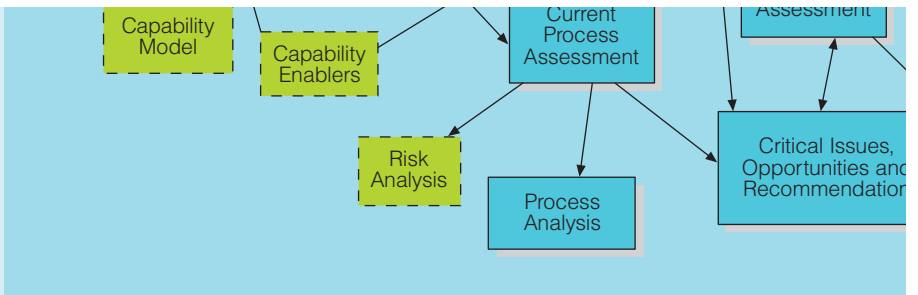
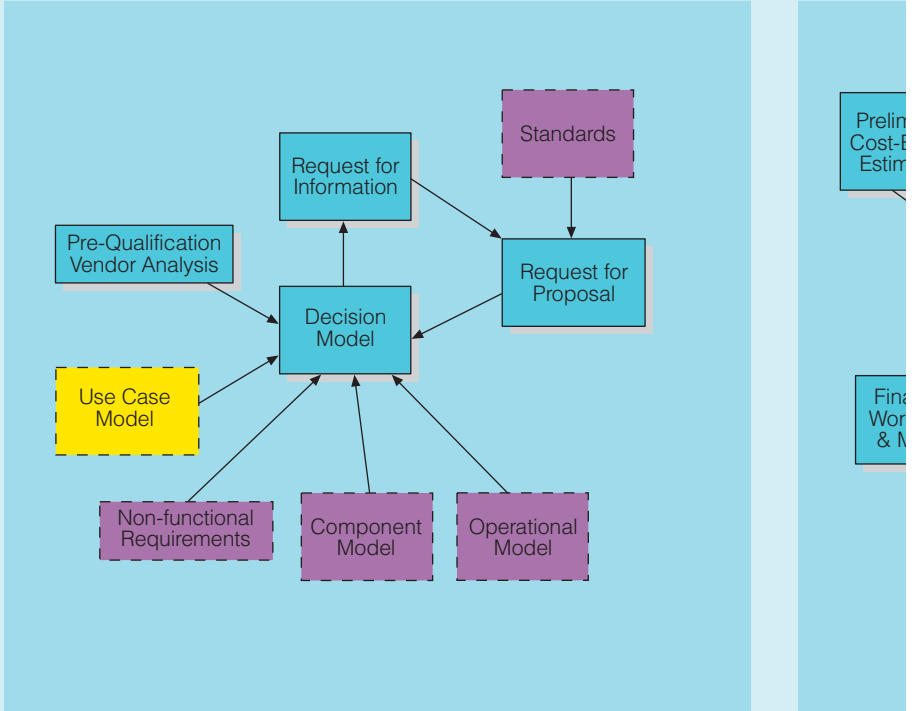


This is a special dependency diagram, which shows all work products of a domain/subdomain.

Usually dependency diagrams are per engagement model. They show the relationships between the work products of that engagement model, which are normally a subset of all work products in the domain/subdomain. In this example the dependency diagram is from the Custom Application Development engagement model.



Custom Application Development - Business - Selection WP



Operations

General - Operations

- Problem Incident Report
- Facility Requirements
- Future Facility Design

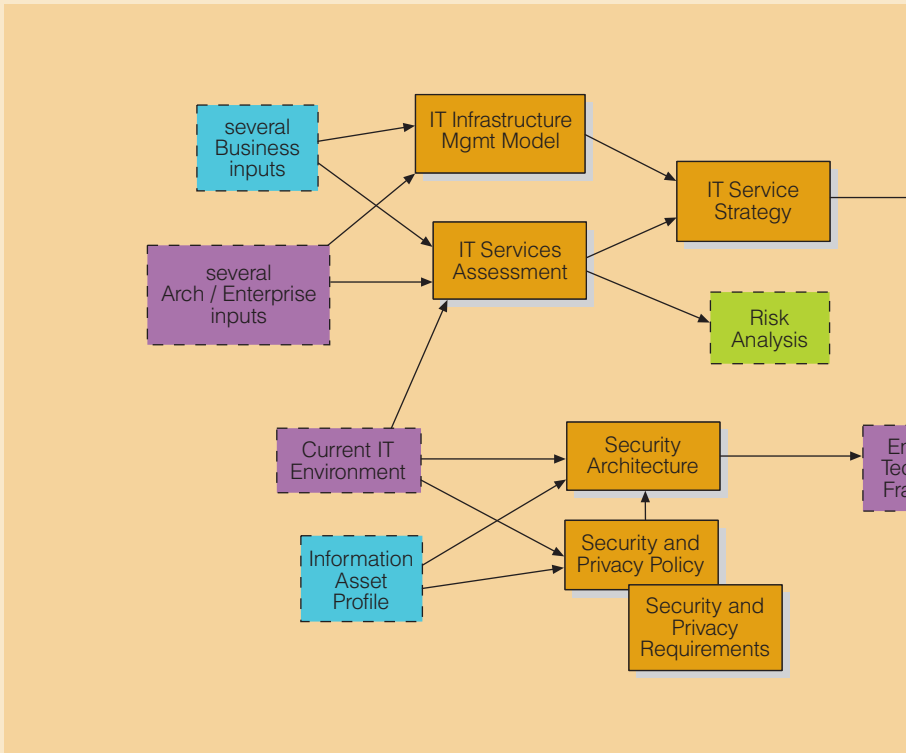
Information Technology Management

- IT Infrastructure Management Model
- IT Management Requirements
- IT Management Tools Assessment
- IT Service Design
- IT Services Assessment
- IT Services Detailed Design
- IT Services Strategy
- Managed IT Elements
- Recommended IT Management Solution Path

Security & Privacy

- Information Security Assessment
- Physical Security Assessment
- Privacy Data Profile
- Security and Privacy Policy
- Security and Privacy Requirements
- Security Architecture
- Security Architecture Principles

e-business Design - Operations Work Products



Metadata Strategy
 Content Model
 Content Sourcing Plan
 Content Management Plan
 Content Assessment

Financial

Preliminary Cost-Benefit Estimation
 Business Case
 Benefit Impact Analysis
 Financial Assessment
 Financial Benchmarks
 Financial Work Plan & Model

Process

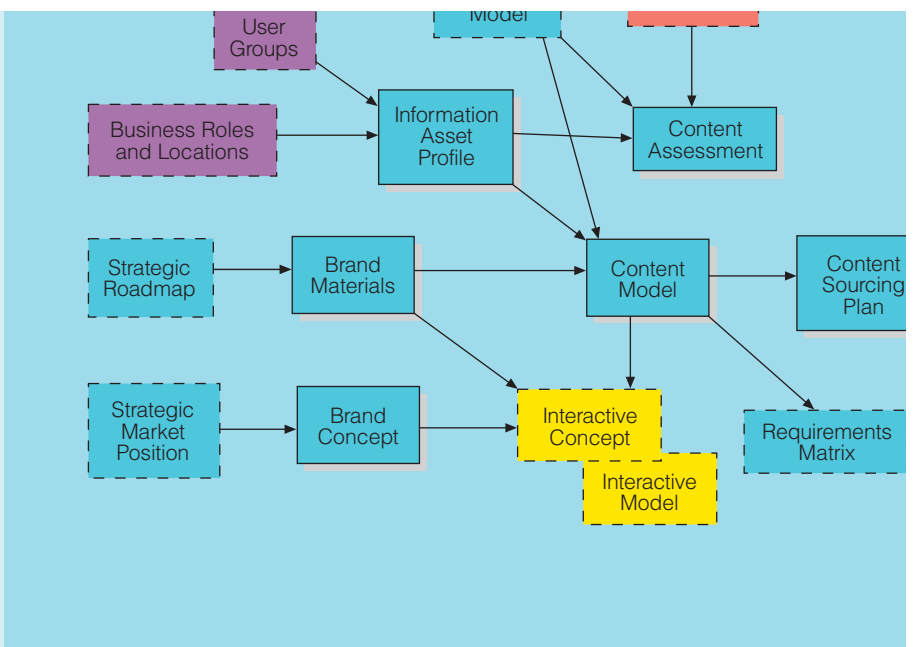
Critical Issues Opportunities and Recommendations
 Future Process/Function Attributes
 Package Business Process Education
 Harmonization Model
 Business Event List
 Process Benchmarks
 Current Process Assessment
 Procedures Documentation
 Process Analysis
 Process Definition
 Process Enablers
 Process Gap Assessment
 Process Identification
 Proof of Concept

