



Advanced Project Management

A Structured Approach

Fourth Edition

Frederick Harrison and Dennis Lock



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When *Advanced Project Management* first appeared it quickly acquired a reputation for excellence on both sides of the Atlantic as a book that successfully bridges the gap between introductory texts on project management and specialist works on professional practice. Its aim is twofold: to provide a guide for managers, engineers, accountants and others involved in project work, and a reference for advanced students of project and construction management.

This fourth edition of the book has been heavily revised, with substantial material to reflect the changes in project management. The following topics are either new to the book or have been given greater emphasis:

- Project definition and appraisal
- Procurement and the supply chain
- Concurrent engineering
- Cost and management accounting
- Quality management
- More detailed explanations of critical path analysis, now predominantly using the precedence system
- Increased treatment of resource scheduling
- Planning with multiple calendars
- Planning within fixed time constraints, using crashing and fast-tracking methods
- Standard networks, modules and templates
- Risk management.

Contents

Part 1 Setting The Scene: Introduction to project management; Project definition and appraisal; Associated disciplines; References and further reading for Part 1. Part 2 Project Organization: Introduction to project organization; Basic project organization structures; Organizing the larger project; Part 2 Summary; References and further reading for Part 2. Part 3 Planning and Scheduling: Introduction to planning and scheduling; The structured approach to planning and control; Structured project planning - with the dimension of time included; Resources and calendars; Planning within fixed time constraints; Standard networks and templates; Risk; References and further reading for Part 3. Part 4 Managing Projects: Controlling progress; Controlling costs; Earned value analysis; Handling and reporting information for project management; Managing project changes; Centralized or decentralized planning and control; People in projects; Conflict in projects; References and further reading for Part 4. Bibliography; Index.

About the Author

Frederick Harrison was Managing Director of Leavor Harrison Associates and formerly Director of Operations, Building and Works, Glasgow Corporation. He has worked as a site agent, project engineer and project manager in a variety of industries and has also written and lectured widely on various aspects of project management.

Dennis Lock is a busy freelance writer and university lecturer who specializes in project management. His previous exceptionally wide experience has included subminiature electronics, defence systems, heavy engineering and international mining, along with a progression of successful management positions. He has written or edited numerous books and handbooks (25 of them for Gower) over a writing career spanning 35 years.

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