

# INDEX

- Acceptance testing, 160, 372
- Accountability, 68, 161, 184. *See also* Authority
- Acquisition, 94–95
- Acquisition cycle, 30
- Acquisition Preparation Phase, 93
- Actual cost of work performed (ACWP), 306
- Aerospace industry, 382
- Affinity diagram, 427
- Agile Alliance, 4–5, 15, 352, 405
- Agility, 15–16, 114, 140, 352–354, 378
- Aircraft turnaround project, WBS, 220–222
- Allen, Judd, 38–39
- Allocated requirements, 151–152
- American Society for the Advancement of Project Management (ASAPM), 15
- Amusement park exhibits/rides, project cycle for (Figure 7.3), 88
- Analysis (verification method), 367
- Analytical hierarchy process (AHP), 427
- Analytical style, 335
- Anomalies, 114–115, 370, 379–380
- Anscombe’s quartet (Figure 16.9a), 302
- Architecture Vee. *See* Vee Model, Architecture
- Aronstein, David, 382
- Arrow Diagramming Method (ADM), 211
- Artifacts:
- automatically generated electronic documentation, 353
  - configuration management process improvement template, 395
  - controlling, 267, 268
  - lessons learned as, 42
  - roles, 120–121, 359–360
- Aspects of the project cycle, 99–102. *See also* Project cycle (one of five essentials)
- budget, 30, 31, 99, 101–102, 115–116
  - business, 30–31, 99–101, 115–116
  - as layers, 30
  - technical:
    - development tactics, 116–119
    - modeling, 104–108
    - periods and, 99
    - systems engineering and, 102–104
    - technology insertion, 119–120
- Assembly (in system decomposition), 109
- Attitudes/biases, 51–53, 73
- Attributes/competencies, 182–183
- Augustine’s Law, 268
- Authority. *See also* Accountability; Responsibility:
- conflict in, 154
  - control, 256
  - project manager, 46–47, 183–184, 187–189
  - project team, 184
- Barrett, Craig, 340
- Baseline(s):
- budget, 268
  - chain of requirements, 141–142
  - change control, 267
  - defined, 427
  - Eight Phase Estimating Process:
    - Baseline Estimate Phase, 417–418
    - Environment Baseline Phase, 417
  - elaboration:
    - artifact role, 360
    - hierarchical/nonhierarchical (Figure 19.14), 353
  - management, 120–121
  - technical, 428 (*see also* Technical aspect of project cycle)
- Bath Iron Works in Maine, 157–158
- Behavior:
- diagrams, 66, 164
  - leader (Figure 18.3), 328
  - personal, and communication styles, 51
  - relationship, 328
  - requirements, 151–152
  - task, 328
  - team, 25
- Bennis, Warren, 54, 320
- Berlin, Irving, 381
- Berlo, David (SMCR Model), 49, 50, 51
- Best practices, 12, 387, 428
- “Better, faster, cheaper” (BFC), 127, 384
- “Better” as enemy of “good enough,” 114

- Big bang approach, 359, 364
- Blackhawk helicopter, 103
- Boehm, Barry W., 107
- Boeing 777, 231
- Booher, Dianna, 54, 57
- Boston Big Dig, 89, 92, 101
- Bottom-up incremental integration approach, 364, 365
- Brainstorming, 331
- Brittleness, 373
- Budget:
- aspect of project cycle, 30, 31, 101–102, 115–116
  - baseline, 268
  - cycle, 30
  - underruns/overruns, 314
- Budget at completion (BAC), 306
- Budgeted cost of work performed (BCWP), 306, 307–308
- Budgeted cost of work scheduled (BCWS), 306, 309
- Budgeting Phase, Eight Phase Estimating Process, 420
- Build-to (Critical Design Review, CDR) gates, 243, 351
- Burgess, Thomas, 269
- Burn rate slippages, 317–318
- Business:
- aspect of project cycle, 30–31, 99–101, 115–116
  - baseline control, 121, 267
  - case, 3–7, 13, 14, 110
  - corrective actions, 316
  - status, 293–294
- Business manager/management, 190–191, 390, 432
- BUYER project (COTS procurement support), 248–250
- Buyer/seller viewpoints (Figure 11.6), 195
- Candidate concepts, 152, 315
- Capability Maturity Model Integrated (CMMI), 11–12, 275, 387–398, 421–426
- collaboration, 17
  - continuous representation, 423, 424–425
  - Eight Phase Estimating Process and, 415
  - Generic Goals, 424, 425
  - Generic Practices, 394, 425
  - glossary, 27
  - ISO certification levels and, 41
  - mapping to the five essentials, 396
  - process improvement, 421–422
  - Product Suite, 16, 404, 405
  - representations, 422–423
  - staged representation, 423, 425–426
  - ten management elements and, 135
- Cards-on-the-wall (COW) technique, 73, 200, 209–210, 215
- Career paths, 40–41
- Car selection criteria, 149–150
- Celebrations, team, 80–81
- CERT Coordination Center (CERT/CC), 406
- Certification:
- professional, 16, 40, 41, 404
  - quality, 373
  - system, 375, 376
- Champion, project, 185
- Change control, 120, 267, 269–271, 353, 390. *See also* Configuration management
- Change Control Board (CCB), 269–270
- Chartering the project, 187–189
- Check-and-balance system, 147
- Chism, James, 409
- Christensen, Clayton, 139
- CMM/CMMM. *See* Capability Maturity Model Integrated (CMMI)
- Coaching, 327
- Code of conduct, 74–76
- Code-to-decision gate (CDT), 348
- Collaborate to Consensus (C2C), 60
- Collaboration, 17–18, 53, 330
- Collocated matrix, 174–176
- Commitment to project, 200, 201
- Commitment to project management. *See* Organizational commitment (one of five essentials)
- Communication, project (one of five essentials), 21, 26–27, 45–68
- attitudes and biases, 51–53
  - challenge of common vocabulary, 26–27
  - feedback, 61
  - isolation of stovepipes/silos, 61
  - language/vocabulary, 62–68
  - model (Figure 5.1), 49
  - multiplication factors, 49
  - participants, influence of, 50–53
  - personal behaviors and communication styles, 51
  - project environment, 60–61
  - techniques, 53–60
    - constructive feedback, 53, 58–60
    - dialog, 54–55
    - glance management, 55–56
    - meetings/to follow-up, 58
    - observing/listening, 56–57
    - polling, 57–58
  - in Wheel and Axle Model (Figure 3.3), 24
- Competencies/attributes, 182–183
- Competency models, 131, 185, 186. *See also* Capability Maturity Model Integrated (CMMI)
- Competitors as stakeholders, 15
- Complexity, planning for, 341–360, 385, 398–399
- Component test (WBS dictionary excerpt), 207
- Compromise, 330, 331
- Computer aids/tools, 26, 46, 163–164, 219, 290, 417
- Computer Resources Working Group, 274–275