Selection

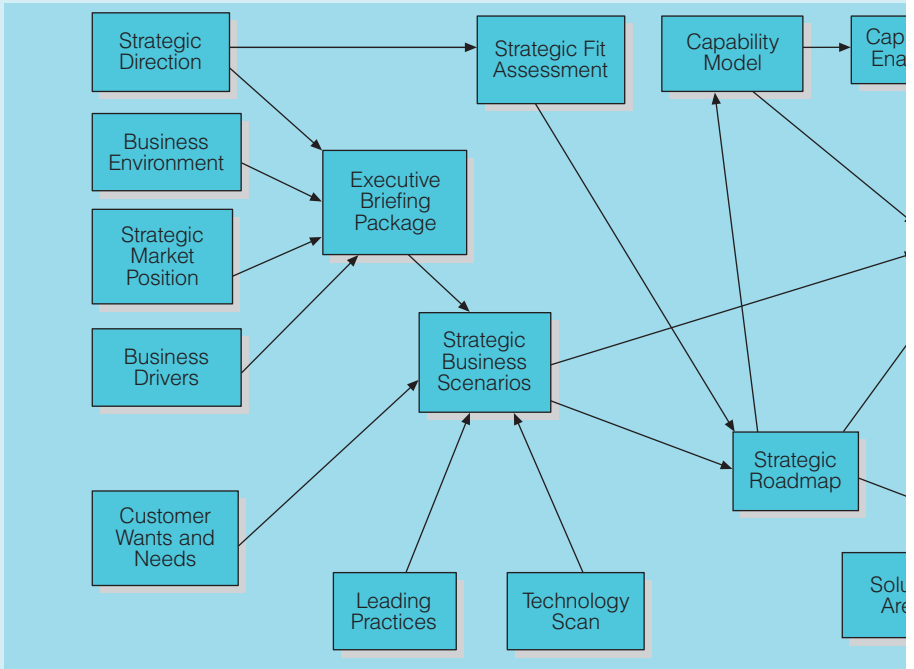
Requirements Matrix
 Decision Model
 Request for Information
 Pre-Qualification Vendor Analysis
 Request for Proposal
 Vendor Response Results and Shortlist
 Demonstration Scripts
 Vendor Score Sheets
 Vendor Visit and Demonstration Schedules
 Vendor Reference Guide
 High Level Gap Analysis
 Benefits Control Book
 Vendor Selection Decision and Final Presentation

Strategy

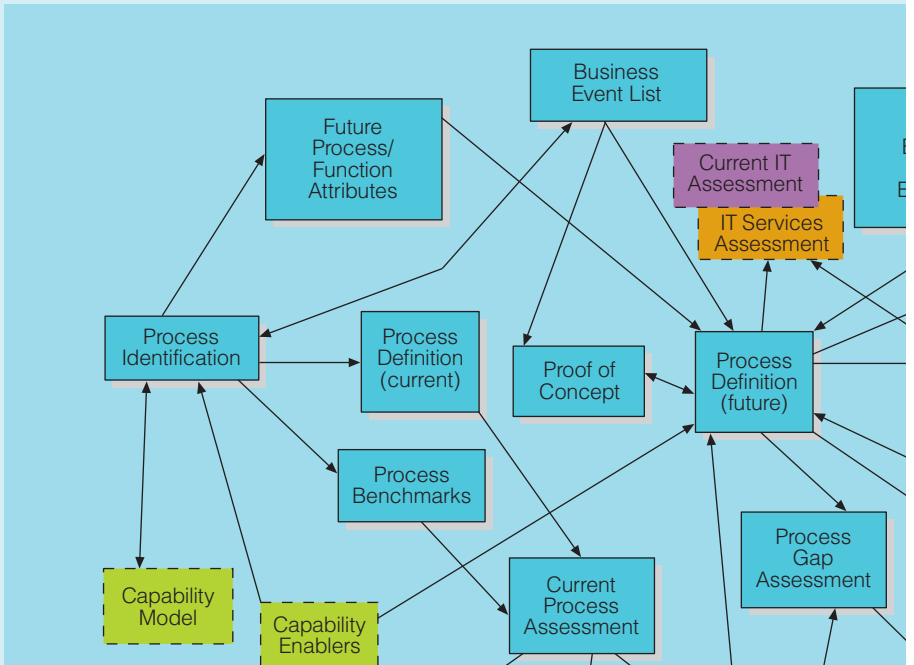
Leading Practices
 Business Drivers
 Business Environment
 Capability Assessment
 Capability Enablers
 Capability Model
 Capability Scenario
 Customer Wants and Needs
 Executive Briefing Package
 Strategic Business Scenarios
 Strategic Direction
 Strategic Fit Assessment
 Strategic Market Position
 Strategic Roadmap
 Technology Scan
 Solution Areas
 Subject Area Model
 Business Structure



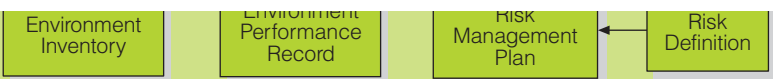
Strategy Work Products



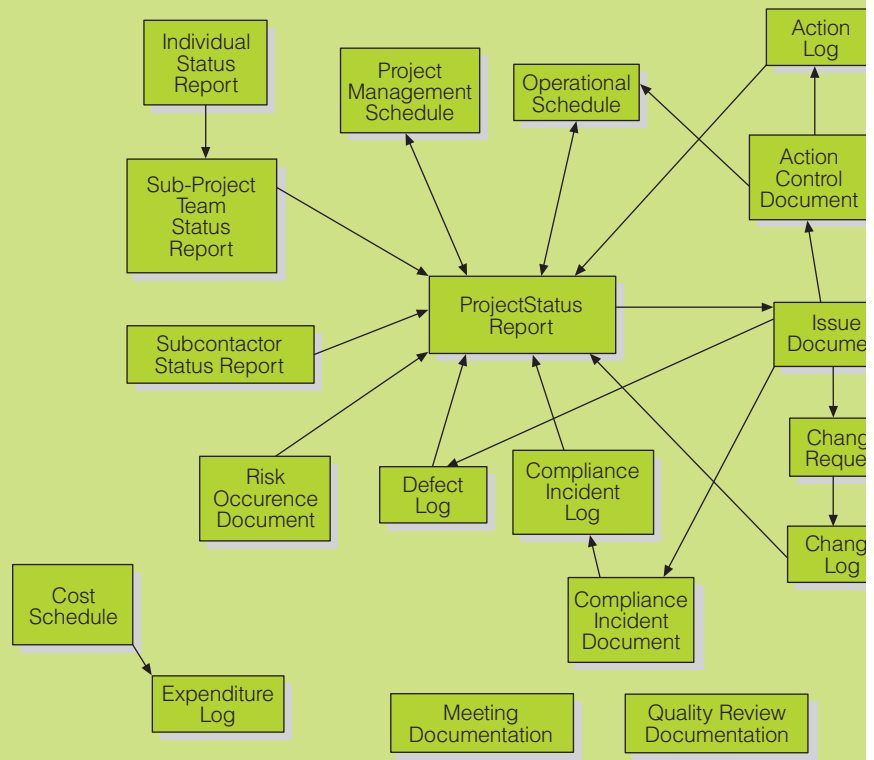
Process Work Products



- Project Charter
- Project Decision Structure
- Project Definition
- Project Evaluation Report
- Project Management Schedule
- Project Procedures Description
- Project Quality Plan
- Project Status Report
- Quality Review Documentation
- Resource Allocation
- Risk Definition
- Risk Management Plan
- Risk Occurrence Document
- Situation Analysis Documentation
- Staff Schedule
- Sub-Project Team Status Report
- Subcontractor Status Report
- Supplier Selection Report
- Technical Environment Inventory
- Technical Environment Performance
- Technical Environment Plan
- Work Breakdown Structure
- Work Product List



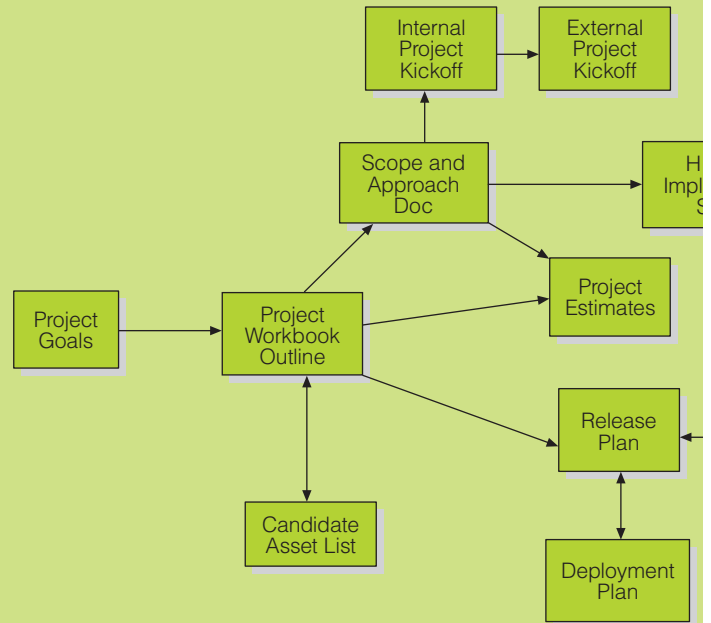
Project Management – Executing / Controlling Work Products



Technical Delivery

- External Project Kickoff Presentation
- Engagement Plan
- Project Goals
- Internal Project Kick-off
- Phase Transition Package
- Scope and Approach Document
- Risk Analysis
- Deployment Plan
- High Level Implementation Strategy
- Candidate Asset List
- Configuration Management Procedures
- Glossary
- Increment Goals
- Project Estimates
- Project Workbook Outline
- Release Plan
- Hosting Plan
- Application Information Questionnaire
- Target Action Report

Project Management – Technical Delivery Work Products

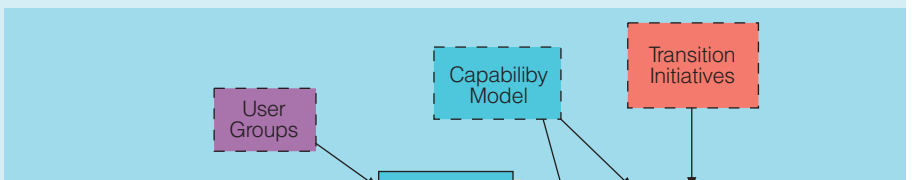


Business

Content

- Brand Concept
- Brand Materials
- Information Asset Profile
- Metadata Strategy
- Content Model
- Content Sourcing Plan
- Content Management Plan

