

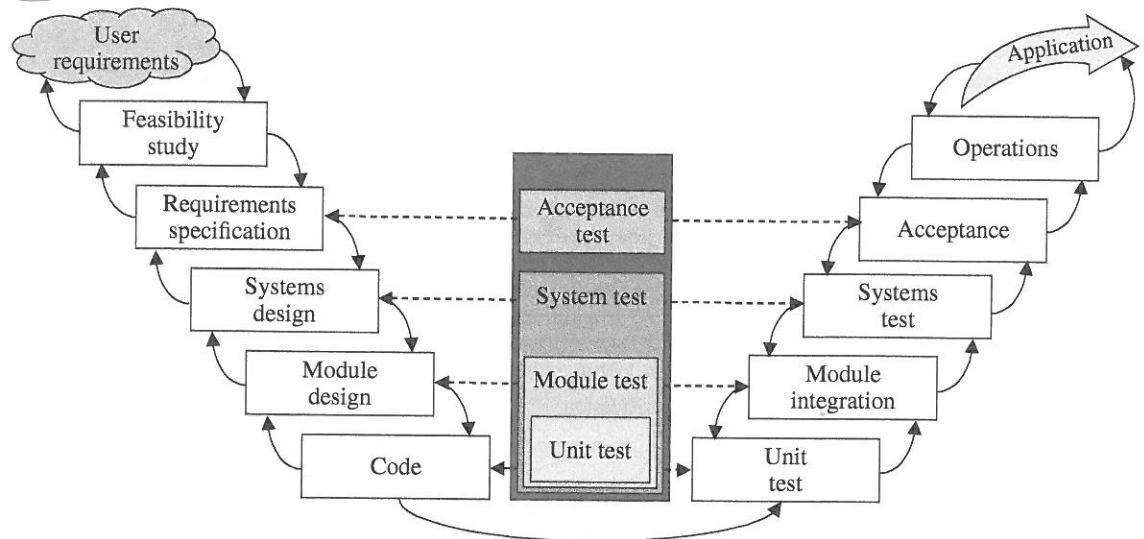


FIGURE 15.9 The waterfall model (2).

payback, we commit a small amount of resource to feasibility. Then based on the estimates at feasibility, and the narrower, but still wide, range of possible payback, we can commit a larger amount of resource to front-end design. Based on the estimates at the end of design, and a now acceptably narrow range of payback, we commit to the full cost of the project and detailed design and execution.

Agile Methods

Agile methods have now been used on IS projects for over a decade (Cockburn, 2006; Martin, 2011). They are sometimes called *scrum*, *extreme programming*, or *rapid applications development* (RAD). Proponents say that these techniques don't follow a process. They do, just with rapid iteration. Indeed they follow a concept not unlike PRINCE2 (Fig. 15.7). The project is planned at the strategic level with an appropriate number of stages. The work is then undertaken within each stage using the RAD or iterative technique. Agile suits small, multidisciplinary teams, where all the team members can do all the work. They meet at the start of the period to plan their work for that period. At the end of the planning meeting, each team member leaves the meeting with a task. When they have finished their tasks, they can burn down their progress and take the next task. They work in that way to complete the work of this stage, and then at the end of the stage they meet to plan the next stage.

15.4 MANAGEMENT

Within each stage of the project, we need to apply a management process to manage the work of the project. For 25 years I have been suggesting a five-stage process (Fig. 1.7):

1. Plan the work.
2. Organize the resources.
3. Implement by assigning work to people.
4. Control progress.
5. Lead and manage.