- Concept Definition Phase, 92–93, 121, 244–245  
Concept of operations (CONOPS), 13, 14, 141, 434  
Concurrent engineering, 191–192  
Configuration items (CIs), 104, 300, 342, 428  
Configuration management, 265–271, 395. *See also*  
    Change control  
Conflict resolution methods, 330  
Confrontation/collaboration, 330  
Congruency, 5, 7, 260, 266  
Consensus:  
    Collaborate to Consensus (C2C), 60  
    decision making, 79  
Constructive challenge/confrontation, 52, 330  
Constructive feedback, 58–60  
Consultants, 191  
Context of implementation, 149  
Continuous Improvement Teams, 70  
Continuous Quality Improvement (CQI), 272–273  
Continuous representation, CMMI, 423, 424–425  
Contract(s), 120, 168, 239, 261, 262  
Contractors/subcontractors, 168, 191, 199, 218  
Control. *See* Project control  
Control gates. *See* Decision gates  
Copyrights/service marks, 2  
Corona project, 382  
Corrective action, 133, 312–318  
    closing the control loop (Figure 17.1), 314  
    determining, 315–316, 317  
    evaluating alternatives by weighted scoring (Figure 17.2),  
        317  
    implementing, 317–318  
    reasons for, 312–314, 315–316, 318  
Cosmai, Robert, 340  
Cosmetic anomalies, 379  
Cost:  
    estimating/costing/pricing, 215–219  
    guidelines for control, 261  
    schedules, 208  
    status, 294, 304  
    variances/overruns, 306, 315  
Cost as an independent variable (CAIV), 12, 149  
Cost Performance Index (CPI), 309, 310  
Cost-reimbursable contracts, risk management, 239  
COTS (Commercial-Off-The-Shelf) products, 152,  
    162–163, 247–252, 346  
Covey, Stephen, 72, 130, 191, 320, 325, 330  
CPM, 208–209, 215. *See also* PERT  
Credibility, 181  
Critical Design Reviews (CDRs), 67, 97, 428  
Critical path:  
    analysis, 22  
    defined, 211  
    example, vacation preparation (Figure 12.14), 213  
    selection of, 357–359  
    shortening, 212–213  
Crosby, Phillip, 374  
CSEP (Certified Systems Engineering Professional), 16, 41  
CSE system certification, 375, 376  
Cultural change, farming analogy, 38–39  
Culture, high performance, 38–42, 354, 399  
Customer(s), 379  
    in-plant representatives, 289–290  
    review meetings, 288  
Cycle. *See* Project cycle (one of five essentials)  
  
Dashboard, 207–208  
Data:  
    collection phase, Eight Phase Estimating Process,  
        420–421  
    control, 262  
    mining, 141  
    nonstandard input/output formats, 219  
Deactivation Phase, 95, 96  
Decisional meetings, 284  
Decision gates:  
    build-to, 243, 351  
    business aspect, 30–31  
    conduct/resolution, 276–277  
    confusing titles, 66–67  
    constructive feedback and, 59  
    criteria for definition of, 276  
    Critical Design Review (CDR), 351  
    decision options (acceptable, acceptable with  
        reservations, unacceptable, unsalvageable), 97, 277  
    defined, 428  
    design-to gates, 116, 243, 351  
    importance of, 96–98  
    phasing of, 351–352  
    Preliminary Design Review (PDR), 66, 116, 351  
    in project cycle templates (Figure 7.2), 87  
    Systems Requirements Review (SRR), 98  
    tailoring gated cycle, 127  
Decision matrix, risk (Table 13.1), 240  
Decision processes, alternative (Figure 6.3), 79  
Decision records, opportunity/risk (Figure 13.7), 241  
Decision styles, 78–80, 328  
Decomposition Analysis and Resolution (DAR), 109,  
    110–114, 144–159  
    architecture selection, 156–159  
    Architecture Vee and (Figure 9.8), 148  
    context of implementation, 149  
    defining problem to be solved and establishing weighted  
        evaluation criteria, 149–151  
    defining required behavior and performance, 151–152  
    definitions, 429  
    developing candidate logical/physical solutions, 152

- Decomposition Analysis and Resolution (DAR) (*Continued*)  
 overview diagram (Figure 9.6), 146  
 selecting best solution, 152–155  
   flow chart (Figure 9.10), 153  
   quality function deployment (QFD), 155–156  
   sensitivity analysis (Figure 9.11), 154  
   study process (Figure 9.12), 155  
 sources/techniques for determining requirements, 147–149
- Decomposition levels, 109
- Defense. *See* U.S. Department of Defense (DoD)
- Delegating, 327, 329
- De Lesseps, Ferdinand, 100–101, 278
- Deliverables, 202, 402
- Delivery methods, 354, 429
- Deming, W. Edwards, 374
- Demonstrations, 367
- Denver Airport, 92, 98, 196, 390
- Deployment Phase, 95
- Derived requirements, 151
- Design:  
   artifacts, 395  
   drawings, 275  
   margin verification, 371–373  
   reviews, 97, 111, 113, 114, 348, 351, 390, 431  
   verification, 370–371
- Design Baseline Phase, Eight Phase Estimating Process, 415
- Design-to gates, 116, 243, 351. *See also* Preliminary Design Reviews (PDRs)
- Development methods:  
   definitions, 429  
   evolutionary, 116, 356, 357, 407–408, 429  
   incremental, 117, 118, 358, 364, 407–408, 429  
   linear, 117, 118, 200, 358, 430  
   strategy/tactics, 116–119, 200, 429  
   unified, 112, 434
- Dialog, 54–55
- Disk drives, evolution of, 139–140
- DMAIC (Define, Measure, Analyze, Improve, Control), 391
- Documentation. *See* Artifacts
- DoD. *See* U.S. Department of Defense (DoD)
- Driver style, 335
- Drucker, Peter, 168, 260, 320
- Dual Vee, 349, 350, 355, 434. *See also* Vee Model
- Dynamic Data Collection Phase, Eight Phase Estimating Process, 420–421
- Earned value, 26, 133, 197, 305–308
- Earned Value Management (EVM) systems, 133, 305–308
- Einstein, Albert, 11, 19
- Electrical integration, 363
- Electronics Industries Alliance (EIA), 15, 269, 403–404, 406
- Emerson, Ralph Waldo, 383
- Engineering, systems. *See* Systems engineering
- Engineering tests, 160
- Entity development/solution, 341–352. *See also* Vee Model
- Environment, project:  
   communication, 60–61  
   leadership and, 323–327  
   organizational commitment, 42–44  
   requirements change (Figure 9.3), 143
- Environmental testing, 160
- Environment Baseline Phase, Eight Phase Estimating Process, 417
- ESL, 38
- Essentials of project management, five. *See also specific essentials:*  
   organizational commitment, 21, 25–26, 37–47  
   project communication, 21, 26–27, 48–68  
   project cycle, 22, 28–31, 84–128  
   situational techniques/tools (ten management elements), 22, 31–33, 129–134 (*see also specific elements*)  
     corrective action, 32, 133, 312–318  
     opportunities and risks, 32, 132, 223–253  
     organization options, 32, 33, 131, 167–180  
     project control, 32, 132–133, 254–277  
     project leadership, 32, 133–134, 319–337  
     project planning, 32, 131–132, 196–222  
     project requirements, 32, 130–131, 137–166  
     project status, 32, 133, 292–311  
     project team, 32, 131, 181–195  
     project visibility, 32, 33, 133, 278–291  
     teamwork, 21, 27–28, 69–83
- Estimate at completion (EAC), 306, 307
- Estimated completion date (ECD), 299
- Estimate to complete (ETC), 306, 307
- Estimating:  
   costing/pricing process, 215–219
- Eight Phase Process, 415–420  
   Phase 1: Design Baseline Phase and Work Breakdown Structure (WBS), 415  
   Phase 2: Size Baseline Phase, 416  
   Phase 3: Environment Baseline Phase, 417  
   Phase 4: Baseline Estimate Phase, 417–418  
   Phase 5: Project Estimate Phase, 418–419  
   Phase 6: Risk Analysis Phase, 419–420  
   Phase 7: Budgeting Phase, 420  
   Phase 8: Dynamic Data Collection Phase, 420–421
- Ethical/legal issues, 74–76
- European Commission, 264–265
- Evolutionary development, 116, 356, 357, 407–408, 429
- Evolution of typical project, 42–43
- Executive management review, 288
- Expected value (EV), 237
- Expenditure profile, typical (Figure 7.4), committed versus spent, 90
- Expert reviews, 275–276
- Expressive style, 335
- Extreme Programming, 15, 140, 378

