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0J3ML8 - JAYLEN DAISY

This book approaches a central concern of oral literature studies worldwide, with a special focus on Africa: how to deal with oral genres in a world where new technologies have become available to more and more people? As the book asserts, what is new is that the spotlight is directed towards (old and new) "interlocutors" who cooperate in the making of technologized oral genres in an increasingly technologized world. Their interactions affect the performance, as well as research - their roles and positions raise methodological and ethical questions particularly when local/national identities and commercial interests are at stake. (Series: African

Studies / Afrikanische Studien - Vol. 45) Take These Six Steps to Reach Your Project Management and Leadership Goals! Starting with an insightful self-assessment, The Project Management Coaching Workbook: Six Steps to Unleashing Your Potential offers tools, questions, reviews, guiding practices, and exercises that will help you build your roadmap to project management and leadership success. Based on her experience as a coach and mentor, Susanne Madsen offers a proven six-step method designed to help you understand and articulate what you want to achieve—and then assist you in achieving those goals. This workbook will help project managers at any level overcome some of the most common challenges

they face by:

- Effectively managing a demanding workload
- Leading and motivating a team
- Building effective relationships with senior stakeholders
- Managing risks, issues, and changes to scope
- Delegating effectively

How to manage any project on just one piece of paper The New One-Page Project Manager demonstrates how to efficiently and effectively communicate essential elements of a project's status. The hands of a pocket watch reveal the time of day without following every spring, cog, and movement behind the face. Similarly, an OPPM template reduces any project—no matter how large or complicated—to a simple one-page document, perfect for communicating to upper management and other

project stakeholders. Now in its Second Edition, this practical guide, currently saving time and effort in thousands of organizations worldwide, has itself been simplified, then refined and extended to include the innovative AgileOPPMTM. This Second Edition will include new material and updates including an introduction of the groundbreaking AgileOPPMTM and an overview of MyOPPMTM template builder, available online. Includes references throughout the book to the affiliated sections in the Project Management Body of Knowledge (PMBOK®) Shows templates for the Project Management Office (PMO) This new and updated Second Edition will help you master the one-page approach to both traditional project management and Agile project management. (PMBOK is a registered marks of the Project Management Institute, Inc.) From the moment of their first client engagement, consultants in all fields face communication opportunities and challenges. No matter what their focus may be—professional services, accounting, technology, operations, human resources, manufacturing, or marketing—consultants drive change. That change, from its initial definition through its development and de-

ployment, must be precisely communicated to a variety of audiences and through a variety of mediums. Most business communication books do a good job leading professional writers and presenters through the basics of audience, organization, formatting, and mechanics. But, only few focus on a specific business role, such as that of a consultant, and give guidance for communicating during all stages of a project. From the pre-engagement process, to the actual engagement, to the post-engagement follow-up, consultants are challenged by the variety of audiences whose roles continually shift throughout a project. This book guides a current or would-be consultant through the various phases of a typical engagement and gives practical advice and direction on written and oral communication throughout a project. Current and future consultants in all fields will gain specific knowledge about writing and presenting to a variety of audiences including clients, team members, managers, and executives.

The World Bank Group promotes small and medium enterprise (SME) growth through both systemic and targeted interventions.

Targeting means focusing benefits on one size-class of firms to the exclusion of others. Targeted support for SMEs is a big business for the World Bank Group, averaging around \$3 billion a year in commitments, expenditures, and gross exposure over the 2006-12 period. In the context of broader reforms, such targeted support can be a powerful tool. Targeting SMEs is not an end in itself, but a means to create economies that can employ more people and create more opportunity for citizens to achieve prosperity. A thriving and growing SME sector is associated with rapidly growing economies. A central challenge is to level the economic playing field by ensuring dynamic markets; strengthening market-support institutions; and removing constraints to participation. IEG found that financial sector development can have both a pro-growth and pro-poor impact by alleviating SMEs' financing constraints, enabling new entry of firms and entrepreneurs and better resource allocation. Layered on top of this are targeted forms of assistance; these interventions may build on a foundation of more systemic reforms, may come in tandem with them, or may in fact be a means to build systemic

reforms from the bottom up. Any credible justification of targeted support to SMEs must be focused on establishing well-functioning markets and institutions, not simply providing a temporary supply of benefits to a small group of firms during a project's lifespan. Thus, targeted interventions need to leverage resources to produce broader benefits for institutions and markets. To make targeted support for SMEs more effective, the World Bank Group needs to do several things: Clarify its approach to targeted support to SMEs; Enhance the support's relevance and additionality; Institute a tailored research agenda; Strengthen guidance and quality control for such support; Reform MIGA's Small Investment Program.

