



Predictive vs. agile and which to choose

MDA402 Project Management

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December 12, 2024

Individual Competence Baseline

Application

- ICB is **NOT** cookbook for managing projects → it does not describe processes or steps involved in projects
- best use as a **handbook** of individual managerial competences
- it is used alongside other project management standards
- it is more suitable for experienced project managers

Project Management Body Of Knowledge

Application

- can be used at any point during project
- best use as a **handbook** of individual project domains
- it is more suitable for experienced or entry-level project managers
- processes are key focus point of the project

PRojects IN Controlled Environment

Application

- better to be used as method to follow from the beginning of the project till the end
- it is more suitable for experienced or entry-level project managers
- creates thorough reporting and documentation → can create reporting overhead
- "command and control" type of management

Unified Process

Application

Unified Process is best to apply and use on your project when:

- majority of planning and requirements needs to be done **upfront**
- project requires **predictability**, **stability** and **control**
- **consistent** and **thorough** documentation is required

SCRUM

Application

SCRUM is best to apply and use on your project when:

- only **limited** or **high-level** requirements are provided upfront
- client would like to receive **some part** of the final product **along the way**
- **changes** are expecting during the process if delivery
- active client **involvement** is expected
- need for **transparency** in the process of delivery

Comparison table

	PRINCE2	PMBOK	IPMA	UNIFIED PROCESS	SCRUM
Managed team					
Needs command and control	✓	✓	✓	✓	×
Cooperative, transparent, self-organizing	✓	✓	✓	✓	✓
Distributed across locations	✓	✓	✓	✓	×
Colocated	✓	✓	✓	✓	✓
Larger than 15 people	✓	✓	✓	✓	×
Smaller than 15 people	✓	✓	✓	②	✓
Company					
Requires detailed reporting	✓	②	②	✓	②
Requires detailed document	✓	②	②	✓	②
Has flat organization structure	②	✓	✓	✓	✓
Has hierarchical organization structure	✓	✓	✓	✓	②
Project					
Fast time to market	②	✓	✓	×	✓
Need's rapid customer feedback	②	✓	✓	×	✓
Complex and unpredictable scope	②	✓	✓	×	✓
Large scope with span over 1 year	✓	✓	✓	✓	×
Scope realizable within 1 year	✓	✓	✓	✓	✓
Requirements unstable	②	✓	✓	②	✓
Requirements clearly defined upfront	✓	✓	✓	✓	✓
Domain - exploratory or innovation	②	✓	✓	②	✓
Domain - safety or critical	✓	②	②	✓	×

Figure: Comparison table [1]

Bibliography I

- [1] Dita Salajková. “Řízení IT projektů - kurz založený na příkladech”. Diplomová práce. Brno: Masarykova univerzita, Fakulta informatiky, 2019. URL: <https://is.muni.cz/th/sjtol/>.

Thank You for Your Attention!