- Failure:  
 project (reasons for), 41–42, 70–71, 123, 325–326  
 testing:  
   mean time between failure (MTBF), 373  
   unrepeatable (one-time anomalies), 370, 380 (*see also* Anomalies)
- Failure Modes and Effects (and Criticality) Analysis (FMEA and FMECA), 235, 429
- Failure review boards, 276
- Farming metaphor, 41
- Fast cycle time, 125–127
- Fayol, Henri, 19, 31, 32, 255
- Feasibility, hardware/software, 430
- Feedback, 53, 58–60, 61
- Financial management. *See* Budget
- Firmware, 376
- First article testing, 160
- Flowcharts, 66
- Focus groups, 148
- Follower readiness, 329
- Forcing style (power/dominance), 330
- Ford, Henry, 69
- Ford automobiles, 127, 234, 376
- Forms/templates, web site for, 401–402
- Formality, 67–68
- Formal testing, 160, 369
- Frameworks, 11
- France, Anatole, 56
- Fuller, Thomas, 292
- Functional integration, 364
- Functional organizations, 45, 169–170
- Gantt charts, 29, 211, 215
- Gates, control. *See* Decision gates
- Gates, Bill, 141, 290, 293
- Geostationary Operational Environment Satellite (weather satellite), 126
- Glance Management, 55–56, 280–282
- Goals, 72, 166, 424, 425
- Government, U.S.:  
   Department of Defense (*see* U.S. Department of Defense (DoD))  
   Request for Proposal (RFPs), 42, 204
- Government Furnished Equipment, Services, and Material (GFE), 215
- Government-Off-The-Shelf (GOTS), 162
- Graphical languages/tools, 26, 62, 66, 164. *See also* Systems Modeling Language (SysML); Unified Modeling Language (UML)
- Grove, Andy, 340
- Gruhl, Werner, 90–91
- Hall, Rob, 241
- Hallucinator, 323
- Hardware/software. *See also* Software:  
   erroneous separation of (Figure 7.7), 106  
   low-risk solutions, 162–163
- Hardware Model Shop Development, 140
- Harley Davidson, 372
- Harris, Sydney, 56
- Harry, Mikel, 252
- Hazard analysis, 235
- Headcount:  
   report (Figure 16.7), 301  
   variance, 287
- Heating system example, 149, 152, 153, 158
- Heinlein, Robert A., 279
- Hersey situational leadership model (Figure 18.3), 328
- Herzberg, Frederick, 326–327
- Hidden enemies, 51, 387–390
- Historical templates, generalized, 236
- Home building/remodeling, 127–128, 147, 158
- House of Quality (quality function deployment, QFD), 140–141, 155–156, 429, 432
- Hubble Telescope, 159, 234, 312, 366
- Hyundai 76, 339–340
- Jacocca, Lee, 234
- Ibvi, 376, 382  
   ilities verification, 375
- Implementation:  
   context of, 149  
   computer-based tools, 219  
   cycle, 30  
   planning, 198–200
- Implementation Period, 94–95, 99  
   Source Selection Phase, 94  
   System Development Phase, 94  
   Verification Phase, 94–95
- Incremental development, 117, 118, 358, 364, 407–408, 429
- Informal testing, 160
- Informational meetings, 284, 285, 286
- Information center, project, 80
- Ingersoll-Rand air grinder, 127
- Inspection, 367
- Institute of Electrical and Electronics Engineers (IEEE), 15, 405
- Institute of Industrial Engineers (IIE), 15
- Insurance, earthquake, 223
- Integrated model, 19–33, 35–36  
   modeling integration of project management and systems engineering, 19–20  
   purposes of the model, 20  
   validation criteria, 20  
   visualizing relationship among five essentials, 22–24  
   Wheel and Axle Model, elaboration of, 25–31
- Integrated project teams and product teams, 176–178