Content Work Products



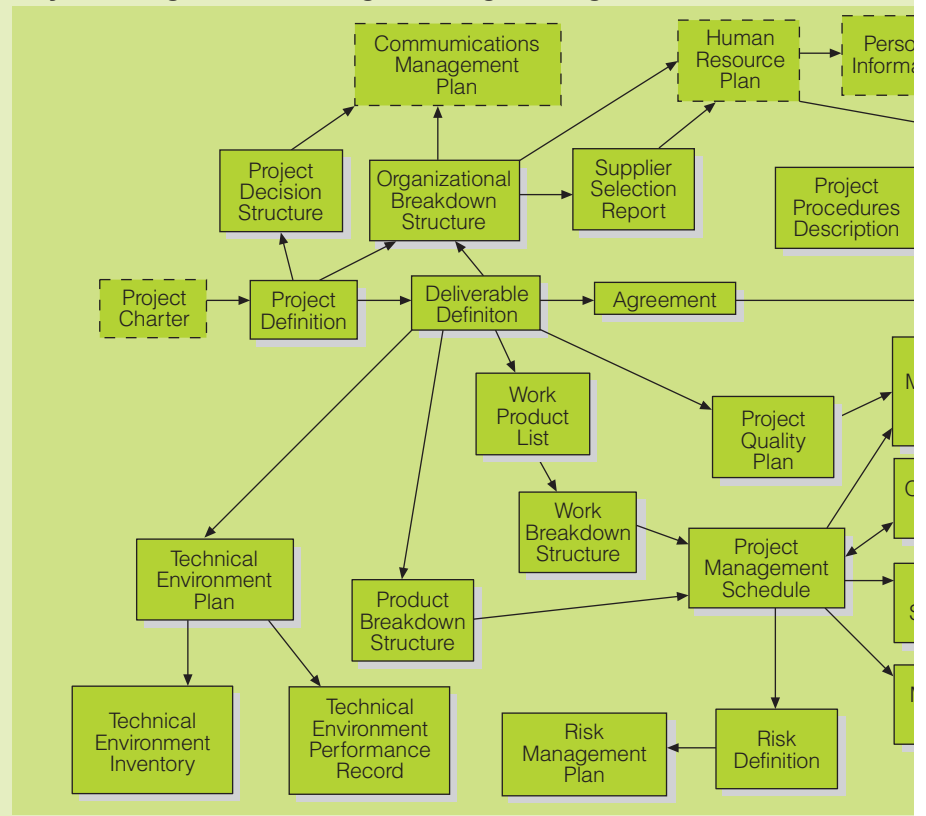
IBM Global Services

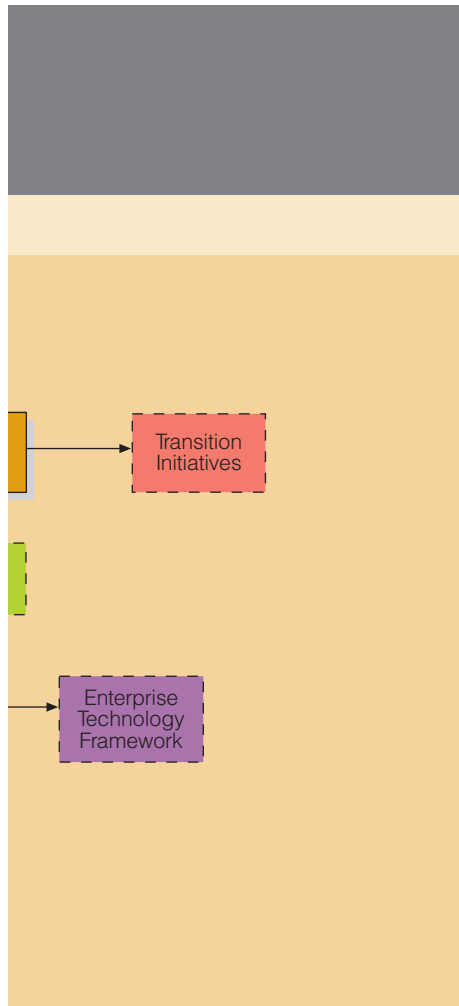
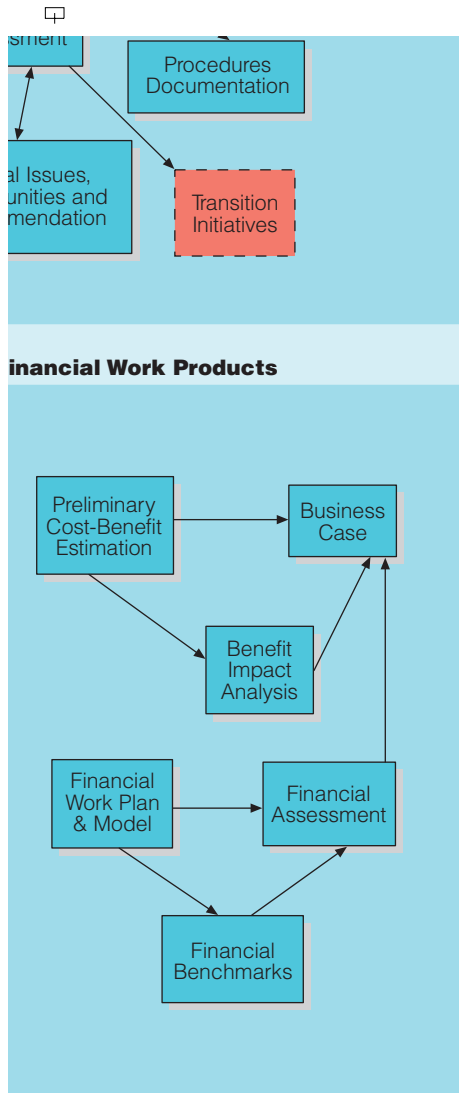
Engagement

Project Management

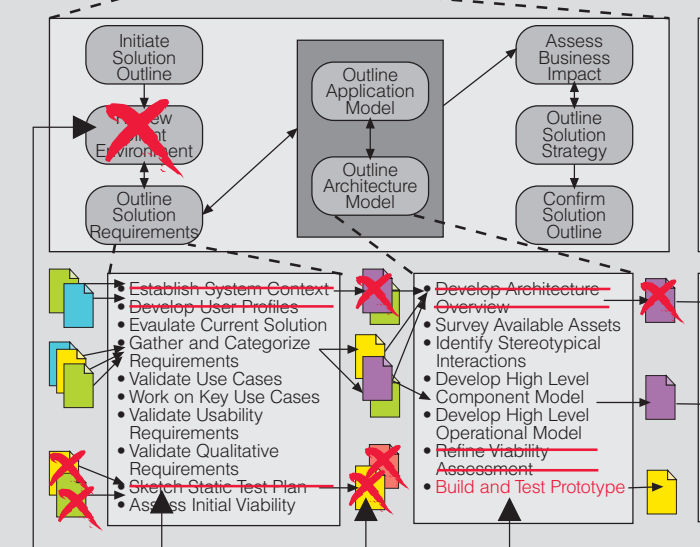
- Action Control Document
- Action Log
- Agreement
- Amendment
- Change Log
- Change Order
- Change Request
- Communications Management Plan
- Compliance Incident Document
- Compliance Incident Log
- Contact List
- Cost Schedule
- Defect Log
- Deliverable Definition
- Delivery Control Documentation
- Expenditure Log
- Human Resource Plan
- Individual Status Report
- Issue Document
- Issue Log
- Key Fact Log
- Meeting Documentation
- Milestone List
- Operational Schedule
- Organizational Breakdown Structure
- Personnel Information
- Project Management System Summary
- Product Breakdown Structure
- Project Charter
- Project Decision Structure
- Project Definition
- Project Evaluation Report

Project Management - Defining / Planning / Closing Work Products





on the work products, the work to produce the desired results must be organized. The process guidance of an engagement model can be used as a starting point to determine your project's process. If there is no engagement model which fits your needs, you must build the process from scratch. The result of tailoring the process will be your project's process which serves practitioners and project management as a guidance on how the project will be run.



Delete steps of the process: if steps do not apply to your project, delete them or move an activity to another place if needed

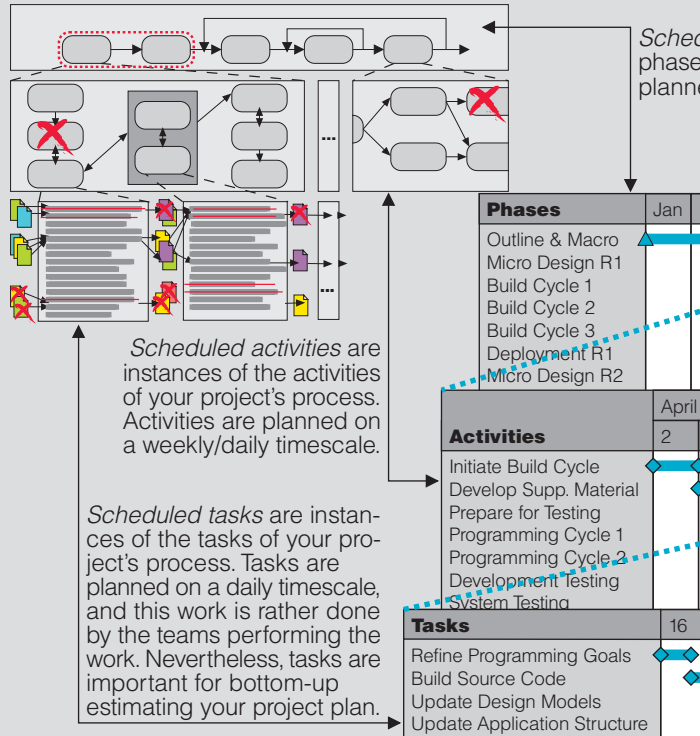
Deselected work products: if work products are not produced in your project, the corresponding task can be deleted.