Improving Writing and Thinking through Assessment is designed to help individual faculty and administrators select assessment approaches and measures to maximize their students' writing and thinking. The book offers useful guidance, through presentation of recommended assessment guidelines and measurement principles in Part 1 and applications from a variety of contributors in Part 2. It addresses a wide range of audiences, including instructors

who want to assess and thus foster writing and thinking in their courses, administrators and instructors planning to assess writing and thinking at the program or institutional level, and graduate students interested in improving students' writing and critical thinking. This book is more guide than a "cookbook." By providing comprehensive standards and criteria that help individuals or teams develop plans and measures to improve writing and thinking, the book should be helpful for academic and Student Affairs administrators and faculty - as the principles apply equally to all engaged in assessment. Contributors, representing a wide range of educators, illustrate many of the approaches and methods described in the theoretical section of the book using a variety of assessment strategies at both classroom and program levels. Readers will see how different types of institutions, both private and public as well as undergraduate and graduate, have designed assessment strategies and plans to gauge and enhance writing and thinking growth in the classroom and across programs. They candidly describe challenges encountered and solutions they adopted or suggest. These chapters reflect

approaches and perspectives from various discourse communities - including writing program administrators, composition faculty, assessment professionals, and individual faculty representing several disciplines. The author argues the urgent need to develop strong writers and thinkers. She discusses challenges and obstacles, but underscores the necessity for more faculty involvement and institutional commitment. This book will help institutions and individual faculty design and implement sound, meaningful assessment strategies to foster effective writing and thinking that will both advance the goals of the institutional mission and meet faculty's disciplinary objectives and scholarly concerns.

Special edition of the Federal Register, containing a codification of documents of general applicability and future effect ... with ancillaries.

Guide to Writing a Powerful Project Initiation Document (PID) The Secrets Of Starting Successful Projects, That Botherers Fail To Use! - Easy to Use, Comprehensive, Step-by-Step Instructions, Guide & Template - Easy to Use, Comprehensive, Step-by-Step Instructions, Guide & Template - Everything you need to create your PID,

that will put your project on track from the beginning! * Bonus 'MS Word' Project Initiation Document Template Download Included * Writing your most compelling PID will be as easy as painting with numbers... This little pocket mentor has does everything except write the words in the blank spaces for you. But if just filling in the blanks (with tips) on a template isn't easy enough, then there's the guide loaded with information in the very first section, designed to give you everything that you desire. Warning: The PID is this guide is Totally Comprehensive, giving you the structure and support to create an impressive PID for a very small project or a multi-million dollar project. There may be many ways to write a document, YET there in Only ONE Way to write a powerful PID that will clearly describe how your project will be managed, and to provide your stakeholders with confidence that your project can be delivered. Everything that matters when managing your project has been identified, documented and included this "Guide to Writing a Powerful PID" - This Is Your Pocket Mentor To Writing Your PID - Full Of Expert Advice On What To Write & How To Write It - Guide To Walk You

Through The Process - A Book, Guide & Template With Clear; Structure, Sections, Tables, Charts, Hint & Tips Helps You to Start-up, Plan & Execute Projects Quickly and Easily This Book, Guide & Template is: - Is professionally laid out - Has ALL the charts and tables you need - Comes with step-by-step instructions - Contains practical examples - Includes tips & hints What others are saying about this book "I recommend this book to everyone involved in project management, must keep it as guidance. " - 12 reviewers made a similar statement "Easy to read and follow, well explained.... and very helpful....!!! " - 11 reviewers made a similar statement "It gives you practical steps and process of assembling Project Initiation Document." - 4 reviewers made a similar statement The Benefits this Book, Guide & Template Project Managers often have various templates on their PC or laptop. When they start a new project, they sift through them trying to find something relevant, consuming valuable time and energy. Only to have to start again from scratch when nothing suitable turns up. That's where this Project Template is invaluable. For every project you're involved with, you can

simply open the template and start filling it in. It saves you time and effort, and because each template has been professionally laid out, you can generate higher quality documentation as a result. Buy & Download the Project Initiation Document Template today Satisfaction 100% Guaranteed!!!

The global shift toward delivering services online requires organizations to evolve from using traditional paper files and storage to more modern electronic methods. There has however been very little information on just how to navigate this change until now. Implementing Electronic Document and Record Management Systems explains how to efficiently store and access electronic documents and records in a manner that allows quick and efficient access to information so an organization may meet the needs of its clients. The book addresses a host of issues related to electronic document and records management systems (EDRMS). From starting the project to systems administration, it details every aspect in relation to implementation and management processes. The text also explains managing cultural

changes and business process re-engineering that organizations undergo as they switch from paper-based records to electronic documents. It offers case studies that examine how various organizations across the globe have implemented EDRMS. While the task of creating and employing an EDRMS may seem daunting at best, *Implementing Electronic Document and Record Management Systems* is the resource that can provide you with the direction and guidance you need to make the transition as seamless as possible.

An international version of the existing 'Form of Contract'. Various additional clauses to meet the special requirements of international projects, they are written in a more internationally accessible and user-friendly English language and specific references to UK law have been removed.