- Integration, verification, and validation (IV&V), 359, 361–380  
 anomaly management, 379–380  
 definitions, 361  
 integration, 362–366  
 risk and, 366  
 validation, 376–378  
 verification, 366–375
- Integrity, system, 266, 433
- Intel Corporation, 326, 340, 382–383
- International Council on Systems Engineering (INCOSE), 15, 16, 20, 403–404  
 Certified Systems Engineering Professional (CSEP)  
 certification program, 16  
 current development, 25, 46, 387  
*INCOSE Systems Engineering Handbook*, 16, 36  
 Object Oriented Systems Engineering Methodology (OOSEM), 165, 410–411, 414  
 overview table, 404  
 web site, 164
- International Organization for Standardization (ISO), 15, 86, 87, 135, 269, 391, 406
- International Project Management Association (IPMA), 15
- Internet, 141, 290, 313  
 web site for templates/forms, 401–402
- Interpersonal management role, 284
- Interpersonal Relations Model, 334–335
- Interpersonal traits, 330–331
- Intuition, 399
- Iridium Corporation, 3, 376
- ISO 9000, 391. *See also* International Organization for Standardization (ISO)
- Johnson, Kelly, 126, 382
- Jung, Carl, 181, 336
- Kendrick, Tom, 232–233, 237
- Kepner-Tregoe Decision Analysis Methodology, 154–155, 186
- Kerzner, Harold, 187
- Kidd, Callium, 269
- Kile, Ray, 415, 421
- Kinder, Gary, 19, 385–386
- Kohn, Alfie, 327
- Language/vocabulary, 62–68. *See also* Communication, project (one of five essentials)
- Larman, Craig, 112, 352
- Leadership. *See* Project leadership
- Learning organizations, 41, 264
- Legal/ethical issues, 74–76
- Lessons learned, 13, 14, 41–42, 236, 368–369
- Lewis, C. S., 85
- Life cycle. *See* Project cycle (one of five essentials)
- Life testing, 160, 373
- Lighthouse anecdote, 324
- Linear development, 117, 118, 200, 358, 430
- Listening, 56–57
- Locke, John, 138
- Lockheed, 126, 131, 167, 168, 382, 383
- Logical integration, 364
- Love Canal, 96
- Lowest-configuration item (LCI), 102, 109, 342, 344, 345, 430
- Lowest replaceable unit (LRU), 104, 342
- Macro level of project management, 225
- Malinowski, Len, 69
- Management:  
 executive, role of, 39–40  
 executive management review, 288  
 versus leadership, 320  
 proactive, versus lip service, 39–40  
 styles, 79 (*see also* Project leadership, styles)
- Management by objectives (MBOs), 193, 262–263, 273, 326
- Management-by-walking-(or wandering)-around (MBWA), 56, 133, 281–282
- Management elements, ten, 22, 31–33, 129–134. *See also specific element:*  
 corrective action, 32, 133, 312–318  
 opportunities and risks, 32, 132, 223–253  
 organization options, 32, 33, 131, 167–180  
 project control, 32, 132–133, 254–277  
 project leadership, 32, 133–134, 319–337  
 project planning, 32, 131–132, 196–222  
 project requirements, 32, 130–131, 137–166  
 project status, 32, 133, 292–311  
 project team, 32, 131, 181–195  
 project visibility, 32, 33, 133, 278–291
- Management Methods Survey (Figure 21.3), 389
- Management/project information center, 80
- Management surveys, 263–264, 389, 390
- Manager. *See* Project manager
- Margin, qualification testing with, 160
- Margin management, 295–298
- Marketplace dynamics, 4–5, 192–193
- Maslow's needs hierarchy, 330
- Material shortage list (Figure 16.6), 301
- Matrix organization, 169  
 collocated, 174–176  
 conventional, 172–174, 176  
 management operations, 179, 180  
 typical (Figure 4.3), 44
- Maturity Levels, 392, 425–426. *See also* Capability Maturity Model Integrated (CMMI)
- McGregor, Douglas, 323–324
- Mean time between failure (MTBF), 373
- Measurement units, 368

- Mechanical integration, 363
- Meetings, 58, 77–78, 284–288, 326
- Micromanagement, 263–265
- Microsoft, 33, 87, 107, 141, 164, 252, 293, 356
- Milestone reports (Figures 16.3, 16.4), 299
- Military resource deployment, 173
- Miller, Henry, 167, 320
- Mission Compromised, 379
- Model(s):
- definitions, 11, 430–431
  - feasibility, hardware/software, 430
  - five essentials, 19–33
  - integrated, 19–33, 35–36
    - mastering complex systems with, 1–2
    - project and systems engineering, 19–20
    - purposes, 20
    - validation criteria, 20
    - visualizing relationship among five essentials, 22–24
  - Spiral (*see* Spiral Model)
  - Vee (*see* Vee Model)
  - visualizing the project environment, 8–18
  - Waterfall (*see* Waterfall Model)
  - Wheel and Axle (*see* Wheel and Axle Model)
- Modeling language. *See* Systems Modeling Language (SysML)
- Monte Carlo methods, 209, 236–237, 419, 431
- Motivation:
- factors, positive/negative (motivational/maintenance), 327
  - process improvement and, 392
  - techniques of project leadership, 322–333
    - coaching, 327
    - creating the environment, 323–327
    - delegation, 327
    - interpersonal traits, 330–331
    - reinforcement, 331
    - rewarding achievement, 332–333
    - setting example, 331–332
    - supervision maturity, 327–333
    - training, 333
    - vision, 322–323
- Mt. Everest expedition (1996), 241
- Mulcahy, Rita, 230, 233
- Murray, James, 65
- Musts/wants (exercise), 166
- Myers-Briggs model, 336
- $N^2$  diagram, 362–363, 431
- NASA:
- Apollo 13* disaster, 113
  - cycle, 86, 87
  - “faster, better, cheaper,” 100
  - Lewis* spacecraft, 384
  - Mars Climate Orbiter, 276
  - Mars Pathfinder, 297, 384
  - Microrover System, 297, 298
  - Space Shuttle, 48, 51, 57–58, 60–61, 65, 74, 90–91, 113, 234, 281, 312, 390
  - space station, 96, 101
  - Study Period as percent of development cost (Figure 7.5), 91
  - technology insertion projects, 126
- NDI (Nondevelopment Items), 162, 247–252. *See also* COTS (Commercial-Off-The-Shelf) products
- Needs analysis, 412–413
- Negative personal biases, 51
- Network, project, 22, 126, 200, 208–214
- Nietzsche, Friedrich, 57
- Nit Management, 264
- Nondevelopment-Items (NDIs), 162, 247–252
- Nth article testing, 160
- Oakland-San Francisco Bay Bridge, 89, 92
- Objectives/process/drivers, overview (Figure 12.3), 199
- Object Management Group (OMG), 141, 165–166, 410. *See also* Unified Modeling Language (UML)
- Object Oriented (OO) approach, 410
- Object Oriented Systems Engineering Methodology (OOSEM), 165, 410–411, 414
- Off-core studies, 110, 243
- Oliver, David, 164–165, 410
- Olympics, 122
- One-time anomalies or failures, 370, 380
- Operations, artifacts’ role in, 360
- Operations Period, 95–96, 99
- Opportunities/risks, 16–18, 32, 132, 223–253
- agility and, 353
  - causative and preventive actions, 238–239
  - contingent actions, 238–239
  - COTS/NDI, 247–252
  - critical path and, 212
  - Eight Phase Estimating Process, Risk Analysis Phase, 419–420
  - identification of risks, 223, 230–236
  - integration/verification, and risk philosophy, 366
  - levels (macro/tactical), 225–226
  - management of opportunity and risk actions (Figure 13.6), 238
  - objectives:
    - opportunity management (Figure 13.1), 228
    - risk management (Figure 13.2), 229
  - paradigm shift (gradual) in risk management, 223
  - planning, 200, 239–240
  - probability/impact assessment, 236–239
  - product risk areas, 233–234
  - project cycle and, 240–247
  - project-value-driven opportunity and risk management, 226–230

