

Contents

Preface		xxxi
Introduction		xxvii
Part I	Understanding the Project Management Landscape	1
Chapter 1	What Is a Project?	3
	Defining a Project	4
	Sequence of Activities	5
	Unique Activities	5
	Complex Activities	5
	Connected Activities	5
	One Goal	6
	Specified Time	6
	Within Budget	6
	According to Specification	7
	A Business-Focused Definition of a Project	7
	An Intuitive View of the Project Landscape	8
	Defining a Program	10
	Defining a Portfolio	10
	Understanding the Scope Triangle	11
	Scope	11
	Quality	12
	Cost	12
	Time	13
	Resources	13
	Risk	13
	Envisioning the Scope Triangle as a System in Balance	14
	Prioritizing the Scope Triangle Variables for Improved Change Management	15

Applying the Scope Triangle	16
Problem Resolution	16
Scope Change Impact Analysis	16
The Importance of Classifying Projects	17
Establishing a Rule for Classifying Projects	17
Classification by Project Characteristics	17
Classification by Project Application	19
The Contemporary Project Environment	20
High Speed	20
High Change	21
Lower Cost	21
Increasing Levels of Complexity	22
More Uncertainty	22
Discussion Questions	22
Chapter 2 What Is Project Management?	23
Understanding the Fundamentals of Project Management	24
What Business Situation Is Being Addressed by This Project?	25
What Does the Business Need to Do?	25
What Are You Proposing to Do?	26
How Will You Do It?	26
How Will You Know You Did It?	26
How Well Did You Do?	26
Challenges to Effective Project Management	28
Flexibility and Adaptability	28
Deep Understanding of the Business and Its Systems	30
Take Charge of the Project and Its Management	30
Project Management Is Organized Common Sense	30
Managing the Creeps	31
Scope Creep	31
Hope Creep	32
Effort Creep	32
Feature Creep	32
What Are Requirements, Really?	32
Introducing Project Management Life Cycles	37
Traditional Project Management Approaches	40
Low Complexity	41
Few Scope Change Requests	41
Well-Understood Technology Infrastructure	42
Low Risk	42
Experienced and Skilled Project Teams	42
Plan-Driven TPM Projects	42
Linear Project Management Life Cycle Model	43
Incremental Project Management Life Cycle Model	44
Agile Project Management Approaches	45
A Critical Problem without a Known Solution	45
A Previously Untapped Business Opportunity	46

Change-Driven APM Projects	46
APM Projects Are Critical to the Organization	46
Meaningful Client Involvement Is Essential	46
APM Projects Use Small Co-located Teams	47
Iterative Project Management Life Cycle Model	48
Adaptive Project Management Life Cycle Model	49
Extreme Project Management Approach	50
The xPM Project Is a Research and Development Project	51
The xPM Project Is Very High Risk	51
The Extreme Model	52
Emertxe Project Management Approach	54
A New Technology without a Known Application	55
A Solution Out Looking for a Problem to Solve	55
Hybrid Project Management Approach	55
Recap of PMLC Models	56
Similarities between the PMLC Models	57
Differences between the PMLC Models	57
Choosing the Best-Fit PMLC Model	57
Total Cost	58
Duration	59
Market Stability	59
Technology	59
Business Climate	59
Number of Departments Affected	60
Organizational Environment	60
Team Skills and Competencies	60
Discussion Questions	61
Chapter 3 What Is Strategic Project Management?	63
Definition of Strategic Project Management	64
The Business Environment: A View from the Top	65
Business Climate	66
PESTEL	68
Porter's Five Forces Model	69
SWOT	69
Market Opportunities	71
BCG Growth-Share Matrix	71
How to Use the BCG Growth-Share Matrix	73
How Are You Going to Allocate Your Resources?	73
Enterprise Capacity	73
SWOT	75
Value Chain Analysis	75
VRIO	76
Objectives, Strategies, and Tactics Model	77
Vision/Mission	78
Strategies	80
Tactics	81