Add steps to the process: anything you feel needs to be added to the process guidance of an engagement model.

Result: Definition of your project's process.

3 Schedule your project

Your project's process is the blueprint for planning and scheduling your project. Phases, activities and eventually tasks will end up as work in your project plan, with the resources fulfilling the roles of the process and doing the work. Some of the activities or phases will be iterative, and thus a project's phase or activity might have several instances in the actual plan.

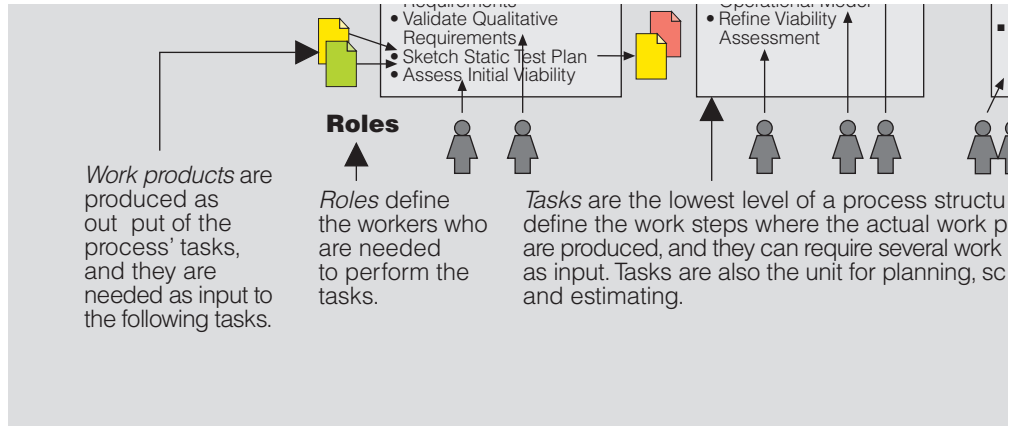
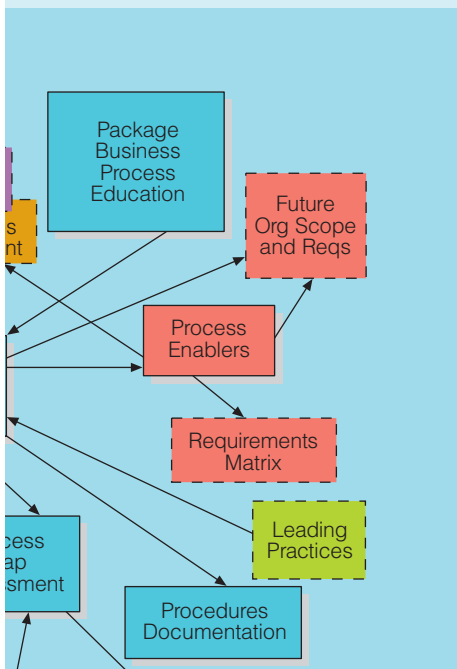
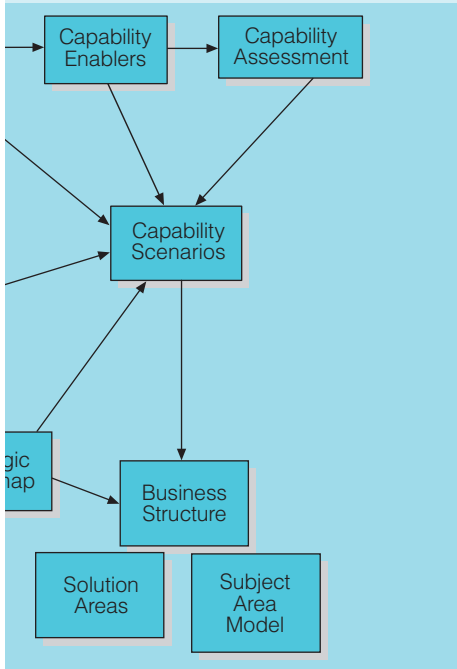
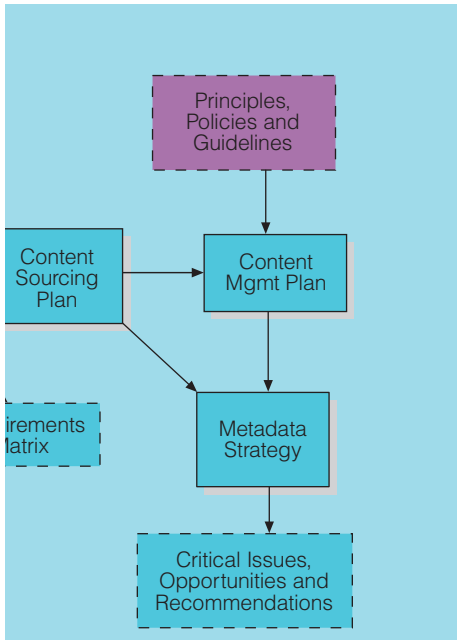


Scheduled activities are instances of the activities of your project's process. Activities are planned on a weekly/daily timescale.

Scheduled tasks are instances of the tasks of your project's process. Tasks are planned on a daily timescale, and this work is rather done by the teams performing the work. Nevertheless, tasks are important for bottom-up estimating your project plan.

Result: Definition of your project's schedule.

method.**ibm.com**
w3-5.**ibm.com**/services/er
E-Mail: IGSMeth@de.ibr



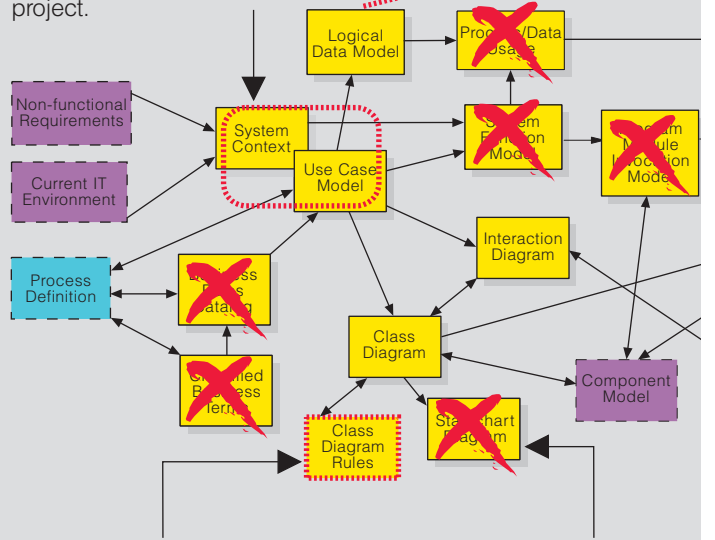
Tailoring The Method

1

Determine Work Products

Deciding on the intermediate and end results of a project is one of the central tasks of project planning. Select the results from the common set of work products, adding additional work products specific to your project as needed. If an engagement model is close to match to your project, tailor from the reduced set of work products from that engagement model. Use dependency diagrams to understand the relationships between the work products.

Group work products: Combine work products within one document in your project.



Add work products: If you need work products which are not in The Method, specify and add your project's unique work products.

Select work products: Carefully select work products and depth of work products. Note that selecting work products and depth of work products. The actual amount of work done in a project's size and needs. Aligning reducing the number of work products in different depth/detail.

If there is no engagement model with a single close match, tailor several partially matching engagement models, or, if necessary, create new work products.

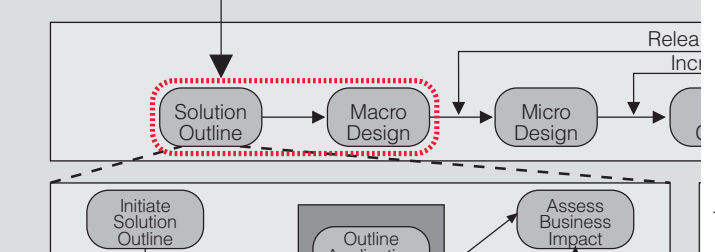
Result: Definition of your project's work pieces and the contents of the