- Opportunities/risks (*Continued*)
- requirements management and risk philosophy, 150–151
  - risk decision, 151, 240
  - solution, risks of/to/by the, 233–234
  - strategies:
    - for negative risks (avoid, transfer, mitigate), 239
    - for positive risks (exploit/share/enhance), 239
- Orchestra/musicians metaphor, 1–2, 20, 21, 26, 71, 181
- Øresund Bridge-Tunnel project, 93, 101
- Organization, defined, 168
- Organizational commitment (one of five essentials), 21, 25–26, 37–47
- career paths, 40–41
  - culture, 25, 38–42
  - executive management role, 39–40
  - interpersonal relationships, 25
  - learning organizations, getting to the ultimate “why,” 41
  - lessons learned, 41–42
  - project environment, 42–44
  - project resources, 45–47
  - staffing, 42
  - team behavior, 25
  - in Wheel and Axle Model (Figure 3.3), 24
- Organizational isolation, 61
- Organizational position, and leadership, 321–322
- Organization options, 33, 131, 167–180
- functional, 169–171, 176
  - guidelines for simple projects and subprojects, 176
  - integrated project teams and integrated product teams, 176–178
  - matrix, 169
    - collocated, 174–176
    - conventional, 172–174, 176
    - management operations, 179, 180
    - typical (Figure 4.3), 44
  - project, pure, 171–172, 176, 177
  - strengths/weaknesses of common structures, 170, 171, 172, 174, 175
  - symptoms of inappropriate organization, 178
  - systems engineer and, 179
- Ouchi, William, 324
- Outsourcing, 191
- Pagonis, William G., 129
- Panama Canal, 92, 100–101, 129, 278
- Parametric estimating models, 418–419
- Parker, Chance, 340
- Participating leadership style, 329
- Peer reviews, 60, 251, 275–276
- Performance improvement, 381–399
- case study (*Ship of Gold in the Deep Blue Sea*), 385–386
  - complexity made simple, 399
  - cost performance, 381–382
  - hidden enemies, exposing, 51, 387–390
  - institutionalizing best practices, 387
  - mapping CMMI to the five essentials, 396
  - motivation, 392
  - overcoming “band-aid” approach, 393–394
  - payoff, 18
  - planning, improving accuracy of, 385, 386–387
  - process improvement, 390–398
  - schedule performance, 381–382
  - sustaining, 387–390, 396–397, 399
  - technical performance, 381
- Performance measurement systems, 302–304. *See also* Earned value
- Periods. *See* Project cycle (one of five essentials)
- Personal behaviors and communication styles, 51
- Personnel schedules, 208
- PERT, 29, 208–209, 215, 416
- Phases. *See* Estimating, Eight Phase Process; Project cycle (one of five essentials)
- Planning. *See* Project planning
- Plan-violator meetings, 287
- PMBOK Guide* (Project Management Institute’s *A Guide to the Project Management Body of Knowledge*), 2, 12, 20, 26, 404
- PMI. *See* Project Management Institute (PMI)
- PMP. *See* Project Management Professional (PMP)
- Polling techniques, 57–58
- Post-it Notes, 376
- Precedence Diagramming Method (PDM), 211
- Preliminary Design Reviews (PDRs), 66–67, 97, 111, 113, 114, 348
- Previously Developed Products, 162
- Pricing, 215–219
- Prioritization, 149
- Proactive style:
  - control, 32, 260, 277
  - glance management, 55–56
  - management, 39–40, 334
  - prioritization, 149
- Probability, assessing, 236–239
- Problem solving and commitment (Figure 12.4), 201
- Process:
  - as freedom, 339
  - improvement, 390–398
- Product(s):
  - artifacts, 395
  - planning, 200
  - Project Product List Fact Sheets (PPLFS), 202, 204, 432
  - Project Products List (PPL), 202, 203, 432
- Product Breakdown Structure (PBS), 157, 158, 362–364
- Production Phase, 96
- Productivity improvement, 18
- Professional societies, 15, 403–405
- Project(s):
  - evolution, typical, 42–43
  - facilities, 123

- failure, causes of, 41–42, 70–71, 123, 325–326
- production, 122
- research and development, 123
- “suicide run,” 5–6
- system development, 122
- system integration, 122
- tree analogy, 43–44
- types, 122–123
- Project business management, 390, 432
- Project control, 32, 132–133, 254–277
  - configuration management and change control, 265–271
  - corrective action closing the control loop (Figure 17.1), 314
  - decision gates, conduct/resolution of, 276–277
  - defined, 255
  - elements common to all control systems, 255–256
  - level of, 259–261
  - proactive/reactive, 32, 260, 277
  - process control, 255–258
  - requirements, 260
  - resistance to control systems, reasons for, 259
  - self-control, 262
  - techniques, 261–265
    - quality, 271–273
    - technical, 261, 274–276
  - variance control (Figure 14.2), 257, 258
- Project coordinators, 289
- Project cycle (one of five essentials), 22, 28–31, 84–128
  - amusement park exhibits and rides (Figure 7.3), 88
  - aspects, 30–31, 99–102
  - as axle (Figure 3.2), 23, 24
  - baseline management, 120–121
  - baseline template, 91
  - budget aspect, 30, 31, 99, 101–102, 115–116
  - business aspect, 30–31, 99–101, 115–116
  - decision gates, importance of, 96–98
  - defined, 22, 85
  - format, 29, 85
  - graph (Figure 3.4), 28
  - names for, 30
  - network and (Figure 7.16), 126
  - opportunities/risks and, 240–247
  - Period 1: Study Period, 89–93, 99
    - Acquisition Preparation Phase, 93
    - Concept Definition Phase, 92–93
    - expenditure profile, typical (Figure 7.4), committed versus spent, 90
    - System Specification Definition Phase, 93
    - User Requirements Definition Phase, 92
  - Period 2: Implementation Period, 94–95, 99
    - Source Selection Phase, 94
    - System Development Phase, 94
    - Verification Phase, 94–95
  - Period 3: Operations Period, 95–96, 99
    - shortening, 125–127
    - tailoring (steps/techniques), 122–125
    - technical aspect, 99, 102–108
      - development tactics, 116–119
      - modeling, 104–108
      - systems engineering and, 102–104
      - technology insertion, 119–120
    - templates (Figure 7.2), 87
    - in Wheel and Axle Model (Figure 3.3), 24
- Project Estimate Phase, Eight Phase Estimating Process, 418–419
- Project Information Center, 80, 282–283
- Project leadership, 24, 133–134, 185, 290–291, 319–337
  - influence categories, 321
  - management versus leadership, 320
  - motivational techniques, 322–333
  - principles (Useem), 319
  - project manager, 185 (*see also* Project manager)
  - right-brain activity, 320
  - styles, 328, 333–337
  - visibility and, 290–291
  - vision and, 320–323
- Project management. *See also* Project manager:
  - adversarial, 69
  - defined, 6
  - macro level, 225
  - survey on perception of importance of, 390
  - systems engineering, interdependency with, 6–7
- Project Management Institute (PMI), 15, 16, 403, 404
  - certification, 16, 41, 404
  - Organizational Project Management Maturity Model (OPM3), 387
  - overview table, 404
  - Project Management Body Of Knowledge (*PMBOK Guide*), 2, 12, 20, 36, 404
- Project Management Professional (PMP), 16, 41, 404
- Project manager:
  - accountability, 184
  - authority, 46–47, 183–184, 187–189
  - as buyer of services provided by support managers, 195
  - competency model (Table 11.1), 185, 186
  - leadership, and personal factors, 321
  - operating style, 334
  - organization options and, 168–169
  - professional certification of, 16
  - responsibilities, 77, 168–169, 183–184
  - selecting, 185–187
  - technique versus styles, 334
  - weekly review, 287–288
- Project network, 22, 126, 200, 208–214
- Project office triad, 190
- Project opportunity cycle, 30
- Project organization, pure, 171–172. *See also* Organization options