	OST Dependency Structure	83
	What Is the Enterprise Project RASCI Matrix?	84
	Complex Project Profiling	84
	Putting It All Together	89
	Discussion Questions	89
Chapter 4	What Is a Collaborative Project Team?	91
	Overview	92
	The Complex Project Team	93
	Project Executive	97
	Core Team	98
	Project Sponsor	98
	Process Co-Manager	98
	Product Co-Manager	98
	Development Team Leader	98
	Client Team Leader	98
	Business Systems Engineer and Business Analyst	98
	Process Team and Product Team	99
	Selecting the Project Team	99
	Co-Managers Define Project Team Structure and Core Team Roles	99
	Co-Managers Populate the Roles with Skill Requirements	101
	Gain Approval of the Staffing Plan	101
	Using the Co-Manager Model	101
	Establishing Meaningful Client Involvement	103
	The Challenges to Meaningful Client Involvement	104
	What If the Client Team Does Not Understand the HPM Framework?	105
	Commercial Off the Shelf (COTS) Facilitator-Led Training	106
	Custom-Designed, Instructor-Led Training	106
	Real-Time, Consultant-Led Training	106
	What If You Can't Get the Client to Be Meaningfully Involved?	107
	What If the Client Is Hesitant to Get Involved?	108
	What If the Client Wants to Get Too Involved?	108
	Stakeholder Management	109
	Who Are the HPM Framework Stakeholders?	110
	Challenges to Attaining and Sustaining Meaningful Client Involvement	111
	Always Use the Language of the Client	111
	Maintain a Continuous Brainstorming Culture	112
	Establish an Open and Honest Team Environment	112
	Use a Co-Project Manager Model	112
	Discussion Questions	113
Chapter 5	What Are Project Management Process Groups?	115
	Overview of the 10 Project Management Knowledge Areas	116

Project Integration Management	116
Project Scope Management	117
Project Schedule Management	117
Project Cost Management	118
Project Quality Management	118
Quality Planning Process	119
Quality Assurance Process	119
Quality Control Process	119
Project Resource Management	120
Project Communications Management	120
Who Are the Project Stakeholders?	121
What Do They Need to Know about the Project?	121
How Should Their Needs Be Met?	121
Project Risk Management	121
Risk Identification	123
Risk Assessment	124
Risk Mitigation	128
Risk Monitoring	128
Project Procurement Management	129
Vendor Solicitation	130
Vendor Evaluation	133
Types of Contracts	137
Discussion Points for Negotiating the Final Contract	138
Final Contract Negotiation	139
Vendor Management	139
Project Stakeholder Management	143
Overview of the Five Process Groups	144
The Initiating Process Group	144
The Planning Process Group	145
The Executing Process Group	146
The Monitoring and Controlling Process Group	147
The Closing Process Group	147
Mapping Knowledge Areas to Process Groups	148
How to Use the Mapping	148
Using Process Groups to Define PMLC Models	149
A Look Ahead: Mapping Process Groups to	
Form Complex PMLC Models	149
Discussion Questions	149
Part II	
Traditional Project Management	151
Chapter 6	
How to Scope a TPM Project	153
Using Tools, Templates, and Processes to Scope	
a Project	154
Managing Client Expectations	155
Wants vs. Needs	155
Project Scoping Process	156

