

HYBRID APPROACH TO IT PROJECTS MANAGEMENT IN TELECOMMUNICATION

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IT projects in the telecommunication industry have their own specific characteristics and challenges, such as complexity, long timelines, high resource demands, need in compliance with regulations, as well as evolving requirements and need in collaboration across multiple teams and departments. Single project management methodology usually don't fit well all these needs.

The purpose of the report is to present hybrid approach to management of IT projects in telecommunications, that combines linear and agile project management methodologies to achieve better outcomes in IT projects.

It is proposed to follow a linear (i.e. Waterfall) approach for the planning and design phases of the project, and then transition to an Agile approach [1] for the development and testing phases.

Telecom operators usually want to have a fixed scope, budget, and project timeline in advance. Product need to comply with a variety of regulations that require documentation and strict timetables. These requirements fit with linear approach. Project planning phase defines project frames including budget, time of delivery, initial analysis and design, and high level requirements definition and prioritization.

The Implementation phase consists of iterations, what are planned based on defined scope and priorities. Each iteration includes design, build and test activities. UAT and delivery may be provided at the end of the project (linear approach) or per iterations (CI/CD approach). Project implementation can be divided into several stages (i.e. MVP, hi-priority and low-priority requirements) with delivery at the end of each stage. Agile approach to project implementation provides adaptation to evolving market and technologies, closer collaboration between project teams and customer, visibility and transparency, and flexibility in changing project scope [2]. This help to reduce the risk of project failure, and it can also help to keep the project on track and on budget.

Proposed hybrid methodology can offer a more flexible and adaptable approach to project management that can better meet the specific needs of a IT project in telecommunications, while still providing a structured framework for managing the project.

References

1. Cohn M. (2006), Agile Estimating and Planning. Prentice Hall Professional Technical Reference, 330 p.
2. Rigby D., Elk S., Berez S. (2020), Doing Agile Right: Transformation Without Chaos. Harvard Business Review Press, 256 p.