- Project performance. *See* Performance improvement
- Project planning, 131–132, 196–222
- commitments, 200
  - configuration management process improvement template, 395
  - dashboard, WBS tasks and, 207–208
  - defined, 196
  - deliverables, determining, 202
  - development strategy and tactics, 200
  - elements/process/techniques (Table 12.1), 200
  - estimating, costing, pricing, 215–219
  - exercise (WBS for aircraft turnaround project), 220–222
  - implementation, 198–200
  - improving, 386–387
  - network/schedules, developing, 200, 208–214
  - opportunity/risk tactics, 200, 239–240
  - overview, objectives/process/drivers (Figure 12.3), 199
  - payoff, 218
  - process, 199–202
  - products, 200
  - resources, 200, 214–215
  - schedules, 200, 208–214
  - stating and, 197
  - survey on perceived importance of, 390
  - tasks, 200, 202–207 (*see also* Work Breakdown Structure (WBS))
  - teamwork, 78
  - total project plan consisting of multiple plans (Figure 12.1), 197
  - updating/maintaining the plan, 219
- Project Product List Fact Sheets (PPLFS), 202, 204, 432
- Project Products List (PPL), 202, 203, 432
- Project requirements, 32, 130–131, 137–166
- accountability, 161
  - artifacts, 395
  - chain of requirements baselines, 141–142
  - as critical issue, 3–7
  - Decomposition Analysis and Resolution (DAR), 109, 110–114, 144–159
  - derived, 151
  - potential for low-risk hardware and software solutions, 162–163
  - requirements management, 3–7, 142–143
    - chain of requirements baselines (Figure 9.2), 142
    - complexity, 143, 144
    - defined, 7
    - importance of, 3–7
    - intersection of project management and systems engineering, 6–7
    - marketplace dynamics demanding responsiveness/agility, 4–5
    - project cycle and, 142–143
    - project management and, 5–7
    - project success and, 5
    - requirements change and compliance management (Figure 9.2), 142
    - requirements change environment (Figure 9.3), 143
    - tools, 163–164
    - requirements modeling language, 164–166 (*see also* Systems Modeling Language (SysML))
    - simultaneous discovery (requirements/solutions), 140
    - system solutions and, 143–146
    - terminology/definitions, 65, 433
    - to-be-determined and to-be-resolved, 161–162
    - traceability, 161, 368, 390, 433
    - users/developers converging, 140–141
    - Vee Model and, 143–146
    - verification analysis and resolution (VAR) process, 144, 147, 159–160
- Project status, 32, 133, 292–311
- agenda checklist (Figure 16.1), 296
  - business, 293–294
  - Configuration Item Status Report (Figure 16.5), 300
  - cost, 294
  - determining, 293–301
  - earned value and planning, 305–308
  - evaluating, 295
  - headcount variance report (Figure 16.7), 301
  - Material Shortage list (Figure 16.6), 301
  - meetings, 395
  - milestone reports, 299
  - performance measurement systems, 302–304
  - report example (Figure 16.15), 311
  - reviews, major, 294–295
  - schedule, 294
  - technical, 293–294, 295–298
  - terminology, 26–27, 197, 313
  - Top Ten Problem Summary (Figure 16.8), 302
  - trend interpretation, 308–311
- Project/system integrity, 266, 433
- Project team, 32, 131, 181–195. *See also* Teamwork (one of five essentials)
- attributes and competencies, 182–183
  - chartering the project, 187–189
  - concurrent engineering, importance of, 191–192
  - managing major interfaces and interrelationships, 192–194
  - matrix functions chart (Figure 11.5), 193
  - project manager (*see* Project manager)
  - staffing, 189–191
    - business manager, 190–191
    - project office triad (Figure 11.3), 190
    - systems engineer/technical manager, 189–190
- Project visibility, 33, 133, 278–291
- decomposition (Figure 15.1), 279
  - glance management, 280–282
  - leadership and, 290–291

