I would like to dedicate this book to:

My parents, Shivakumara Setty V and Anasuya T M, from whom I loaned love and strength,

My wife Chaitra Prabhudeva and my son Shishir from whom I loaned time and support,


And

To all my schoolteachers who bestowed lots of love and knowledge upon me.
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ABOUT THE AUTHOR

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Introduction

Digital technologies are disrupting the way business is done and redefining the end user experience. As digital technologies are constantly evolving, a digital project manager should continuously seek to learn and understand the impact of digital technologies and thrive to constantly improve upon the project management practices. Continuous improvement is a never-ending endeavor for the project managers in digital project engagements. Digital project managers need to achieve a fine balance between high expectations from end users and business stakeholders and project constraints such as cost, quality, and schedule.

In this book, we explore the digital project management from a holistic perspective: from consulting until post-production maintenance. Having this 360-degree view can immensely benefit the digital project manager to proactively plan and successfully execute the program while minimizing the known risks.

Digital projects have their own set of unique challenges due to the niche technological skills, faster release plans, and continuous changes. We have tried to address these digital project-specific challenges.

Key Highlights of the Book

Here are some of the key value differentiators of this book:

- A focus on digital consulting and pre-sales (proof-of-concept, articulation of win themes) with detailed consulting case studies.
- Wide coverage of estimation models and pricing models, including modern estimation models such as user story based estimation used in modern digital projects.
- A focus on practical, proven, and usable project management artefacts/tools/frameworks such as:
  - Models such as the digital maturity model, the continuous execution model, and the quantitative risk management model
  - Templates such as the RACI template, the resource induction template, and the requirement elaboration template
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- Frameworks such as the migration framework, digital product evaluation, and knowledge transition
- Tools related to DevOps, project planning, collaboration, Agile project management, test management, and project planning
- In-depth coverage of the Agile execution model along with its metrics, best practices, and applicability scenarios.
- Dedicated and in-depth coverage for achieving high quality in digital projects through a quality framework with a detailed case study.
- In-depth coverage of known anti-patterns and failure factors in digital projects along with lead indicators and mitigation strategies.
- Chapter dedicated to cover the proven best practices related to digital project management from various dimensions.
- In-depth focus on real-world project management scenarios and case studies, with three book chapters covering these topics.
- Exclusive chapter covering recent trends and innovations in digital space and its impact on digital project management.

Book’s Organization

The book is organized into 17 chapters and 6 appendixes, wherein the 17 chapters are categorized into four parts. The first three parts cover three main phases of the project—project initiation, project execution, and project maintenance—and the last part is exclusively dedicated to project management scenarios and case studies. The next sections describe high-level summaries of each of the parts.

Part I: Initiation of Digital Projects

This part contains topics that are related to digital project initiation, consulting, and pre-sales. Chapter 1 introduces project management concepts such as project phases, governance, execution models, and more. Chapter 2 covers various topics related to digital project consulting, such as consulting frameworks, pre-sales activities along with a detailed digital consulting case study. Chapter 3 introduces various project management related plans such as project plan, collaboration plan, quality management
plan, staffing plan, training plan, and risk management plan that a project manager would define during the initiation phase. Chapter 4 discusses various estimation models, such as function point estimation, SMC estimation, use case based estimation, and various pricing models.

**Part II: Execution of Digital Projects**

This part covers various topics related to project execution. Chapter 5 provides detailed insights into various models (such as earned value management and the digital maturity models), templates (such as the RACI template and the requirements template), and tools that a digital project manager can use during project execution. Chapter 6 details various project execution models such as the waterfall model and the iterative model, with special focus on the Agile model and its variants. Chapter 7 covers various aspects of project quality across project phases, along with a case study. Chapter 8 elaborates on various project management functions such as requirements management, stakeholder management, knowledge transition planning, project governance, and auditing. Chapter 9 covers people management topics such as coaching, feedback management, competency development, and such.

**Part III: Monitoring and Maintenance of Digital Projects**

The chapters in this part cover maintenance, monitoring, and post-production related topics. The main topics in this part are focused on the “continuous improvement” principle, which we adopt during the maintenance phase. We will initially look at the common lessons, best practices, and failure scenarios based on our experience from various digital projects. These insights will help digital project managers take proactive measures to identify and address known problem patterns in the early stages. Chapter 10 covers common reasons for failure in digital projects, along with a best practices-based approach to avoid failures. Chapter 11 covers various best practices that can be adopted at different phases of digital project management. Chapter 12 covers product evaluation framework, migration framework, and digital product governance. Chapter 13 covers the emerging trends and innovations in the digital space. Chapter 14 covers various project management activities during maintenance phase, such as incident management, production maintenance, knowledge transition, and more.
Part IV: Digital Project Management Scenarios and Case Studies

The chapters in this part are dedicated to the real-world project management scenarios and case studies so that project managers can gain insights from these scenarios and case studies and apply the insights to their current engagements. Chapter 15 covers various digital project management scenarios, such as scope creep handling, change request handling, etc.; each scenario is explained with its challenges, root causes, and handling methods. Chapter 16 discusses four detailed case studies related to digital project management. Chapter 17 discusses an elaborate digital transformation case study related to a digital bank.

Appendixes

Six appendixes complement the topics discussed in the book. Appendix A briefly discusses the cloud adoption strategy; Appendix B compiles the domain-specific use cases and business drivers; Appendix C provides the acceptance criteria for various testing phases; Appendix D provides a project scope template document; Appendix E provides a template for a product evaluation score card; and Appendix F compiles best practices in digital project governance.

Target Audience

The primary target audience of this book is the digital project manager and program manager who can use the insights, tools, frameworks, and models described here. The book will also be useful to self-driven Agile team members who can use the lessons from this book to efficiently execute Agile projects. Account managers, business sponsors, technical managers, and digital practitioners will also find useful information in relevant book chapters.