

Project Management: A Financial Perspective

Chapter 1:

Overview of Project Management

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize what project management is and the steps involved in managing a project.
2. Define what the PMI is and what they do.

Chapter 2:

Planning and Controlling Projects

Learning Objectives

After studying this chapter, you will be able to:

1. Identify attributes of an effective project manager and project teams.
2. Recognize key components of planning and controlling a project, such as responsibilities, schedules, and performance.
3. Identify the purpose of project scorecard metrics.

Chapter 3:

Project Management Concepts and Process

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize the relationship between project phases and project life cycle.
2. Identify the documents and roadmaps used during a project.
3. Understand when stakeholders have the greatest influence on a project.

Chapter 4:

Using the Work Breakdown Structure to Plan a Project

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize key aspects of the work breakdown structure (WBS) for planning a project.

Chapter 5:

Project Scheduling

Learning Objectives

After studying this chapter, you will be able to:

1. Identify key terms and tools used in project scheduling.
2. Recognize the PERT/COST and the Critical Path Method (CPM).
3. Recognize the concept of *crashing*.

Chapter 6:

Project Control and Evaluation

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize the characteristics of a project control system
2. Identify what the project reviews should do.

Chapter 7:

Project Control Using Earned Value Analysis

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize budgeting aspects of the project management process
2. Calculate variances using the earned value analysis.
3. Recognize how project costs can be analyzed using EVA.

Chapter 8:

Life-Cycle Costing and Target Costing

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize where major project costs occur and why a life-cycle costing approach is appropriate for project costing.
2. Identify the target costing process for a new product.

Chapter 9:

Economic Feasibility Study for a Capital Investment Project

Learning Objectives

After studying this chapter, you will be able to:

1. Identify types of capital budgeting decisions.
2. Recognize several techniques for evaluating projects.
3. Recognize how the time value of money affects project costs.

4. Identify the effect of Modified Accelerated Cost Recovery System (MACRS) on capital budgeting decisions.

Chapter 10:

Managing Project Risks

Learning Objectives

After studying this chapter, you will be able to:

1. Identify the goal of project risk management.
2. Recognize some risk analysis tools for project management.

Chapter 11:

Project Communication and Documentation

Learning Objectives

After studying this chapter, you will be able to:

1. Recognize key documents and reports used in project management communications.