**EM 564 Project Management**

**Team Research Project Proposal and Plan**

**Team Name:** Halfway There – Livin’ on a Prayer

**Team Members:** Edgar [lastname], Nelson Abaga, Jennifer Davis, Merissa Ford, David Kelly

**Project Title: TBD** [Topic: Inclusion of hybrid project management approaches]

**Knowledge of Subject:** [Use the following as a guide]

* Describe what you know about the topic?   
  Worked with a few online project management systems: Daptiv, SharePoint, BaseCamp  
  Aware of few online portals for contractors seeking and employers posting projects: Upwork, ZipRecruiter, job boards
* What is the interest for selecting the topic?   
  Current employer is considering changing project management systems; learning more about them may help me make suggestions. This is a topic that affects many companies today who are trying to cut costs and time to complete projects. My company went from waterfall to hybrid with Agile, then to more pure agile. Some teams still use waterfall and some use hybrid or even various combinations. Side affects more pure Agile is a limited set of documentation which can be troublesome for maintaintenance.
* What do you want or expect to learn about the topic?  
  What exactly is “hybrid” project management and how is it implemented? What is a good balance and what is the cost of each.

**Project Description:** [Use the following as a guide]

* Define the topic.  
  Hybrid project management is a theory that combines planning strategies from the traditional project management environment with the agile methodologies. The hybrid approach integrates the various diverse methods into an acceptable framework.   
  Hybrid project management combines ideas from agile (aka adaptive) and traditional approaches to managing, such as waterfall (aka predictive; [Clayton, 2021](https://onlinepmcourses.com/hybrid-project-management/)) (see Figure 4 in [Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)). Specifically, this methodology acknowledges that no one approach works for all projects (Tolbert, 2020, p. 2). Some projects progress predictably with a tried-and-true protocol. Others are more ambiguous in scope, prone to unexpected issues, and have constraints on resources that require an agile approach. In a waterfall approach, the requirements, project scope, and well-defined phases are defined first; then, development and testing can be done in shorter “sprints” to accomplish goals; each phase goes through a go/no-go evaluation before next phase begins ([Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)). Agile is all about adaptability and output, allowing frequent (e.g., daily) interaction with or involvement of customers and subject matter expert(s). Planned estimates for waterfall include timeline and budget; agile estimates scope. Fixed constraints for agile include the timeline and budget, whereas waterfall only fixes scope ([Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)).
* What industries or who is involved in this topic?   
  Many different industries utilize hybrid project management today to unlock the best positive sides of agile and omit any inherent weaknesses. Some of the industries involved are manufacturers, marketing agencies and smaller lean-driven businesses. The approach is often found in situations where a project exhibits too many changing variables where the agile techniques will offer needed flexibility while the waterfall approach delivers an overall output.   
  Software development, government (contractors) ([Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)), start-ups ([Clayton, 2021](https://onlinepmcourses.com/hybrid-project-management/))
* How does the topic impact businesses/organizations?   
  One of the benefits of the hybrid approach is that there isn’t specification on which it can be implemented on a project, this means it works with any type of team, any type of project or task the team is working on. The combination of agile and traditional waterfall approach enables teams to start a project without a ton of prework. The agile activities inevitably address the uncertainties in the entire project lifecycle and the waterfall activities help drive all deliverables to success and on time.   
  Increases speed at which project can be completed, increases stakeholder interaction, and is focused on output ([Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)). Unfinished tasks from one sprint can be pushed to a subsequent sprint, rather than continuing the sprint until all tasks finish. One drawback to this practice is that complicated or long-running tasks tend to get pushed to future sprints, increasing the effort needed to complete them. One positive outcome is that intended end users develop acceptance of new features/functions of a product due to interacting frequently (and minimizing risks). Organizations need to equip all teams starting with the stakeholders and finishing with the customer. The plan can falter if certain teams do not adjust to a faster Agile pace. For instance, if developers are in a 2 week sprint and the network team has SLA’s of 2 months, their waterfall process can hold back the faster paced teams.
* When and why did the topic become important?   
  With the uptick in technological advancement over the past 20 years, development teams have had to find techniques that allow for brainstorming and planning different projects without any fear. A singular approach to project management might limit the creativity and produce schedules that are unattainable in intended time periods. For this reason, and in addition to rise in competition, teams are turning to hybrid approaches to accelerate timetables and attain a competitive edge.   
  Waterfall tenants, aka predictive or planned project management, were first published in 1956, and later ridiculed in the 1970’s (Clayton, 2021). The agile manifesto was published in 2001. PMI recognized agile in 2017 ([Clayton, 2021](https://onlinepmcourses.com/hybrid-project-management/)), but it’s underlying concepts have been around since the 1950’s. The hybrid management style has developed recently as a way to have the “best” from both project management styles, cobbled to fit the needs of the individual project.
* Why do you think people should know about the topic?  
  A hybrid approach to managing long projects (e.g., for government clients) allows risk management, by increasing interaction with customers and subject matter experts, during an aggressive timeline to delivery ([Archer and Kaufman, 2013](https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839)). Letting go of waterfall can be a risky endevor by not knowing what will replace it. Agile might be too aggressive and leave holes in company practives. The hybrid model can help companies do both and meet their business objectives and do it in less risky manner.
* How does this topic affect the world?   
  More and more processes run on software (banking/trading, commerce/inventory management, education, research, healthcare, governments, etc.) that there are start-ups and businesses constantly developing and improving software and cloud applications. These projects now tend to follow an agile or hybrid management methodology.