- meetings, 284–288 (*see also* Meetings)
- Project Information Center, 282–283
- techniques for enhancing, 288–290
- Tiger Teams, 283–284 (*see also* Tiger Teams)
- tools/devices, 290
- Project Work Authorizing Agreements (PWAA), 194, 198, 200, 218–219, 262–263, 271
- Qualification, 65, 160, 373, 432
- Quality as process, 374
- Quality assurance (QA), 74, 271–272
- Quality controls and techniques, 271–273
- Quality function deployment (QFD), 140–141, 155–156, 432
- Quality verification, 372, 374. *See also* Verification
- Quebin, Nido, 381
- Recycling considerations, 96
- Redline limits, 368
- Red Teams, 51, 60, 70, 390, 432
- Regulatory bodies and standards organizations, 406–408. *See also* Electronics Industries Alliance (EIA); International Organization for Standardization (ISO); U.S. Department of Defense (DoD)
- Reinforcement, 81, 331
- Relationship behavior, 328
- Reliability testing/verification, 160, 373
- Replication and repair (artifact role), 360
- Request for Proposals (RFPs), 42, 64, 204
- Requirements. *See* Project requirements
- Requirements Traceability and Verification Matrix (RTVM), 161, 368, 433
- Resources, project, 45–47
  - leveling and optimization, 213–214
  - planning, 200, 214–215, 217
- Respect, 72–73
- Responsibility. *See also* Accountability; Authority:
  - confusion of, 178
  - matrix (Figure 12.17), 215, 217
  - team, 184
- REVIC parametric cost estimating model, 415
- Review(s):
  - artifacts, 395
  - customer, 288
  - design, 97, 111, 113, 114, 348, 351, 390, 431
  - executive management, 288
  - expert, 275–276
  - failure review boards, 276
  - meetings, 288
  - peer, 60, 251, 275–276
  - Red Team, 60
  - status, 294–295
  - System Concept Review, 67
  - Systems Requirements Review (SRR), 98
  - test readiness, 369
  - Tiger Team, 316
    - weekly, project manager's, 287–288
  - Rewards/penalties, 76, 81, 321, 332–333
  - Right-brain activity (leadership), 320
  - Risk(s):
    - management (*see* Opportunities/risks)
    - project types characterized by, 123
  - Risk Analysis Phase, Eight Phase Estimating Process, 419–420
  - Role biases, 73
  - Roles, clarifying, 194. *See also* Responsibility
  - Royce, Winston W., 106
  - Rusk, Dean, 57
  - Ruskin, John, 278
  - Sales channels as stakeholders, 15
  - Sales/Support Phase, 95, 96
  - San Francisco Bay Bridge, 89, 92, 149
  - Scenario planning, 235–236
  - Schedule(s):
    - compression/expansion effects (Figure 12.15), 214
    - control, guidelines for, 261
    - corrective action, 315–316, 318
    - performance, 381–382
    - planning, 200, 208–214
    - status determination, 294, 298–301, 309
    - variances/overruns, 306, 315–316, 318
  - Schedule Performance Index (SPI), 309, 310
  - Scope, 65, 433
  - Scorpion* submarine, 234, 312–313
  - SEI-CMMI. *See* Capability Maturity Model Integrated (CMMI)
  - Self-control, 262
  - Selling leadership style, 329
  - Sensitivity analysis, 154
  - Shaw, George Bernard, 48
  - Shedd, William, 223
  - Shelfware, 361–362, 376
  - Shimano American Corporation, 313
  - Ship building industry, 157
  - Ship of Gold in the Deep Blue Sea* (Kinder), 19, 385–386
  - Silos, 61
  - Situational tools/techniques. *See* Management elements, ten
  - Six Sigma, 135, 391, 433
  - Size Baseline Phase, Eight Phase Estimating Process, 416
  - Size of project, and success/failure, 123
  - Skunk works, 126, 131, 167, 382, 383, 433
  - SMCR (source/message/channel/receiver) model, 49, 50, 51
  - Smoothing, 330
  - Software:
    - brittleness, 373
    - control, 273, 274–275

- Software (*Continued*)
- development, cost and estimating process, 386–387
  - erroneous separation from hardware events (Figure 7.7), 106
  - fault tolerance, 373
  - quality verification, 374
  - tools, 417 (*see also* Computer aids/tools)
- Software Capability Maturity Model (SW-CMM), 16, 405
- Software Engineering Institute (SEI), 15, 16, 403, 404, 405, 406. *See also* Capability Maturity Model Integrated (CMMI)
- Software Quality Assurance (SQA), 273
- Solar radiation and stock prices (Figure 16.9c), 303
- Solution(s):
- entity, 341–352
  - initiation (Figure 7.13a), 117
  - risks by, 234
  - risks of, 233–234
  - risks to, 233
  - space shrinking to trade space (Figure 2.5), 12, 13
  - system, 9, 143–146
- Solution trade space, 10–12
- Source Selection Phase (Implementation Period, project cycle), 94
- Space shuttle. *See* NASA
- Specification owner, roles (Figure 20.9), 379
- Spiral development approach, 95, 407–408, 433
- Spiral Model, 108, 354, 355, 433
- annotated (Figure 13.10), 245
  - complexity chapter, 354, 355–356
  - Figure 7.9, 108
  - overlaid on the Vee (Figure 13.11), 246
  - project cycle and, 107–108
  - risk and, 245, 246–248, 348, 355
  - Vee versus, 348 (*see also* Vee Model)
- Staffing, 189–191
- Staged representation, 423, 425–426
- Stakeholder(s):
- defined, 433
  - diverging interests of, 6–7
  - identifying, 12–15
  - influence, and concurrent engineering, 192
  - teamwork among, 27–28
  - types, 14–15
- Standards:
- professional environment, 403–405
  - project environment boundaries (Figures 2.4, 2.5), 13, 14
  - regulatory bodies and standards organizations, 406–408
- Star Wars initiative, 243
- Status/statusing (terminology), 26–27, 197, 313. *See also* Project status
- Stillman, Rona, 106
- Stovepipes, 61
- Structure. *See* Organization options; Work Breakdown Structure (WBS)
- Study Period, 89–93, 99
- Styles, leadership, 329, 333–337
- Subcontractors, 168, 191, 199, 218
- “Suicide run,” 5–6
- Superior team development inventory (STDI), 82
- Supervision maturity, 327–333
- Suppliers, 379
- Support, pure, 170, 171
- Surveys:
- management, 263–264, 389, 390
  - users, 148
- SysML. *See* Systems Modeling Language (SysML)
- System concept of operations (CONOPS). *See* Concept of operations (CONOPS)
- System Concept Review, 67
- System Development Phase, 94
- System integrity, 266, 433
- Systems engineering, 6–7
- certification (CSEP), 16, 41
  - defined, 6–7
  - versus design engineering, 103
  - failures, examples, 103
  - integration with project management and process, 18
  - organization options and, 179
  - staffing (systems engineer/technical manager), 189–190
  - survey results, 390
  - technical aspect, importance to, 102–104
- Systems Engineering Capability Model, 404. *See also* Capability Maturity Model Integrated (CMMI)
- Systems Engineering Domain Special Interest Group (SE DSIG/SEDESIG), 166, 411–412
- Systems Engineering Modeling Language. *See* Systems Modeling Language (SysML)
- Systems Engineering Society of Australia (SESA), 15
- Systems Modeling Language (SysML), 62, 66, 141, 165–166, 411–412, 414, 434
- System solutions, 9, 143–146
- System Specification Definition Phase, Study Period, 93
- Systems Requirements Review (SRR), 98
- Systems thinking, 8–10, 398
- Tailoring the project cycle, 122–125. *See also* Project cycle (one of five essentials)
- Task behavior, 328
- Task descriptions, 207
- Task planning, 200, 202–209, 212, 307–308
- Task Responsibility Matrix (Figure 12.17), 215, 217
- Taur, Roger, 3
- Taylor, Chris, 95
- Teamwork (one of five essentials), 21, 69–83. *See also* Project team
- celebrations/events, 80–81
  - code of conduct, 74–76
  - decision process/style, 78–80

