Chapter Outline

# Chapter 3: Project Management

***See pages: 60-94.***

Operations Profile: Nissan Works to Eliminate Bugs that Could Eat into the LEAF Project

Projects, Project Teams, and Measuring Success

Project Teams

How Project Teams Are Structured

What Makes a Project Successful?

Project Life Cycles

Operations Profile: The Expeditionary Fighting Vehicle

Conceptualizing and Planning Projects

Conceptualization

Planning

Employing Risk Management Techniques

Consider This 3.1: Statements of Work: Then-and-Now

Scheduling Projects

Estimating the Duration of a Project’s Activities

Creating Precedence Diagrams and Gantt Charts

Determining a Project’s Schedule: Creating Network Diagrams

Crashing the Project

Supply Chains for Projects

Supply Chain Activities for Projects

Designing a Project’s Supply Chain

Executing, Evaluating, and Terminating Projects

Evaluating a Project’s Status: S-Curves and Earned Value Management

Terminating the Project

Sustainability Issues

Operations Management: Lessons Learned: Unpopularity of Fossil Fuels Is Leading to Project Cancellations

Global Projects

Chapter Summary

Key Terms

Discussion and Review Questions

Solved Problems

Problems

Case Study 3.1: Project Management in the Movie Business

Video Case

Critical Thinking Exercises