Conducting Conditions of Satisfaction	157
Establishing Clarity of Purpose	158
Specifying Business Outcomes	159
Conducting COS Milestone Reviews	159
The Project Scoping Meeting	159
Purpose	160
Attendees	160
Agenda	161
Project Scoping Meeting Deliverables	161
Creating the RBS	162
Stakeholder Participation in Requirements Elicitation and Decomposition	164
Approaches to Requirements Elicitation and Decomposition	165
Shuttle Diplomacy and Resolving Requirements Elicitation and Decomposition Differences	170
Project Classification	171
Determining the Best-Fit PMLC Model	173
Writing the POS	174
Submitting the POS	187
Discussion Questions	190
Chapter 7	
How to Plan a TPM Project	191
Using Tools, Templates, and Processes to Plan a Project	192
The Importance of Planning	193
Using Application Software Packages to Plan a Project	194
Determining the Need for a Software Package	194
Project Planning Tools	195
Sticky Notes	196
Marking Pens	196
Whiteboard	196
How Much Time Should Planning Take?	197
Planning and Conducting Joint Project Planning Sessions	198
Planning the JPPS	199
Attendees	200
Facilities	202
Equipment	203
The Complete Planning Agenda	203
Deliverables	204
Running the Planning Session	205
Building the WBS	206
Using the RBS to Build the WBS	206
Uses for the WBS	208
Thought-Process Tool	209
Architectural-Design Tool	209
Planning Tool	209
Project-Status-Reporting Tool	209

Generating the WBS	210
Converting the RBS to the WBS	210
Six Criteria to Test for Completeness in the WBS	212
Status and Completion Are Measurable	212
The Activity Is Bounded	213
The Activity Has a Deliverable	214
Time and Cost Are Easily Estimated	214
Activity Duration Is Within Acceptable Limits	214
Work Assignments Are Independent	214
The Seventh Criterion for Judging Completeness	215
Exceptions to the Completion Criteria Rule	215
Approaches to Building the WBS	216
Noun-Type Approaches	218
Verb-Type Approaches	218
Organizational Approaches	219
Selecting the Best Approach	220
Representing the WBS	220
Estimating	223
Estimating Duration	223
Resource Loading versus Task Duration	224
Variation in Task Duration	226
Six Methods for Estimating Task Duration	226
Extrapolating Based on Similarity to Other Tasks	227
Studying Historical Data	227
Seeking Expert Advice	228
Applying the Delphi Technique	228
Applying the Three-Point Technique	229
Applying the Wide-Band Delphi Technique	230
Estimation Life Cycles	230
Estimating Resource Requirements	231
People as Resources	232
Resource Organizational Structure	233
Determining Resource Requirements	234
Resource Planning	234
Estimating Cost	235
Cost Budgeting	237
Cost Control	237
Constructing the Project Network Diagram	238
Envisioning a Complex Project Network Diagram	238
Benefits to Network-Based Scheduling	239
Building the Network Diagram Using the	
Precedence Diagramming Method	240
Dependencies	242
Constraints	243
Technical Constraints	244
Management Constraints	246

Interproject Constraints	246
Date Constraints	247
Using the Lag Variable	247
Creating an Initial Project Network Schedule	248
Critical Path	250
Near-Critical Path	252
Analyzing the Initial Project Network Diagram	253
Compressing the Schedule	253
Management Reserve	255
Writing an Effective Project Proposal	256
Contents of the Project Proposal	257
Executive Summary	257
Background	257
Objective	257
Overview of the Approach to Be Taken	257
Detailed Statement of the Work	258
Time and Cost Summary	258
Appendices	258
Format of the Project Proposal	258
Gaining Approval to Launch the Project	258
Discussion Questions	259
Chapter 8 How to Launch a TPM Project	263
Using the Tools, Templates, and Processes to Launch a Project	264
Recruiting the Project Team	265
Core Team Members	266
When to Select the Core Team Members	266
Selection Criteria	266
Client Team	269
When to Select the Client Team	269
Selection Criteria	269
Contract Team Members	269
Implications of Adding Contract Team Members	270
Selection Criteria	270
Developing a Team Deployment Strategy	271
Developing a Team Development Plan	272
Conducting the Project Kick-Off Meeting	272
Purpose of the Project Kick-Off Meeting	273
Attendees	273
Facilities and Equipment	274
Sponsor-Led Part	274
Project Manager-Led Part	275
The Working Session Agenda	275
Introducing the Project Team Members to Each Other	275
Writing the Project Definition Statement	276
Reviewing the Project Plan	277