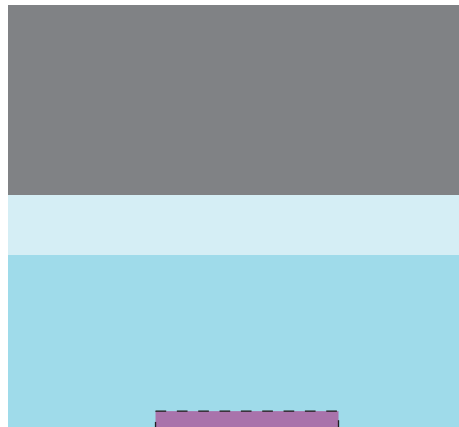
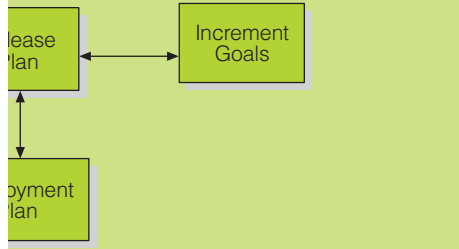
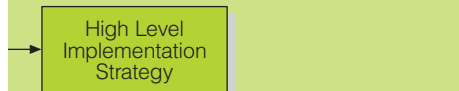
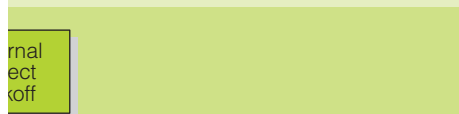
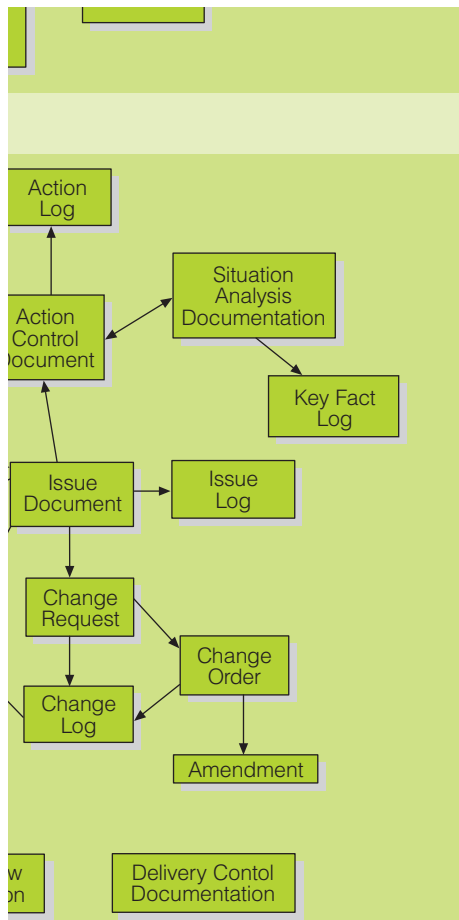
2

Determine your project's process

After the decision on the work products, the work to produce the desired results

Combine steps of the process: Combine phases, activities or tasks



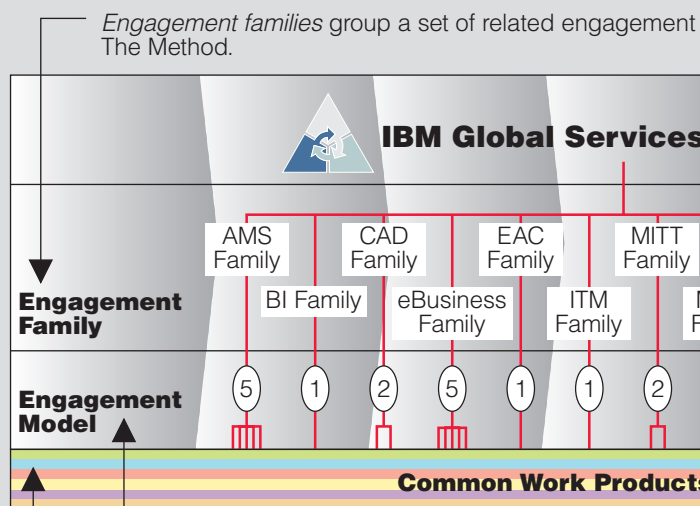


The work product dimension: Domain areas and their work product chain. This unifies IBM's language within and between projects. The work products are listed on the left and right side of this poster.

2 Specific Packages for Different Types of Projects

For different types of projects there are preconfigured packages, called engagement models. They provide a selection of work products out of the common set, and they provide a process as guidance for organizing the project and the work in a timely manner.

Process guidance in the IBM Global Services Method is specific to each engagement model. It is provided as part of an engagement model.



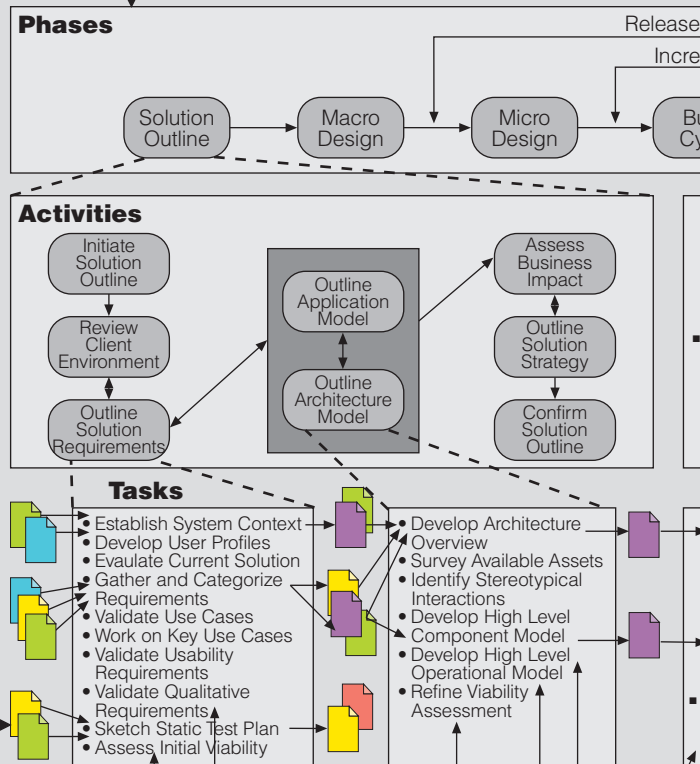
Engagement models are pre-configured packages for certain application development or for e-business strategy consulting projects. They contain a selection of work products, and they contain process guidance.

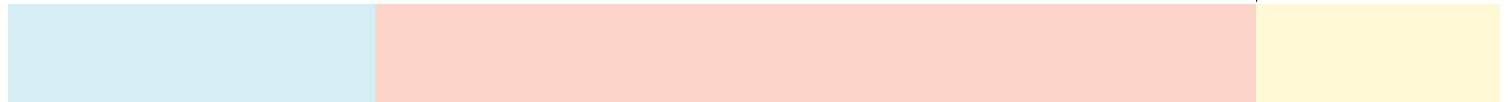
All engagement models use the work products out of the common set. The work product aspect will be of the same type in all IBM projects, and output work products from one engagement model can be possible input work products in a follow on project in the same engagement model.

3 Process Guidance and Work Products

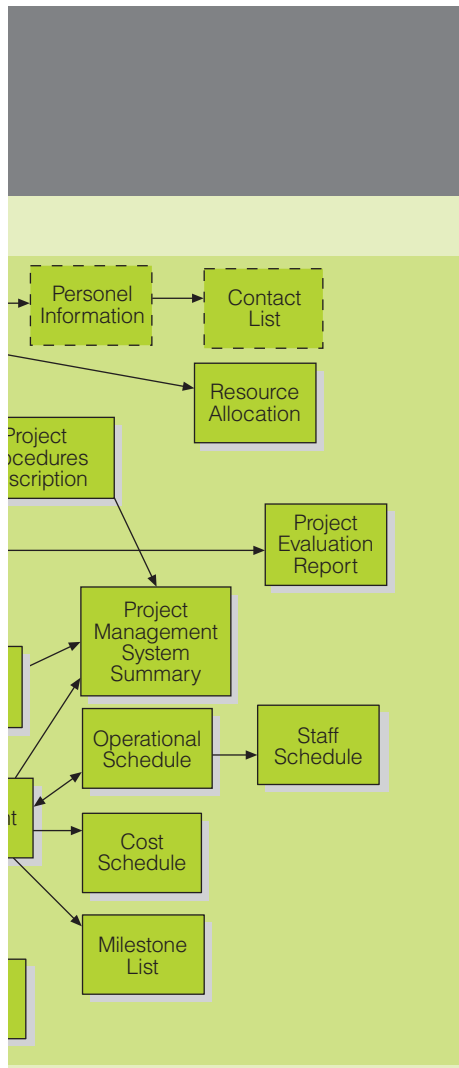
The process guidance of an engagement model – called the work breakdown structure – is a three-level hierarchy of phases, activities and tasks. The link between the process guidance and the work products is at the task level. Tasks produce work products as output and they need certain work products as input.

Phases are the top-level of a process structure and are defined per engagement model. The depicted phases are for Custom Application Development engagement model.





Services Metho



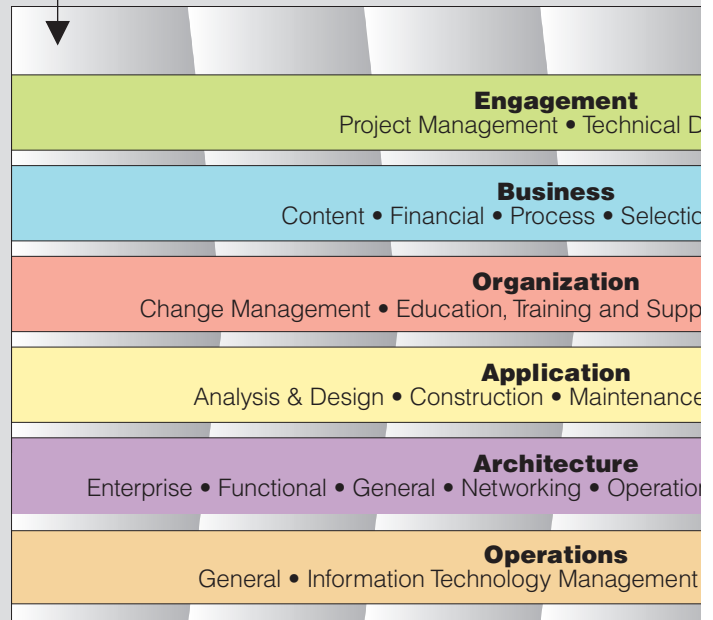
Structure of The

1

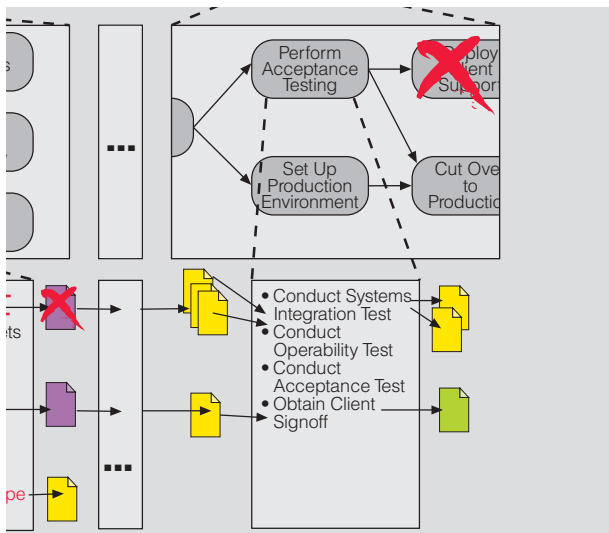
Matrix Structure

The Method has a matrix structure. One dimension are *work products* – the tangible work done in IBM projects. The other dimension are the *processes* which give guidance on when the work is done and by which roles.

