see Table 3-1

**Chapter 5**

Scope

Scope creep

Variance

Scope validation

Techniques used to create WBS

Methods used to gather project requirements

Figure 5-4

Requirements vs tasks

**Chapter 6**

Milestone

Predecessors/successors

Precedence diagramming method

Forward pass = why?

Backward pass = why?

Task dependencies: Figure 6-3

Critical path = how to determine

Gantt charts = information depicted

Slack

Float

Early start, early finish, late start, late finish

Compressing the schedule: Crashing vs Fast tracking

**Chapter 7**

Tangible vs intangible costs

Direct vs indirect costs

Sunk costs

Contingency vs management reserves

Life cycle costing

Types of cost estimates = Table 7-1

|  |
| --- |
| Methods of cost estimation and when you would choose one over the other |

Earned value formulas and how to interpret results, Table 7-4

**Chapter 11**

Steps in risk management

Risk tolerance

Mitigation

Risk responses

Risk contingency plan

Risk quantitative analysis

Workarounds

Figure 11-5

Figure 11-7