Finalizing the Project Schedule	277
Writing Work Packages	277
Establishing Team Operating Rules	277
Situations that Require Team Operating Rules	278
Problem Solving	278
Decision Making	280
Conflict Resolution	281
Consensus Building	282
Brainstorming	283
Team Meetings	284
Team War Room	286
Physical Layout	286
Variations	287
Operational Uses	287
Managing Scope Changes	287
The Scope Change Management Process	288
Management Reserve	290
Scope Bank	292
Managing Team Communications	292
Establishing a Communications Model	292
Timing	293
Content	293
Choosing Effective Channels	294
Managing Communication beyond the Team	296
Managing Communications with the Sponsor	296
Upward Communication Filtering and "Good News"	297
Communicating with Other Stakeholders	298
Assigning Resources	298
Leveling Resources	299
Acceptably Leveled Schedule	301
Resource Leveling Strategies	301
Utilizing Available Slack	302
Shifting the Project Finish Date	302
Smoothing	303
Alternative Methods of Scheduling Tasks	303
Further Decomposition of Tasks	303
Stretching Tasks	304
Assigning Substitute Resources	304
Cost Impact of Resource Leveling	305
Finalizing the Project Schedule	305
Writing Work Packages	307
Purpose of a Work Package	307
Format of a Work Package	308
Work Package Assignment Sheet	308
Work Package Description Report	309
Discussion Questions	311

Chapter 9	How to Execute a TPM Project	313
	Using Tools, Templates, and Processes to Monitor and Control	314
	Establishing Your Progress Reporting System	314
	Types of Project Status Reports	315
	Current Period Reports	315
	Cumulative Reports	315
	Exception Reports	315
	Stoplight Reports	316
	Variance Reports	317
	How and What Information to Update	319
	Frequency of Gathering and Reporting Project Progress	320
	Variances	321
	Positive Variances	321
	Negative Variances	321
	Applying Graphical Reporting Tools	322
	Gantt Charts	322
	Stoplight Reports	322
	Burn Charts	323
	Milestone Trend Charts	324
	Earned Value Analysis	326
	Integrating Milestone Trend Charts and Earned Value Analysis	331
	Integrating Earned Value	331
	Integrating Milestone Trend Data	332
	Managing the Scope Bank	334
	Building and Maintaining the Issues Log	334
	Managing Project Status Meetings	335
	Who Should Attend Status Meetings?	335
	When Are Status Meetings Held?	336
	What Is the Purpose of a Status Meeting?	336
	What Is the Status Meeting Format?	336
	The 15-Minute Daily Status Meeting	337
	Problem Management Meetings	338
	Defining a Problem Escalation Strategy	338
	Project Manager–Based Strategies	339
	Resource Manager–Based Strategies	339
	Client-Based Strategies	340
	The Escalation Strategy Hierarchy	340
	Gaining Approval to Close the Project	341
	Discussion Questions	341
Chapter 10	How to Close a TPM Project	343
	Using Tools, Templates, and Processes to Close a TPM Project	344
	Writing and Maintaining Client Acceptance Procedures	344
	Closing a TPM Project	345
	Getting Client Acceptance of Deliverables	345
	Ceremonial Acceptance	345
	Formal Acceptance	346

Installing Project Deliverables	346
Phased Approach	346
Cut-Over Approach	346
Parallel Approach	347
By-Business-Unit Approach	347
Documenting the Project	347
Reference for Future Changes in Deliverables	347
Historical Record for Estimating Duration and Cost on Future Projects, Activities, and Tasks	347
Training Resource for New Project Managers	348
Input for Further Training and Development of the Project Team	348
Input for Performance Evaluation by the Functional Managers of the Project Team Members	348
Conduct the Post-implementation Audit	349
Write the Final Report	351
Celebrate Success	352
Discussion Questions	352
Part III Complex Project Management	353
Chapter 11 Complexity and Uncertainty in the Project Landscape	355
What Is Complex Project Management?	356
Implementing CPM Projects	357
Fully Supported Production Versions of Partial Solutions Are Released to the End User Quarterly or Semi-Annually	357
Intermediate Non-production Versions Are Released to a Focus Group Every 2–4 Weeks	358
Co-located CPM Project Teams	358
Cross-Project Dependencies	359
Project Portfolio Management	359
What Is Lean Agile Project Management?	360
Understanding the Complexity/Uncertainty Domain of Projects	361
Requirements	364
Flexibility	365
Adaptability	366
Risk vs. the Complexity/Uncertainty Domain	367
Team Cohesiveness vs. the Complexity/Uncertainty Domain	368
Communications vs. the Complexity/Uncertainty Domain	369
Client Involvement vs. the Complexity/Uncertainty Domain	370
The Client's Comfort Zone	372
Ownership by the Client	372
Client Sign-Off	373
Specification vs. the Complexity/Uncertainty Domain	373
Scope Change vs. the Complexity/Uncertainty Domain	375
Business Value vs. the Complexity/Uncertainty Domain	377
Discussion Questions	379