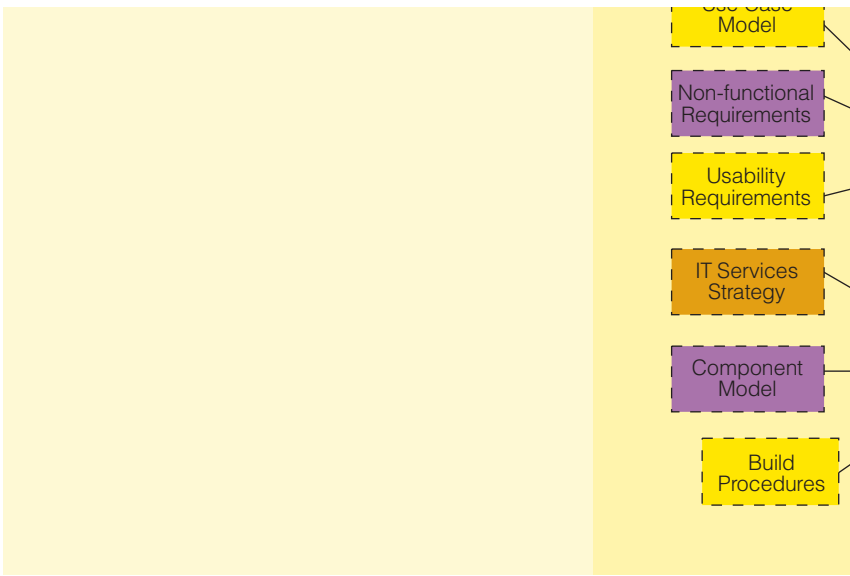
The process dimension: The IBM Global Services Method different kinds of projects within the value chain, e.g. for cc application development projects. Specific phase structure by the engagement models.



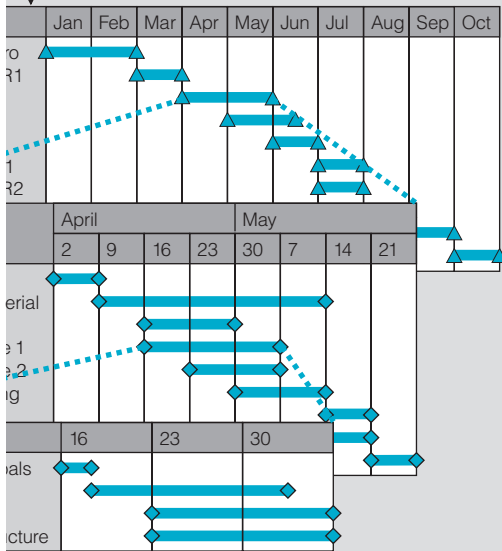
The work product dimension: Domain areas and their work products



the process: Add feel necessary to the presence of an model.



Scheduled phases are instances of the phases of your project's process. Phases are planned on a monthly/weekly timescale.



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Arch

Enterprise

- Application Function Model
- Business Roles and Locations
- Current IT Assessment
- Data and Function Access and Placement
- Data Stores
- Enterprise Information Model
- Enterprise Technology Framework
- User Groups

Functional

- Application Programming Interface
- Architectural Template
- Component Model

General - Architecture

- Architectural Decisions
- Architecture Overview Diagram
- Reference Architecture Fit-Gap Analysis
- Technical Prototype
- Viability Assessment
- Change Cases
- Non-Functional Requirements
- Feasibility Study
- Principles - Policies and Guidelines
- Standards
- Architecture Management Framework

Networking

- Network Requirements
- Network Node Design
- Conceptual Network Design

Operational

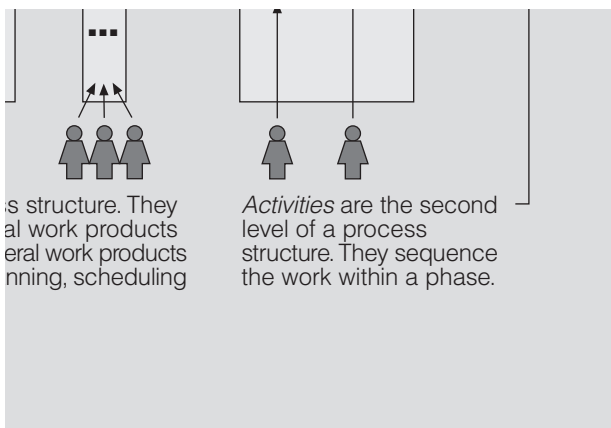
- Infrastructure Gap Analysis
- Infrastructure Cost Plan
- IT Technical Implementation Plan
- Infrastructure Process Plan
- Deployment Unit
- Operational Model
- Service Level Characteristic Analysis
- Software Distribution Plan
- Current IT Environment

Performance Engineering

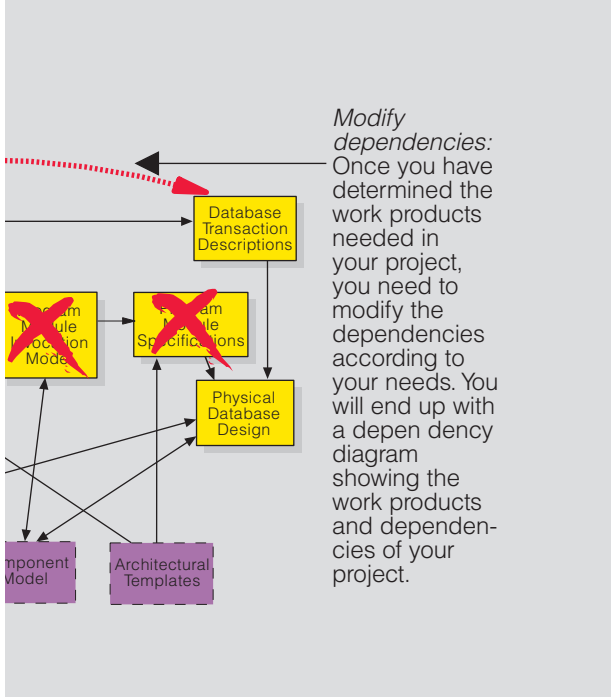
- Parametric Costs
- Performance Model
- Technical Transaction Map

e-business - Architect

This diagram shows a sequence of architectural artifacts: 'Referenc Architect Fit/Gap Analysis' leads to 'Architecture Template', which leads to 'Use Case Model', 'Class Diagram', 'System Context', and finally 'Architecture Decisions'.



Method

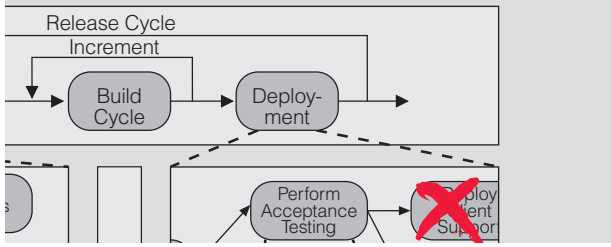


carefully select the work products for your project. work products has two dimensions: number of work products. Work done must be carefully aligned with your project. Aligning the amount of work can be done by selecting work products and by doing work in detail.

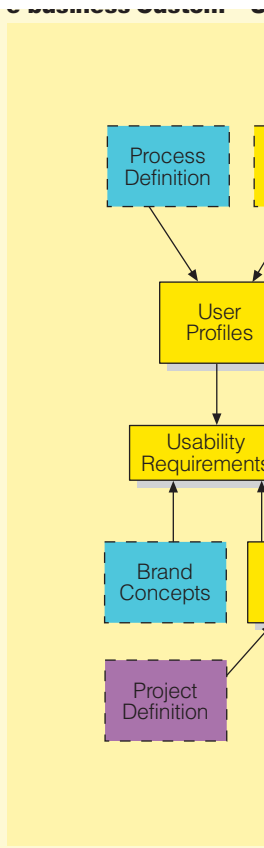
Choose, tailor from the set of work products from the repository, as necessary, directly from the overall set of work products.

Work products of the project's repository.

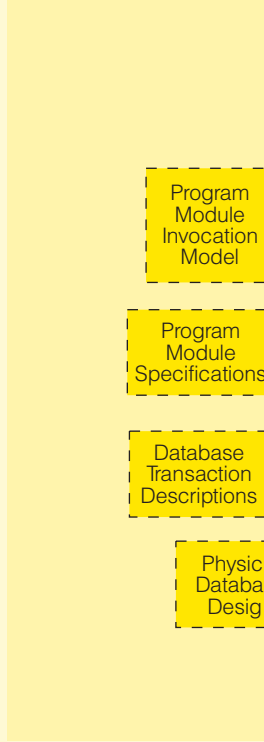
Work products or tasks if the work is one unit in your project.