- definitions, 20–21
- failure, reasons for, 70–71
- fundamentals of effective environment for, 71–77
- goals, 72
- indicators, positive/negative, 81–82
- kick-off meeting, 77–78
- orchestra/musicians metaphor, 1–2, 20, 21, 26, 71, 181
- planning and problem solving, 78
- project information center, 80
- reinforcement, 81
- rewarding achievement, 76, 81, 332–333
- steps (three) for achieving, 70
- team spirit and energy, 76–77
- techniques for building/sustaining, 77–88
- training, 81
- underperformers, 80
- in Wheel and Axle Model (Figure 3.3), 24
- Technical aspect of project cycle, 30, 31
  - for COTS and NDI components (Figure 13.13), 248
  - defined, 434
  - modeling, 104–116
    - circular model (Figure 7.6), 105
    - Spiral Model, 107, 108, 354, 355–356 (*see also* Spiral Model)
    - Vee Models, 108–116, 354 (*see also* Vee Model)
    - Waterfall Model, 106, 107, 354, 355–356
  - off-core opportunity and risk investigations (Figure 13.9), 244
  - systems engineering and, 102–104
  - technology insertion, 119–120
- Technical baselines, 121, 267, 268
- Technical controls, 261, 274–276
- Technical development tactics, 116–119, 354–357. *See also* Development methods
- Technical Performance Measurements (TPMs), 133, 295, 297, 381
- Technical shortcomings, corrective actions, 316
- Technical status, 293–294, 295–298
- Technology:
  - insertion (project cycle), 119–120
  - language and trend toward emerging specialties, 26, 63
  - visibility, 290
- Telecommuting, 168
- Templates/forms, web site for, 401–402
- Ten management elements. *See* Management elements, ten
- Terminology baseline/database, 64, 65
- Testing, 367–368
- Test readiness review, 369
- Thamhain, Hans, 321
- Theory X/Y/Z, 323–325
- Therac-25 project, 250–252
- Thompson, Tommy, 386
- Threaded appropriate, 359, 364, 365
- Tiger Teams, 70, 283–284, 316, 318
- Time, fast cycle, 125–127
- Time-off incentives, 332
- Time-phased networks, 211. *See also* Network, project
- Time-phased resource requirements, 215
- To Be Determined (TBD), 161–162
- To Be Resolved (TBR), 161–162
- Tools/devices, 26, 46, 163–164, 219, 290
- Toothbrush, technical project cycle tailored for (Figure 7.15), 122
- Top-down incremental integration approach, 364, 365
- Top Ten Problem List, 288–289, 302
- Total Quality Management (TQM), 272–273
- Toys, hazards in, 313
- Traceability, requirements, 161, 368, 390, 417, 433
- Trade-off area, 9
- Trade-off studies, 10–12
- Trade space, 9
- Training, 81, 333, 380, 417
- Tree analogy, 43–44
- Trend interpretation, 308–311
- Tufte, Edward R., 304
- Typewriter/word processor, 138–139
- Underperformers, 80
- Unified development, 112, 434
- Unified Modeling Language (UML), 26, 62, 66, 164–165, 352, 409–414, 434
- Unified Process, 112
- Unilateral decision making, 79
- Universities, and business/engineering, 16–17
- U.S. Department of Defense (DoD):
  - acquisition programs, project spans for (Figure 21.1), 383
  - chartering SEI-CMM, 393, 421
  - Defense Acquisition System Directive, 407
  - project cycle, 86, 87, 88, 105
  - standards, 15, 105, 204, 384, 406–408
- Useem, Michael, 319, 320
- User(s):
  - developers converging with, 140–141
  - reliance on wrong ones, 139
  - types of, 378
- User concept of operations. *See* Concept of operations (CONOPS)
- User Requirements Definition Phase, 92, 242, 244
- User Requirements Document (URD), 141
- Validation:
  - criteria for integrated project management model, 20
  - definitions, 64, 114, 434
  - in-process, 352–354, 377
  - versus verification, 114 (*see also* Verification)
- Value-Added Tax (VAT), 101
- Vaporware, 388

- Variance(s):  
 control, 257, 258  
 corrective actions for, 312–314  
 cost, 306  
 headcount, 287, 301  
 indication, 256  
 performance measurement systems quantifying  
   seriousness of, 302–304  
 schedule, 306
- Vee Model, 108–116, 143–160  
 agile development practicing in-process validation, 352–354  
 Architecture, 109, 145, 341, 342  
 business and budget aspects and, 115–116  
 COTS and NDI and (Figure 13.12), 247  
 Decomposition Analysis and Resolution (DAR), 109,  
   110–114, 144, 146–159  
 Dual, 349, 350, 355, 434  
 engineering processes and, 396–398  
 Entity, 341–352  
 five-essentials model and use of, 398  
 opportunities/risks and, 241, 247  
 requirements development, sequential facet of, 143–146  
 system integration and verification, 114–115  
 technical aspect of project cycle and, 108–116  
 Verification Analysis and Resolution (VAR) process, 144,  
   145, 147, 159–160
- Velocity/adaptability, 352
- Vendors, 191
- Verification, 366–375  
 analysis method, 367  
 artifacts' role in, 360  
 certification, 375, 376  
 demonstration method, 367  
 design, 370–371  
 design margin (qualification), 371–373  
 -ilities, 375  
 inspection, 367  
 lessons learned from past experience, 368–369  
 methods, 367  
 qualification certification, 373  
 qualification testing, 160  
 quality, 374  
 testing, 160, 367–368  
   acceptance, 160, 372  
   engineering, 160  
   environmental, 160  
   first article, 160  
   formal/informal, 160  
   life, 160, 373  
   Nth article, 160  
   qualification, 160  
   reliability, 160, 373  
   validation versus, 63
- Verification Analysis and Resolution (VAR) process, 144,  
 145, 147, 159–160
- Verification Phase, Implementation Period, 94–95
- Virtual teams, 168
- Visibility. *See* Project visibility
- Vision, 320–323
- Vocabulary, 26–27, 35. *See also* Communication, project (one  
 of five essentials)
- Wall displays, 289
- Walt Disney Imagineering, 38
- Waterfall Model, 106, 108, 109, 354, 355–356, 434  
 Figure 7.8, 107
- Weighted evaluation/scoring, 149–155, 237, 317
- Welch, Jack, 50
- Wetware, 210
- Wheel and Axle Model, 19–33  
 axle (Figure 3.2), 24 (*see also* Project cycle (one of five  
 essentials))  
 base and wheel and axle (Figure 3.3), 24 (*see also*  
 Essentials of project management, five)  
 elaboration of, 25–31  
 spokes (Figure 3.1), 23 (*see also* Management elements,  
 ten)
- Wilson Learning Corporation, 321, 334–335
- Windows, evolution of, 356
- Withdrawal (denial/retreating), 330
- Womach, James, 38
- Work authorizing agreements, 193, 207. *See also* Project  
 Work Authorizing Agreements (PWAAs)
- Work Breakdown Structure (WBS), 22, 191, 202–214, 216,  
 263, 364, 415
- Work packages, 207
- Wright Brothers, 137–138
- Yourdon, Edward, 393