

Software Engineering Institute Capability Maturity Model Integrated Product and Process Development (Continuous) Project Management Process areas	We increase return on investment by making continuous flow of value our focus	We deliver reliable results by engaging customers in frequent interactions and shared ownership	We manage uncertainty through iterations, anticipation and adaptation	We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference	We boost performance through group accountability for results and shared responsibility for team effectiveness	We improve effectiveness and reliability through situationally specific strategies, processes and practices
Project planning	✓					
Establish estimates						
Develop a project plan						
Obtain commitment to the plan						
Project monitoring and control	✓					
Monitor project against plan						
Manage corrective action to closure						
Supplier agreement management						
Establish supplier agreements						
Satisfy supplier agreements						
Integrated Project Management for IPPD	✓					
Use the project's defined processes						
Coordinate and collaborate with relevant stakeholders						
Use the projects shared vision of IPPD						
Risk Management		✓	✓			
Prepare for risk management						
Identify and analyze risks						
Mitigate risks						
Integrated teaming				✓		
Establish team composition						
Govern team operations						
Quantitative project management						✓
Quantitatively manage the project						
Statistically manage subprocess performance						

<p>Project Management Institute</p> <p><i>Guide to the Project Management Body of Knowledge, 2000 edition</i></p> <p><i>Department of Defense Extension to: A Guide to the Project Management Body of Knowledge, June 2002</i></p>	<p>We increase return on investment by making continuous flow of value our focus</p>	<p>We deliver reliable results by engaging customers in frequent interactions and shared ownership</p>	<p>We manage uncertainty through iterations, anticipation and adaptation</p>	<p>We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference</p>	<p>We boost performance through group accountability for results and shared responsibility for team effectiveness</p>	<p>We improve effectiveness and reliability through situationally specific strategies, processes and practices</p>
Project integration control	✓	✓	✓		✓	✓
Project plan development						
Project plan execution						
Integrated change control						
Project scope management	✓		✓			
Initiation						
Scope planning						
Scope definition						
Scope verification						
Scope change control						
Project time management	✓		✓			
Activity definition						
Activity sequencing						
Activity duration estimating						
Schedule development						
Schedule control						
Project cost management	✓		✓			
Resource planning						
Cost estimating						
Cost budgeting						
Cost control						
Project quality management	✓		✓			
Quality planning						
Quality assurance						
Quality control						
Project human resource management				✓	✓	✓
Organizational planning						
Staff acquisition						
Team development						
Project communications management				✓		
Communications planning						
Information distribution						
Performance reporting						
Administrative closure						
Project risk management	✓		✓			
Risk management planning						
Risk identification						
Qualitative risk analysis						
Quantitative risk analysis						
Risk resource planning						
Risk monitoring and control						
Project procurement management	✓					
Procurement planning						
Solicitation planning						
solicitation						
Source selection						
Contract administration						
Contract closeout						

Prince2	We increase return on investment by making continuous flow of value our focus	We deliver reliable results by engaging customers in frequent interactions and shared ownership	We manage uncertainty through iterations, anticipation and adaptation	We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference	We boost performance through group accountability for results and shared responsibility for team effectiveness	We improve effectiveness and reliability through situationally specific strategies, processes and practices
Planning	✓	✓	✓		✓	✓
Project Mandate	✓	✓	✓		✓	✓
Starting up the Project	✓	✓	✓		✓	✓
Initiating the Project	✓	✓	✓		✓	✓
Controlling a Stage	✓	✓	✓		✓	✓
Managing Stage Boundaries	✓	✓	✓		✓	✓
Managing Product Delivery	✓	✓	✓			✓
Closing the project						
Directing the project	✓				✓	✓

<p>General Motors SDP-21 Project Management Method</p>	<p>We increase return on investment by making continuous flow of value our focus</p>	<p>We deliver reliable results by engaging customers in frequent interactions and shared ownership</p>	<p>We manage uncertainty through iterations, anticipation and adaptation</p>	<p>We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference</p>	<p>We boost performance through group accountability for results and shared responsibility for team effectiveness</p>	<p>We improve effectiveness and reliability through situationally specific strategies, processes and practices</p>
Plan	✓					
Define	✓	✓				
Design	✓	✓				
Build	✓	✓			✓	✓
Deploy	✓					

<p>"Software Project Management: The Managers View," Jaak Jurison, Fordum University, <i>Communications of the Association of Information Systems</i>, Vol 2, Article 7, September 1999</p>	<p>We increase return on investment by making continuous flow of value our focus</p>	<p>We deliver reliable results by engaging customers in frequent interactions and shared ownership</p>	<p>We manage uncertainty through iterations, anticipation and adaptation</p>	<p>We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference</p>	<p>We boost performance through group accountability for results and shared responsibility for team effectiveness</p>	<p>We improve effectiveness and reliability through situationally specific strategies, processes and practices</p>
Conceptual	✓	✓				
Identify needs						
Establish goals						
Determine feasibility						
Prepare proposal						
Rough estimate of time and resources						
Identify key staff						
Get Approval						
Planning						
Prepare plans	✓					
Develop budget						
Develop schedule						
Assemble project team						
Build and test prototypes						
Get approval for next phase						
Execution			✓			
Perform work						
Procure material						
Build and test						
Verify performance						
Modify as required						
Termination						
Transfer responsibility						
Release resources						
Transfer team members						
Reward people						
Conduct review						

"Why IT Projects Fail," OGC Business Case	We increase return on investment by making continuous flow of value our focus	We deliver reliable results by engaging customers in frequent interactions and shared ownership	We manage uncertainty through iterations, anticipation and adaptation	We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference	We boost performance through group accountability for results and shared responsibility for team effectiveness	We improve effectiveness and reliability through situationally specific strategies, processes and practices
Design and definition failures						
Required outputs not described						
Over ambition						
Project seen as an IT project not part of a wider business objective						
End goal too distant with too few review points to confirm business case						
Decision making failures						
Prime responsibility rests with committees						
Consensus must be achieved on all issues						
No single individual in authority – project manager makes decisions in absence of sponsor						
Project Discipline failures						
Project documentation replaces project management						
Milestones are too distant – slippage not managed						
Weak arrangement to identify and evaluate risks and allocate them to managers with authority						
Requirements changes not reflected in "immutable" deadlines						
Project beyond the experience and capability of the Project Manager						
Supplier Management Failures						
Project has little understanding of supplier commercial imperitives						
Supplier not selected on basis of VFM						
Projects are launched without an agreed contractual completion date, acceptance criteria or cost limit						
Insufficient transparency of management information between client and supplier						
Suppliers managed to limit cost rather than risk – no validation of suppliers assumptions						
People Failure						
Disconnect between project and those who own the need						
Culture in project teams is to explain away risk, and to hide not addressing the problems						
Needs of users not understood						
Too few senior people in real authority						