Chapter 12	Agile Complex Project Management Models	381
	Iterative Project Management Life Cycle	382
	Definition of the Iterative PMLC Model	382
	Most of the Solution Is Clearly Known	383
	Likely to Be Multiple Scope Change Requests	384
	Concern about Lack of Client Involvement	384
	Scoping Phase of an Iterative PMLC Model	384
	Planning Phase of an Iterative PMLC Model	385
	Launching Phase of an Iterative PMLC Model	386
	Executing Phase of an Iterative PMLC Model	387
	Closing Phase of an Iterative PMLC Model	387
	Adapting and Integrating the APM Toolkit	387
	Scoping the Next Iteration/Cycle	388
	Planning the Next Iteration/Cycle	389
	Launching the Next Iteration/Cycle	389
	Executing the Next Iteration/Cycle	390
	Closing the Next Iteration/Cycle	390
	Deciding to Conduct the Next Iteration/Cycle	390
	Closing the Project	391
	Discussion Questions	391
Chapter 13	Extreme Complex Project Management Models	393
	The Complex Project Landscape	394
	What Is Extreme Project Management?	395
	Extreme Project Management Life Cycle Model	395
	What Is Emertxe Project Management?	396
	The Emertxe Project Management Life Cycle	396
	When to Use an Emertxe PMLC Model	396
	Research and Development Projects	397
	Problem Solving Projects	397
	Using the Tools, Templates, and Processes for Maximum Extreme PMLC Model Effectiveness	397
	Scoping the Next Phase	398
	Planning the Next Phase	398
	Launching the Next Phase	399
	Executing the Next Phase	399
	Closing the Phase	400
	Deciding to Conduct the Next Phase	400
	Closing the Project	400
	Using the Tools, Templates, and Processes for Maximum xPM and MPx Effectiveness	400
	Scoping the Next Phase	401
	Planning the Next Phase	401
	Launching the Next Phase	402
	Executing the Next Phase	403
	Closing the Phase	403

Deciding to Conduct the Next Phase	403
Closing the Project	403
Discussion Questions	404
Chapter 14 Hybrid Project Management Framework	405
What Is a Hybrid Project?	406
What Is Hybrid Project Management?	407
A Robust Hybrid PMLC Model	407
Ideation Phase	408
Set-up Phase	408
Execution Phase	408
What Is a Hybrid Project Manager?	409
The Occasional Project Manager	409
The Career Project Manager	409
The Hybrid Project Manager	410
Following and Creating Recipes	411
Characteristics of the Hybrid Project Manager	412
What Does a Hybrid Project Manager Want?	412
Background of the Effective Complex	
Project Management (ECPM) Framework	415
What Does the ECPM Contain?	416
ECPM Process Flow Diagram	417
Project Ideation Phase	420
Step 1: Develop a Business Case	420
Step 2: Elicit Requirements	420
Step 3: Write a Project Overview Statement	421
Project Set-up Phase	421
Step 4: Classify the Project	421
Step 5: Choose the Best-Fit PMLC Model Template	422
Step 6: Assess Project Characteristics	424
Step 7: Modify PMLC Model Template	424
Project Execution Phase	425
Step 8: Define Version Scope	426
Step 9: Plan the Next Cycle	426
Step 10: Build the Next Cycle Deliverables	426
Step 11: Conduct Client Checkpoint	427
Step 12: Close the Version	430
Variations	430
Proof of Concept	431
Revising the Version Plan	431
Imbedding ECPM in Traditional Project Management	432
The Hybrid PMLC Project Types	434
Traditional Hybrid Projects	435
Agile Hybrid Projects	435
Extreme Hybrid Projects	436
Emertxe Hybrid Projects	436
Hybrid Project Types	436