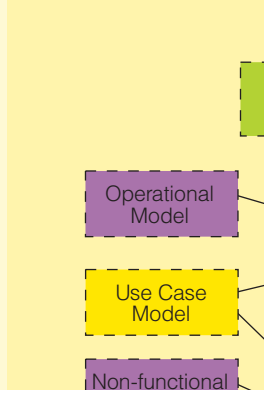
- Program Module Specifications
- Database Transaction Descriptions
- Construction**
 - Data Migration Programs
 - Package Extensions
 - Report Programs
 - Interface Programs
 - Document Type Definition
 - Build Procedures
 - Coding Guidelines
 - Executables
 - Physical Packaging
 - Source Code
 - Media Content
 - Configuration Parameters
- Maintenance**
 - Application Maintenance Turnover Package
 - Baseline Survey
 - Emergency Fix Analysis
 - Impact Analysis
 - Problem Resolution Report
 - Service Request
 - Code Analysis Report
 - Candidate Report
 - Code Comparative Analysis Report
- Testing**
 - Acceptance Test Plan
 - Detailed Test Plan
 - Master Test Plan
 - Quality Plan for Application Domain
 - Static Test Plan
 - Test Environment
 - Test Execution Plan
 - Test Report
 - Test Results
 - Test Specification
 - Test Strategy
- Usability**
 - Cabinet Folder Hierarchy
 - Usability Requirements
 - Current Solution Evaluation
 - Early Usability Evaluation
 - Usability Design and Evaluation Plan
 - Use Case Validation Report
 - User Interface Conceptual Model
 - User Interface Design Guidelines
 - User Interface Design Specifications
 - User Interface Prototype
 - User Profiles
 - Main Menu Hierarchy
 - Usability Test Plan
 - Interactive Concept

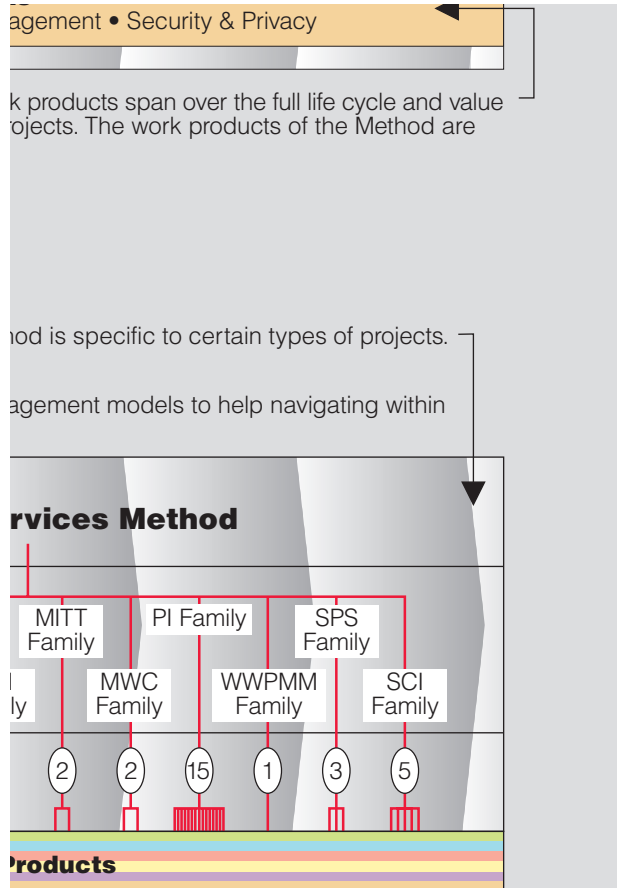


Custom Application Development



Custom Application Development

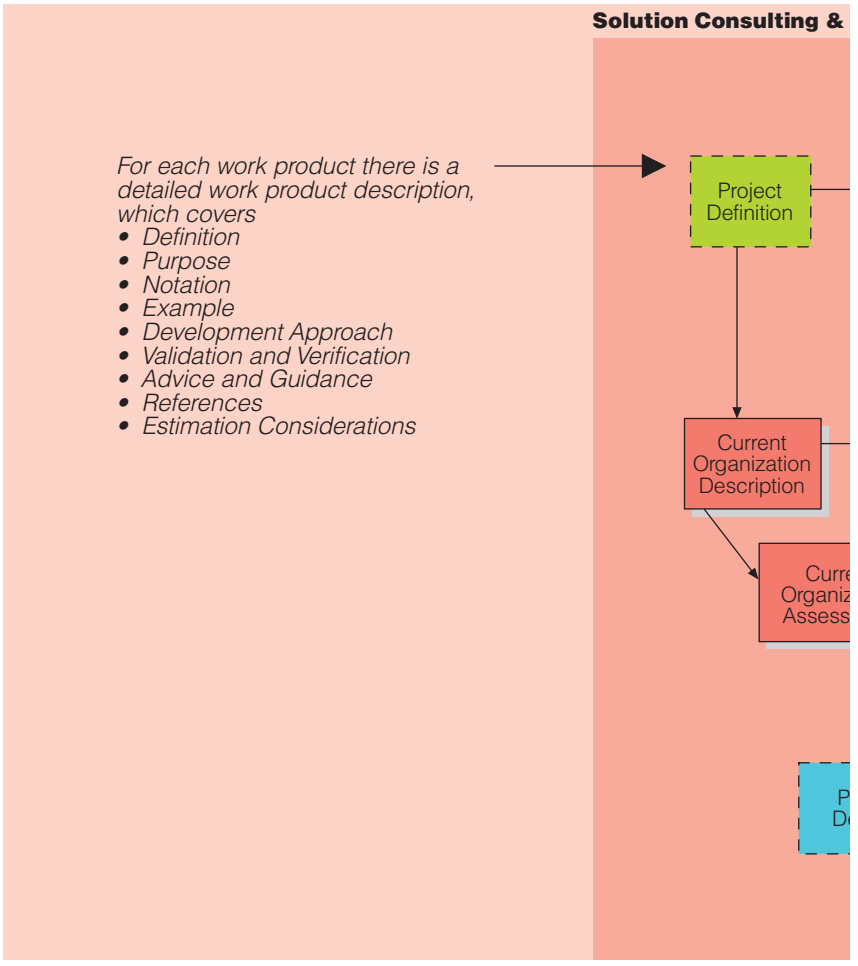
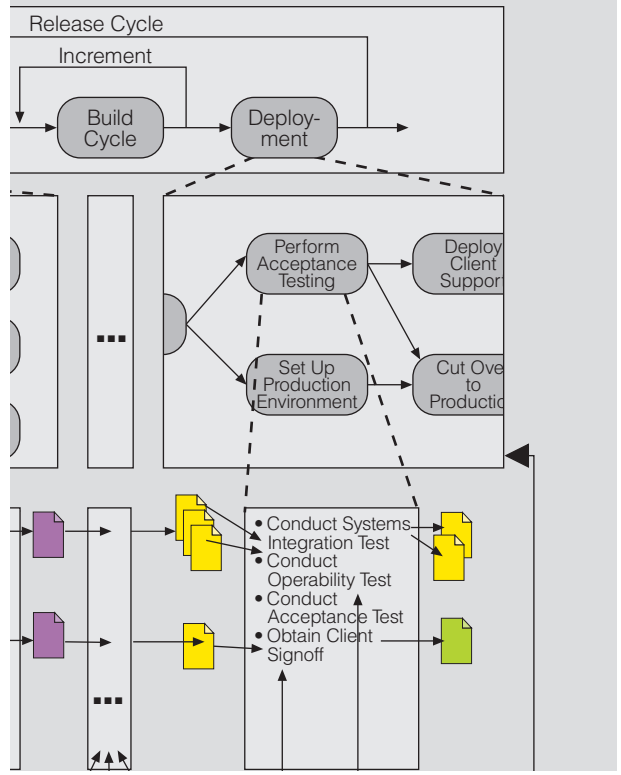




For certain types of projects, e.g. for custom consulting projects. Engagement models contain specific guidance.

A common set. Work products covering a certain output work products from one project in the value chain in the value chain.

Structure and end with a milestone. Processes are depicted phases are a reduced example from the engagement family.



