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add the budget planned value (PV) by time period using the data in the exercise, and apply the completion status information to develop a status report for the project at the end of Period 4 and at the end of Period 8.

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management as well as by its coverage of a broad range of industries to which project management principles can be applied. It focuses on how project management is integral to the organization as a whole. The text not only delivers the tools and processes is essential to successful project management but also an

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this text is not only on how the management process works, but also, and more importantly, on why it works. It's not intended to specialize by industry type or project scope, rather it is written for the individual who will be required to manage a variety of projects in a variety of organizational settings. 8e was written for

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Not long ago project management was perceived as a highly technical endeavor with applications to highly specialized industries. Times have changed-and so have the collective perceptions about project management. Today project management skills are applied throughout

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a wide range of businesses and industries. Successful project managers are defined now not only by their skill in dealing with issues of planning, scheduling, and budgeting, but also by their ability to manage people. Clifford Gray and Erik Larson, both of Oregon State University, are aware of this evolution and have used

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Project Management: The Managerial Process provides a holistic, integrative view of project management, with a focus on the above framework. It presents readers with a complete picture of project

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management - not only what to do and how to do it, but also why it is done. This international adaptation contains the valuable addition of local and regional cases and applications. The generic approach in this text ensures relevancy across all studies and industries for students, prospective project managers,

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project management practitioners,
analysts, managers or those assigned to
project teams.

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continues to be to provide a realistic, socio-
technical view of project management. In
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focused almost exclusively on the tools
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coverage of change management provides clear guidance on handling the organizational, interpersonal, economic, and technical glitches that can derail any project, while in-depth cases and real-world examples illustrate essential concepts in action.

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