Process/Product Design	437
Process/Product Improvement	437
Problem Solution	437
Standards and the Hybrid Framework	438
Project Ideation: What Are We Going to Do?	440
Input Phase: Define the Problem or Opportunity	440
Project Set-up: How Will We Do It?	442
Project Execution: How well did we do?	443
The Hybrid Team Structure	444
Co-Project Managers	446
The Occasional PM: Project Support Office	448
Vetted Portfolio of Tools, Templates, and Processes	449
Coaching and Consulting	450
Targeted and Customized Training	450
PSO Support Services for Business Unit Managers	450
Discussion Questions	451
Chapter 15 Comparing TPM and CPM Models	453
Linear PMLC Model	454
Characteristics	455
Complete and Clearly Defined Goal, Solution, Requirements, Functions, and Features	455
Few Expected Scope Change Requests	455
Routine and Repetitive Activities	456
Use of Established Templates	457
Strengths	458
The Entire Project Is Scheduled at the Beginning of the Project	458
Resource Requirements Are Known from the Start	459
Linear PMLC Models Do Not Require the Most Skilled Team Members	459
Team Members Do Not Have to Be Co-located	459
Weaknesses	459
Does Not Accommodate Change Very Well	460
Costs Too Much	460
Takes Too Long before Any Deliverables Are Produced	460
Requires Complete and Detailed Plans	460
Must Follow a Rigid Sequence of Processes	461
Is Not Focused on Client Value	461
When to Use a Linear PMLC Model	461
Specific Linear PMLC Models	461
Standard Waterfall Model	461
Rapid Development Waterfall Model	462
Incremental PMLC Model	464
Characteristics	464
Strengths	465
Produces Business Value Early in the Project	465
Enables You to Better Schedule Scarce Resources	466

Can Accommodate Minor Scope Change Requests between Increments	466
Offers a Product Improvement Opportunity	466
More Focused on Client Business Value Than the Linear PMLC Model	467
Weaknesses	467
The Team May Not Remain Intact Between Increments	467
This Model Requires Handoff Documentation between Increments	467
The Model Must Follow a Defined Set of Processes	468
You Must Define Increments Based on Function and Feature Dependencies Rather Than Business Value	468
You Must Have More Client Involvement Than Linear PMLC Models	469
An Incremental PMLC Model Takes Longer to Execute Than the Linear PMLC Model	469
Partitioning the Functions May Be Problematic	470
When to Use an Incremental PMLC Model	470
Incremental PMLC Models	470
Staged Delivery Waterfall Model	471
Feature-Driven Development Model	472
Iterative PMLC Model	474
Characteristics	475
Complete and Clearly Defined Goal	475
Minor Parts of the Solution Not Yet Defined	475
Incomplete Requirements	475
Some Scope Change Requests Are Expected	476
The Solution Is Known, but Not to the Needed Depth	476
Often Uses Iconic or Simulated Prototypes to Discover the Complete Solution	476
Strengths	476
Based on Just-in-Time Planning	477
Accommodates Change Very Well	477
Is Focused on Generating Business Value	477
Client Reviews Partial Solutions for Improvement	477
Can Process Scope Changes between Iterations	478
Adaptable to Changing Business Conditions	478
Weaknesses	478
Risk Losing Team Members between Iterations	478
Subject to Losing Priority between Iterations	478
Resource Requirements Unclear at Project Launch	479
Requires a More Actively Involved Client Than TPM Projects	479
Requires Co-located Teams	479
Difficult to Implement Intermediate Solutions	479
Final Solution Cannot Be Defined at the Start of the Project	479