App

Analyse and Design

- System Context
- Data Migration Maps
- Data Migration Plan
- Report Specifications
- Interface Specifications
- Analysis & Design Guidelines
- Physical Database Design
- Document Class Definitions
- Document Inventory
- Use Case Model
- Business Rules Catalog
- Classified Business Terms
- User Scenario
- Data Standardization Assessment
- External Data Reference Assessment
- External Data Reference Definition
- Content Plan

Object - Oriented

- Class Diagram
- Interaction Diagram
- Statechart Diagram
- Business Object Model

Package Integration

- Package Extension Specifications
- Detailed Gap Analysis

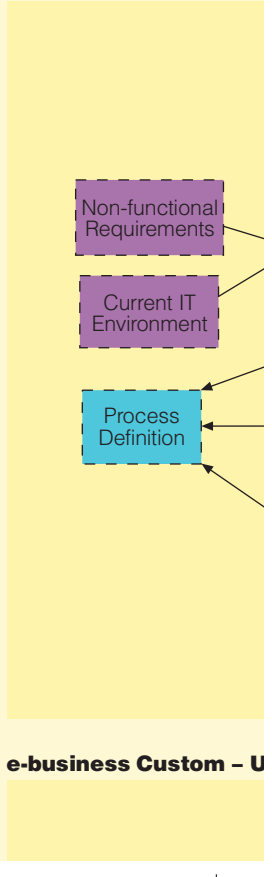
Structured

- Logical Data Model
- System Function Model
- Process/Data Usage
- Program Module Invocation Model
- Program Module Specifications
- Database Transaction Descriptions

Construction

- Data Migration Programs

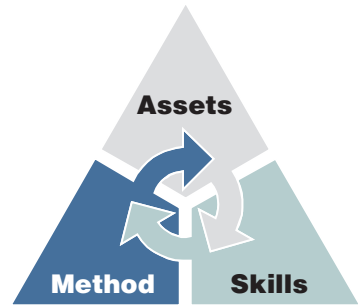
Custom Application De



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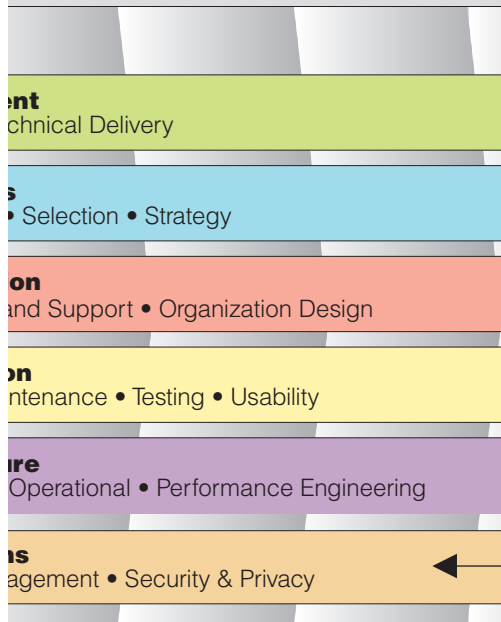


Method 3.0



The Method

Method offers a number of processes for e.g. for consulting projects as well as for custom structures and project processes are defined



Organization

Change Management

- Communications Plan
- Change Leadership Plan
- Change Readiness Assessment
- Integrated Transition Plan
- Program Management Framework
- Stakeholder Participation Management Plan
- Transition Initiatives
- Transition Management Strategy

Education, Training and Support

- User Support Specifications
- User Support Materials
- Education & Training Evaluation
- Education and Training Plan
- Education and Training Strategy
- Education and Training Specifications and Materials

Organization Design

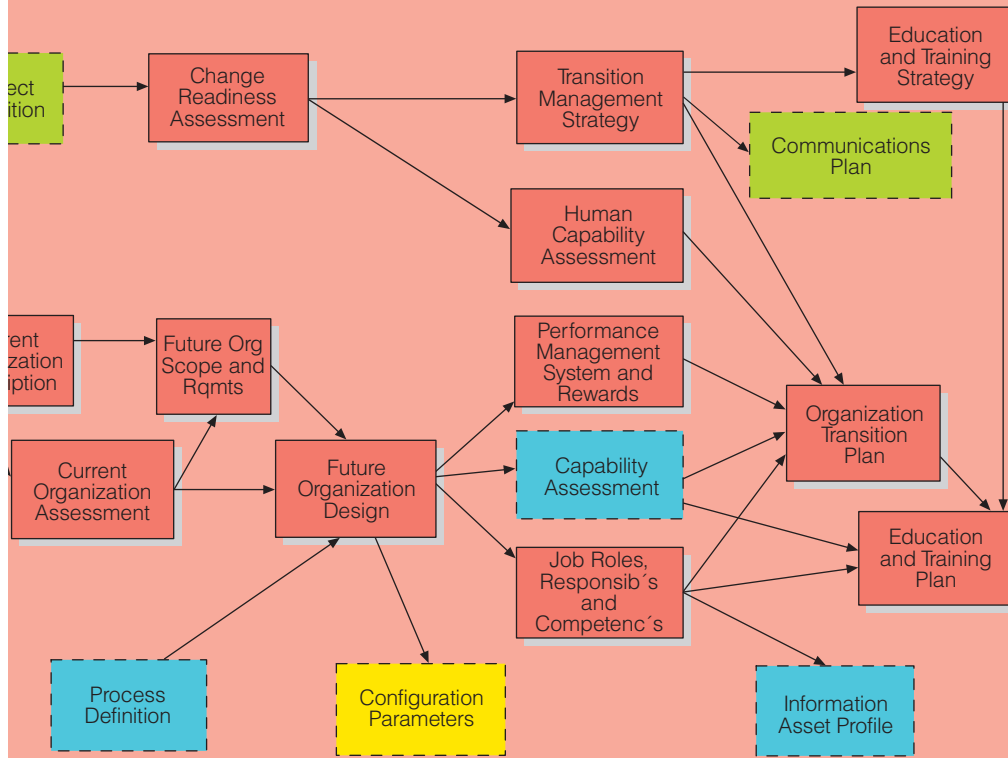
- Current Organization Description
- Future Organization Scope and Requirements
- Future Organization Design
- Performance Management Systems and Rewards
- Current Organization Assessment
- Human Capability Assessment
- Job Roles - Responsibilities and Competencies
- Organization Transition Plan

Package Integration -

Char
Readi
Assess

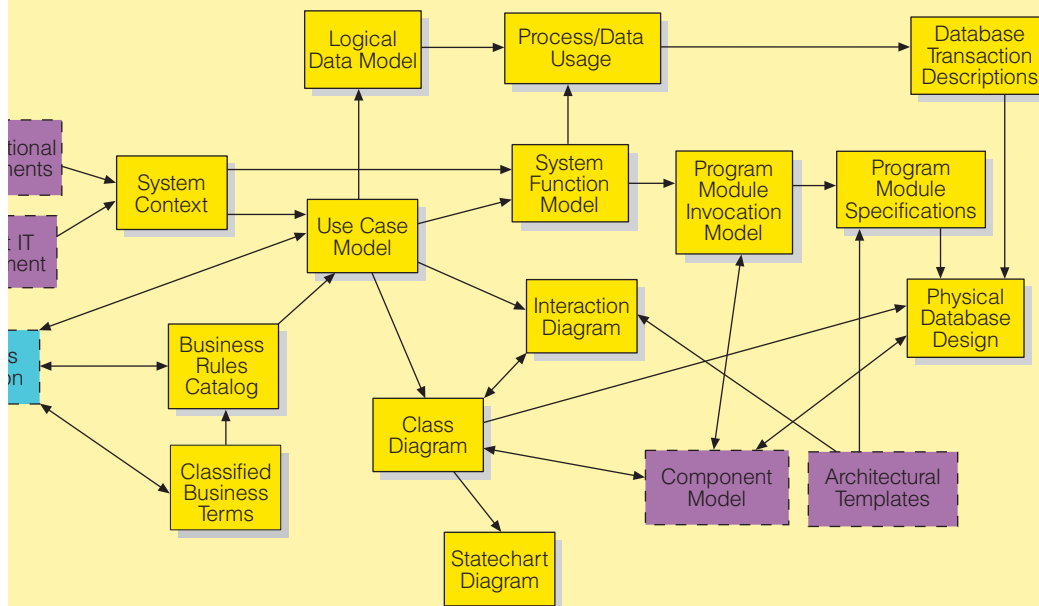
Solution Consulting &

ulting & Integration – Organization Work Products

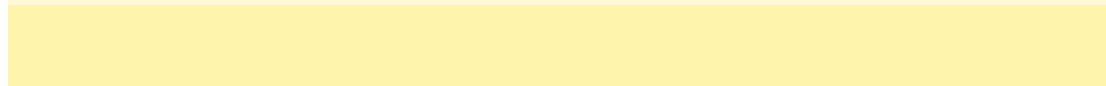


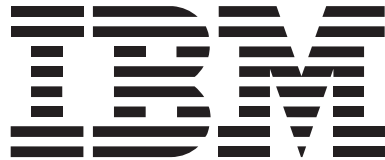
Application

ation Development – Analysis & Design Work Products



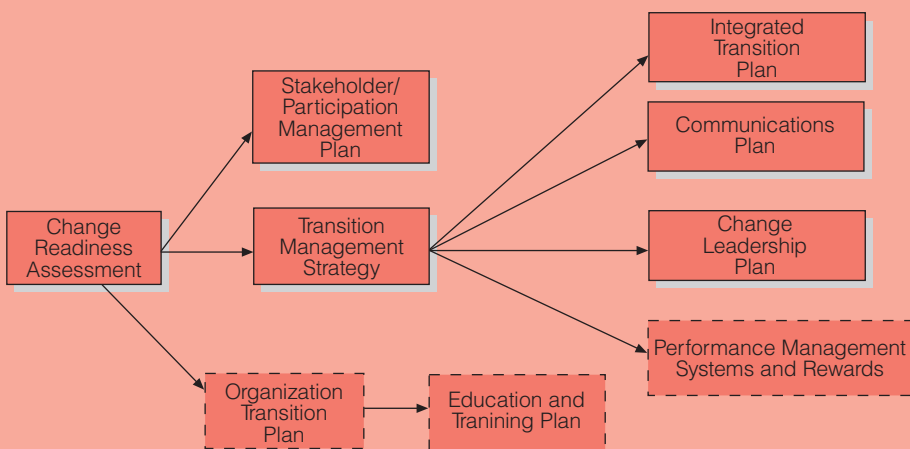
ustom – Usability Work Products





Organization

Organization - Organization - Change Management Work Products



Building & Integration - Organization Work Products