**Roles and Responsibilities:**

Select a project manager: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Indicate roles/activities that team members will be assigned.*

Coordinator (reminds of due dates & deliverables): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \*Should this be project manager?

Researcher: All

Compiler (works w/ designer): Jennifer Davis

Graphic/topographical designer(s) (for PPT): \_\_\_\_\_\_\_\_\_\_\_

Proofreader: Nelson Abaga

Developmental feedback: All

Presenter(s): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Other ideas for roles/activities??

**Project Approach:** [Use the following as a guide]

* Meetings – synchronous weekly, asynchronous via email and group discussion board when needed
* Document control – Group area on Canvas and maybe shared document & PPT
* Issues – Considering all group members availability when planning deadlines/deliverables; access to tools (Library search, Microsoft Office or Google docs)
* Decisions – anyone can propose ideas/actions; group consensus to adopt (min 3 out of 5 must agree) w/ project manager as tie breaker
* Other ?

**Research Sources:** [What, Where, or Who will be sources of the team’s research]  
PMI website, WSU library online (SearchIT) for journal articles, see also list below

**Major Objectives/Goals/Outcomes:** [Bullet points are acceptable]

* Team members complete gathering ideas for proposal by 5/15 midnight; post to group area on Canvas and alert compiler.
* Compiler completes full draft by 5/16 midnight.
* Meet as group after class or provide feedback on draft via group discussion board by 5/17 midnight.
* Group meeting 5/19 for final review and approval.
* Proofreader completes final pass with any needed updates and submits no later than Thursday 5/19, 11:59pm. Posts a finalized copy to group discussion for project reference.

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**Some potential references:** [please add the ones you use]

Websites:

<https://www.toptal.com/project-managers/agile/hybrid-project-management-a-middle-ground-between-agile-and-waterfall>

<https://www.pmi.org/learning/library/outcomes-hybrid-approach-waterfall-environment-5839>

<https://www.proprofsproject.com/blog/hybrid-vs-agile-project-management/>

<https://onlinepmcourses.com/hybrid-project-management/>

Journal article:

<https://doi.org/10.1287/opre.2019.1977>

2 eBooks:

<https://ntserver1.wsulibs.wsu.edu:2171/lib/wsu/reader.action?docID=6362838&ppg=21>

<https://ntserver1.wsulibs.wsu.edu:2171/lib/wsu/detail.action?docID=5747804>

https://agilemanifesto.org/