When to Use an Iterative PMLC Model	480
Specific Iterative PMLC Models	480
Prototyping Model	480
Evolutionary Development Waterfall Model	481
Rational Unified Process (RUP)	483
Dynamic Systems Development Method (DSDM)	485
Adaptive Software Development (ASD)	488
Scrum	490
Adaptive PMLC Model	492
Characteristics	493
Iterative Structure	493
Just-in-Time Planning	493
Critical Mission Projects	493
Thrives on Change through Learning and Discovery	493
Continuously Reviewed and Adapted to	
Changing Conditions	494
Strengths	494
Continuously Realigns the Project Management Process to	
Accommodate Changing Conditions	494
Does Not Waste Time on Non-Value-Added Work	494
Avoids All Management Issues Processing Scope Change	
Requests	495
Does Not Waste Time Planning Uncertainty	495
Provides Maximum Business Value within the	
Given Time and Cost Constraints	495
Weaknesses of the Adaptive PMLC Model	495
Must Have Meaningful Client Involvement	496
Cannot Identify Exactly What Will Be Delivered	
at the End of the Project	496
When to Use an Adaptive PMLC Model	496
Hybrid Project Management Framework	496
The HPM Framework Is an Industrial-Strength Model	497
The HPM Framework Project Team	498
The HPM Framework Roots	498
Scope Is Variable	499
The HPM Framework Is Just-in-Time Planning	500
Change Is Expected	500
The HPM Framework Project Contract	501
An HPM Framework Project Is Mission Critical	501
The Role of the Client and the Project Manager	
in an HPM Framework Project	502
The HPM Framework Is Not a Recipe to be	
Blindly Followed	502
Why Do We Need the HPM Framework?	503
Benefits of APM vs. Other Approaches	503
Core Values of APM	505
An Overview of the HPM Framework Life Cycle	509

Extreme PMLC Model	516
Characteristics	516
High Speed	516
High Change	517
High Uncertainty	517
Strengths	517
Keeps Options Open as Late as Possible	517
Offers an Early Look at a Number of Partial Solutions	518
Weaknesses	518
May Be Looking for Solutions in All the Wrong Places	518
No Guarantee That Any Acceptable Business Value Will Result from the Project Deliverables	518
Specific Extreme PMLC Models	518
INSPIRE Extreme PMLC Model	518
INitiate	520
SPeculate	525
Incubate	529
REview	530
Challenges to Project Set-up and Execution	532
Sponsors Have a Hard Time Accepting Variable Scope	532
Achieving and Sustaining Meaningful Client Involvement through the Phases of the Chosen PMLC Model	533
Adapting the Chosen PMLC Model to Changing Conditions	533
Delivering Business Value in a Complex Project Landscape	534
Discussion Questions	535
Appendix A Terms and Acronyms	537
Appendix B Case Study: Workforce and Business Development Center	543
Hypothesis	543
Synopsis	543
The Need	544
The Problem	544
The Business Environment	545
The Worker Environment	546
The Learning Environment	547
The Solution	547
Components of the WBDC Model	548
Learning Environment	548
Business Environment	550
Student Environment	550
Business Incubation Center	550
Linkages in the WBDC Model	551
Learning <-> Business Linkages	551
Learning <-> Student Linkages	552
Business <-> Student Linkages	552

The Business Case for a WBDC	552
Next Steps	554
Putting It All Together	555
Appendix C Case Study: Pizza Delivered Quickly (PDQ)	557
Pizza Factory Locator Sub-system	558
Order Entry Sub-system	558
Logistics Sub-system	558
Order Submit Sub-system	559
Inventory Management Sub-system	559
Routing Sub-system	559
Appendix D Cited References	561
Appendix E What's on the eiipbs.com Website?	565
Course Master File	565
A Note on the Answer File for the Discussion Questions	566
Additional Chapters	566
Index	569