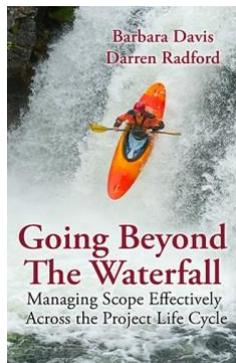

PM WORLD BOOK REVIEW



Book Title: ***Going Beyond The Waterfall***

Author: **Barbara Davis & Darren Radford**

Publisher: **J. Ross Publishing**

List Price: US\$ 49.95 Format: Hard Cover; 288 pages

Publication Date: June 2014 ISBN: 978-1-60427-090-7

Reviewer: **Mark W. Depperschmidt**

Review Date: October 2014

Introduction to the Book

Going Beyond the Waterfall addresses scope definition and provides a model for predicting, evolving and managing scope across a project life cycle. It stresses the importance of contribution of decisions and actions of every team member during the evolutionary process.

It also identifies the impact that tasks and activities have on scope. The tools and methods provided by the authors give practical means to managing scope and prevent unnecessary scope creep and run away projects.

Although the book spends considerable time on the basics of scope and scope management, it also provides significant information on the strengths and weaknesses of Waterfall, Agile and Enterprise Architecture.

The publisher offers a downloadable decision case template; charter, scope, and benefits realization planning documents; project issue and risk tables; a deliverables and artifacts index; and a change control log — available from the **Web Added Value™ Download Resource Center** at www.jrosspub.com

The publisher cites a free download of the templates. The free templates are in pdf form. An additional fee of \$6.95 is required for the Microsoft Word and Excel versions of the PDF files ready for customization and use.

Overview of Book's Structure

The book is organized in 4 sections addressing discovery, scope and defining business solutions; change control; project and architecture methodologies and implementations. Each section includes multiple chapters detailing the section.

Each chapter contains valuable diagrams to illustrate the points, checklists and reference citations for additional reading. It also includes an Appendix of templates, outlines and checklists.

Highlights: What's New in this Book?

The book evaluates the project methodologies of Waterfall, Agile and Enterprise architecture providing objective analysis of strengths and weaknesses. The discussion elaborates on areas that can significantly affect the outcome and success of a project.

By combining the Agile and Waterfall methodologies, Ms. Davis shows the viability of multiple approaches to scope management to mitigate nearly every possible risk to scope in early planning.

Highlights: What I liked!

I found this book to be very interesting reading. The material is very appropriate to current project management where Agile and Waterfall are often assumed to be mutually exclusive. The book focuses on providing real world solutions to the constantly changing requirements of today's business objectives.

I particularly enjoyed the authors "sense of duty" to the business and its objectives as a customer and not just project management. It provides considerable information to help executive sponsors and stakeholders understand the methodologies available and the tools both employ to manage scope and scope creep.

To illustrate the concepts, the author included many examples that are easily relatable by all levels of stakeholders and project management personnel.

Who might benefit from the Book?

Chief information officers, project managers & leaders, consulting firms, business analysts, architects and developers will benefit from reading this book. This is a valuable read for anyone with an objective of managing scope across a project, increasing alignment of technology and business needs and obtaining a higher ROI for technology projects and solutions.

Conclusion

This is a valuable resource for managing scope in projects. The authors have compiled a concise book of scope management complete with working templates. Written from a view of scope management that focuses on the needs of the business to achieve its goals this book is about doing what is best for the business in achieving its long-term strategies and goals.

More information about the book at <http://www.jrosspub.com/going-beyond-the-waterfall.html>

Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – <http://www.pmidallas.org>). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact <mailto:editor@pmworldjournal.net>.

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Mark W. Depperschmidt is a project management professional with 20+ years' experience in both operations and IT. Mr. Depperschmidt has worked in the finance, real estate, mortgage and insurance sectors developing or implementing systems both operational and technological. Mr. Depperschmidt is PMP and Six Sigma Lean Professional certified. He can be reached at mark.depperschmidt@dmpbpo.com.