THERE ARE TONS of project management and process improvement tools out there. From cost estimating tools to bug tracking systems, from scheduling tools to distributed management engines, these valuable tools make your job easier. So stop popping the aspirin and visit the Tools section at www.gantthead.com. The front page features tools from our sponsors, or you can search for tools by vendor or by function to find exactly the tool you need. It’s the easiest, most comprehensive collection of PM tools that you’ll find anywhere.

**Want to feature a tool? Please contact John Myers at john@gantthead.com or phone (703) 272-6766.**

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**Top 10 Rejected Articles on gantthead.com**

10. How to Get Your Project Cancelled
9. Weasel Management: Hide Errors, Blame Others, Walk Away
8. Why Don’t You Hire Me?
7. Celebrity PM Case Study: Don Rickles
6. Giving Up: It’s Not as Hard as It Looks
5. Lessons Learned from George Custer: What a Putz
4. Just Shut Up!: Project Management in a Hurry
3. Idle Hands: How to Fill Time with Busy Work
2. 5 Ways to Tell if You Still Work There
1. Building a Bacterial Culture
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BUSINESS INTELLIGENCE
THE DATA WAREHOUSE IN PRODUCTION: LIFE AFTER IMPLEMENTATION
by Vijay Sankaran
Little thought is given to enhancing the data warehouse after production. But these areas would be given proper treatment during the initial warehouse development—if a clear process were followed. 149814

CAREER DEVELOPMENT
STAY ON TOP OF EMPLOYEE PERFORMANCE TO AVOID A WRONGFUL TERMINATION SUIT
by Miriam Ziemelis
Wrongful termination suit: These three little words automatically make the hair on the back of our neck stand up! Learn how to avoid this type of legal mess by following a relatively simple documentation process. 149813

CUSTOMER RELATIONSHIP MANAGEMENT
THE POST-9/11 ECONOMY AND CRM
by Tom Keenze
The environment for most businesses has irrevocably changed, and IT spending will need to reflect those new realities. Effectively using limited resources is the name of the game, so don’t make the mistake of buying technology, thinking that it will somehow make everything better. It is critically important to have the right technology behind your CRM program. Here’s how. 159142

E-COMMERCE
CATEGORIZING E-BUSINESS MODELS
by Sunil Sharma
Need some help understanding e-business models? It’s not an easy task. There are a number of ways you can look at the whole e-commerce landscape. Before we arrive at a framework for e-business that will help us understand how different business models have fared during the last few years, let’s take a look at three types of classification systems. 150842

KNOWLEDGE MANAGEMENT
BUSINESS TIME MACHINE LETS YOU REVERSE BAD BUSINESS DECISIONS!
by George Ball
Anyone want to go for a ride in our hot new technological buggy? 154067

PACKAGE SELECTION & IMPLEMENTATION
WARMING UP TO THE VENDOR SELECTION PROCESS
by Vyom Bhuta
Before you start looking at vendors, here are some other things to examine that will pave the way to a smoother selection project. 157977

PROCESS IMPROVEMENT
ARE YOU CUT OUT TO BE A POLICY AND PROCEDURE WRITER?
(PART 2 OF 2)
by Stephen B. Page, PMP
The policy and procedure writers in an organization should make every effort to create a policies and procedures department that has the full endorsement of senior management and is reflected in the organization’s vision, strategic plan and core processes. There are three key areas that should be considered during the set up of a Policies and Procedures Department. Find out what they are. 156470

PROGRAM MANAGEMENT OFFICE
FACING THE CHALLENGE OF DEFINING PMO SUCCESS
by Mark E. Mullaly, PMP
This column continues a multi-part series that addresses the practical steps and considerations in setting up a PMO in today’s organizations. In this installment, we look at the blurry definitions of success. 157978

PROJECT PORTFOLIO MANAGEMENT
PPM AND CMM: KINDRED SPIRITS?
by Paul Harder
Two management approaches have arisen in the last 30 years that caused companies to reconsider how they look at their IT projects. While born from different disciplines, project portfolio management and the capability maturity model form complementary strategies that organizations can use to achieve lasting project success. 155040

PROJECT MANAGEMENT
LESSONS FROM THE RISE AND FALL OF THE ROMAN EMPIRE (PART 3)
by Jerry Manas, PMP
In this ancient guide to project management, we learn that profiting from the past is a critical part of both project planning and risk management. We’ve discussed how obedience was a critical element of the Romans’ success and how, in today’s times, there are methods for ensuring that the plan is being followed, without needing to micromanage or bark orders at people. Now it’s time examine some of those methods in more detail. 155723

