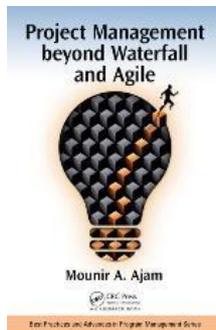


PM WORLD BOOK REVIEW



Book Title: ***Project Management Beyond Waterfall and Agile***

Author: **Mounir A. Ajam**

Publisher: CRC Press, Taylor And Francis Group

List Price: \$66.36 US Format: Hardback, 336 Pages

Publication Date: 2018 ISBN: 978-1-138-70563-0

Reviewer: **Gina Pickett, PMP** Review Date: October 2019

Introduction

Project Management Beyond Waterfall and Agile delivers exactly what the title offers—a comprehensive project management methodology that goes beyond the familiar approaches. The Customizable and Adaptable Methodology for Managing Projects (CAMMP™) offers a solution for the project manager who wants to explore an alternative approach.

The author presents CAMMP™ as a three-dimensional model consisting of Project Life Cycle, Project Management Processes/Groups, and Advanced (project success, competence, sustainability, and best practices). The author is a project management practitioner with many years of experience. The book emphasizes that it was written for practitioners, by a practitioner.

Overview of Book's Structure

The book is divided into three sections, with seven appendices. The author describes the “current state” of project management that led to the development of CAMMP™, then progressively takes the reader on a journey through the CAMMP™ dimensions.

Section I: The Current Reality: The author presents a brief history of the current state of project management, with references to frameworks such as PMI PMBOK®, ISO 21500, and IPMA. The author clearly states that frameworks are the backbones that support a methodology; CAMMP™ being no exception. This overview of the current state of project management is necessary to move the reader forward to Section II.

Section II: The Offered Solution: The CAMMP™ model is presented along with a very informative graphic diagramming the three phases: Discovery, Development, and Delivery. The Discovery Phase corresponds to the Pre-project work that occurs in every organization but is often not included in an organization's project management methodology. The nine stages that are subsets of the phases are: Concept, Feasibility, Requirements, Strategy, Definition, Implementation, Closing, Operational

Readiness, and Initial Operations. Within each stage there are Stage Gates, each with an output which is the stage deliverable.

The author describes several areas of the CAMMP™ methodology that are innovative, most notably the adaptability of the method; “fit for purpose instead of being rigid”, (Page 60). CAMMP™ espouses the practice of including project closure as part of project delivery. Including operational readiness as part of the project is another concept outside the boundary of some methods. Processes along with their respective process gates are also described in Section II. There are six processes and four process gates. The processes are repeated in each stage.

Section III: Applying The Solution: This section further outlines how to customize and tailor CAMMP™ to a real-world project practice and provides several examples that the reader can reference outside of the book (Page 258). Several of the author’s previous books are listed, including Project Management Foundation (Ajam 2014) which discusses an entire social entrepreneurship project start to finish. Section III also touches on product life cycles and the importance of understanding a project’s classification (small-simple, medium-moderate, and large-complex) to determine how the methodology should be tailored. Integrating competence and sustainability within a project is also discussed.

Highlights

A graphic is presented in the preface (Preface, xxxi) that is very helpful. It introduces the structure of the book very simply and effectively. In case the reader gets lost on the journey through the dimensions, returning to this initial graphic will provide stabilization.

The story of a family road trip vacation is brilliantly presented, beginning with the Project Brief and ending with the Project Detailed Plan. Road trips are an example that almost everyone can relate to. Most readers have experienced road trip adventures (and misadventures) that could have gone more smoothly. Reading the story from a project management perspective incorporating CAMMP™ terminology is an excellent way to learn the method and retain the information (and perhaps apply it the next time a road trip is on the horizon).

There are also many sidebar boxes throughout the book which serve as a quick read. Many of the sidebars include insightful examples from the author’s own global project management experience.

Highlights: What I liked!

I liked the overall pace of the book. It was neither too fast nor too slow. The author ensured that each concept was explained thoroughly before jumping too far ahead. Many times, I felt as if the author knew exactly what my next question would be. I never felt that I was being “lectured to” by a senior manager, although clearly the author has an extensive amount of experience.

There are numerous diagrams and tables that logically explain the concepts. A Frequently Asked Questions section is also included.

I particularly enjoyed the real-world example of the family vacation. Additionally, there is a bus trip example which illustrates how stakeholders influence a project. These examples are basic yet illustrate the CAMMP™ methodology quite effectively.

Who might benefit from the Book?

The audience who will be most amenable to the CAMPP™ methodology is twofold. Firstly, practitioners who ask the question “Is there a methodology that may be better suited to my project than the one I am using?” will appreciate CAMMP™. Secondly, a senior manager who is looking to implement the next generation of change throughout the organization, perhaps replacing an “old” methodology, would benefit from the book.

Conclusion

Project Management Beyond Waterfall And Agile maintains the “written by a practitioner, for practitioners” mandate that is emphasized several times throughout the book. The author is one of the founders of SUKAD (Success Uniqueness Knowledge Attitude Development). SUKAD has successfully incorporated CAMPP™ as a methodology for over ten years.

CAMMP™ offers many examples of how the methodology can be customized to produce a workable method for an organizational project management system (OPMS). The author very effectively accomplishes the journey of taking the reader beyond Waterfall and Agile.

For more about this book, go to: <https://www.crcpress.com/Project-Management-beyond-Waterfall-and-Agile/Ajam/p/book/9781138705630>

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About the Reviewer



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Gina Pickett, PMP is an IT professional with more than fifteen years of experience in project management, service delivery, and service desk management. She has worked in the telecommunications, property management, and hospitality industries. Gina obtained a master's degree in Educational Human Resource Development from Texas A&M University, with an emphasis in adult education/virtual learning. Gina is a member of the Project Management Institute, Dallas Chapter, and holds a PMP certification.

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