WORKFORCE MANAGEMENT
UNCOVERING HIDDEN AGENDAS: WHY NOT ASK THESE QUESTIONS?
by Joe Wynne
Suspect hidden agendas or secret-keeping on your project management team? Instead of putting your workers through the third degree, use these questions to flush out the critical information you need. 159154

WINTER 2003
MANAGING AN INTERNATIONAL DEVELOPMENT PROJECT

by Bob Weinstein

Does the idea of being a jet-setting James Bond of the PM world sound intriguing? The world of International Project Managers is an inviting one, but it's not all jets and champagne. If you're considering the world of the IPM and overseas project management, here's a crash course to help your decision. Before you charge out to update your passport, think about these realities.

DISCOVERING STAKEHOLDER EXPECTATIONS

by George Spafford

It pays to understand and manage the expectations of sponsors and stakeholders. As expectations are reviewed and examined, the use of a “parking lot” list will help ease the stress for some unmet expectations, while the use of an earned value analysis calculator will help in preparing for the certification exam, but how much of it actually works? Does the hype meet the expectations? What does it really take to pass the exam successfully?

THE TOP 10 REASONS PROJECTS FAIL

by Frank Winters

This article introduces a series about the causes of project failure. The series will explore many of the common causes of failure, with an emphasis on mitigation of the associated risks. Perhaps by understanding the causes of failure we can avoid pitfalls when they appear “unexpectedly." This installment presents the top 10 reasons your project meets an unfortunate ending.

PROJECT MANAGEMENT IN PRACTICE

BUYER BEWARE: A CONSUMER’S GUIDE TO PM CERTIFICATION

by Mark E. Mullaly, PMP

While the PMP is a validation of knowledge and experience, it is not a demonstration of competency. The PMP designation itself is not an indication of how well someone manages projects, simply a demonstration that they have a standardized level of knowledge and have worked in the PM field for a period of time. “All right,” you ask, “do you have something better in mind, Mr. Smarty Pants?” This month’s column explores alternative certifications. What are your choices as consumers, and what value do these choices deliver?

TRAINING FOR PM CERTIFICATION: THE GOOD, THE BAD & THE HIGHLY QUESTIONABLE

by Mark E. Mullaly, PMP

Never before have so many PMP exam preparation courses, guides, tools, techniques and tactics been available. Exam preparation has become an entire subgenre of training, and a profitable one at that. The flurry of advertising clearly demonstrates that there is a demand for help in preparing for the certification exam, but how much of it actually works? Does the hype meet the expectations? What does it really take to pass the exam successfully?

PM CERTIFICATION REDUX: AN IMMODEST RESPONSE

by Mark E. Mullaly, PMP

Sheesh...state a few opinions, and people start talking. Time to do it again. In this month’s installment in our PMP series, the author takes an even closer look at certification. What do you think?

PREMIUM DELIVERABLES

Please note that these documents are available for download only to gantthead premium members. For information on premium membership, please visit www.gantthead.com/membership.

EARNED VALUE ANALYSIS CALCULATOR

Earned Value Analysis is a methodology for determining cost and schedule performance of a project by comparing planned work with accomplished work in terms of the dollar value assigned to the work. This template will help you do just that.

VIRTUAL TEAM TASK PLANNER

Prepare to succeed with your virtual team with these specialized tasks for your work plan. They cover each stage of your project from planning to post mortem.

RISK PROCESS

This document describes the purpose of risk management and provides an overview of the general process for managing risks within a project. Use it to capture and codify processes and procedures that need to be undertaken to initiate, act upon and review risks within your projects.

CHANGE MANAGEMENT POLICY AND PROCESS

The Change Management process is fundamental to the successful delivery of the project. The Change Management process ensures that each change introduced to the project environment is appropriately defined, evaluated and approved prior to implementation.

VIRUS PROTECTION GUIDELINES AND POLICY

Do you have a policy in place to protect your company’s computers and data networks against viruses and other destructive programs? If you don’t, it’s never too late to put one together. Use this document as a template. If you do have a security policy in place, you can use this document as a framework to get that policy out on your corporate intranet so everyone can practice safe computing.