A combination of art and skill that results in the balancing of project objectives against restraints of time, budget, and quality, effective project management requires skill and experience as well as many tools and techniques. *Project Management Tools and Techniques: A Practical Guide* describes these tools and techniques and how to use them, giving stu-

dents the strong foundation they need to develop the skills and experience needed for a successful career in project management. The first five sections discuss a typical project life cycle, and beginning with an introduction to project management in terms of the role it plays in the organization and how a business case drives the process. From this starting point, the various planning and control-oriented techniques described evolve this process through the life cycle from scope development to completion. The final section closes the discussion with a group of more contemporary topics labeled "advanced." These are essential tools that need to be in wide use but are still evolving in practice. Most of the chapters supply sample questions and exercises to help with a review of the material. Each of the authors has extensive real-world experience in her or his respective professional areas with a combined experience of about 100 years. They have selected topics based on their valuation of the tool and its project management value. They present the material in such a way that the concepts can be applied to any project. Once this material is mastered, students will have a good

overview regarding the basic planning and control actions required by a project manager. Also, this book will make a great reference guide that can be used by project managers and team members for years to come.

Health planning is a critical component when responding to the health needs of low and middle income countries, characterised by particularly stringent resource constraints. The major communicable diseases such as AIDS, TB and malaria often appear in parallel with growing non-communicable diseases including heart disease and diabetes, and yet resources are often less than the levels recommended by the World Health Organisation for basic health care. The new edition of this well-respected text explains the importance of health planning in both developing regions such as Africa, and those in transition, such as Central and Eastern Europe. It stresses the importance of understanding the national and international context in which planning occurs, and provides an up to date analysis of the major current policy issues, including health reforms. Separate chapters are dedicated to the distinct issues of finance for health care and human-

resource planning. The various techniques used at each stage of the planning process are explained, starting with the situational analysis and then looking in turn at priority-setting, option appraisal, programming, implementation, monitoring, and evaluation. The book ends by examining the challenges facing planners in the 21st century, particularly in the light of growing globalisation. A major theme of the book is the need to recognise and reconcile the inevitable tension that lies between value judgements and 'rational' decision-making. As such, in addition to introducing techniques such as costing and economic appraisal, it also outlines techniques such as stakeholder analysis for understanding the relative attitudes and power of different groups in planning decisions. Each chapter includes a comprehensive bibliography (including key websites), a summary, and exercises to help the reader practise techniques and better understand the content. The book argues that all health professionals and community groups should be involved in the planning process for it to be effective, and will therefore appeal to anyone involved in planning.

PMBOK® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide – Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:

- Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);
- Provides an entire section devoted to tailoring the development approach and processes;
- Includes an expanded list of models, methods, and artifacts;
- Focuses on not just delivering project outputs but also enabling outcomes; and
- Integrates with PMI Standards+™ for information and standards application content based on project type, development approach, and industry sector.

Summary Specification by Example is an emerging practice for creating software

based on realistic examples, bridging the communication gap between business stakeholders and the dev teams building the software. In this book, author Gojko Adzic distills interviews with successful teams worldwide, sharing how they specify, develop, and deliver software, without defects, in short iterative delivery cycles. About the Technology Specification by Example is a collaborative method for specifying requirements and tests. Seven patterns, fully explored in this book, are key to making the method effective. The method has four main benefits: it produces living, reliable documentation; it defines expectations clearly and makes validation efficient; it reduces rework; and, above all, it assures delivery teams and business stakeholders that the software that's built is right for its purpose. About the Book This book distills from the experience of leading teams worldwide effective ways to specify, test, and deliver software in short, iterative delivery cycles. Case studies in this book range from small web startups to large financial institutions, working in many processes including XP, Scrum, and Kanban. This book is written for developers, testers, analysts, and busi-

ness people working together to build great software. Purchase of the print book comes with an offer of a free PDF, ePub, and Kindle eBook from Manning. Also available is all code from the book. What's Inside

Common process patterns
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This research-based book investigates the effects of digital transformation on the cultural and creative sectors. Through cases and examples, the book examines how artists and art institutions are facing the challenges posed by digital transformation, highlighting both positive and nega-

tive effects of the phenomenon. With contributions from an international range of scholars, the book examines how digital transformation is changing the way the arts are produced and consumed. As relative late adopters of digital technologies, the arts organizations are shown to be struggling to adapt, as issues of authenticity, legitimacy, control, trust, and co-creation arise. Leveraging a variety of research approaches, the book identifies managerial implications to render a collection that is valuable reading for scholars involved with arts and culture management, the creative industries and digital transformation more broadly.

Designed to help students on an 'A' level, GNVQ or similar course to design and implement a web site using MS FrontPage 2000

Biannually since 1994, the European Conference on Product and Process Modelling in the Building and Construction Industry has provided a review of research, given valuable future work outlooks, and provided a communication platform for future co-operative research and development at both European and global levels. This vol-

ume, of special interest

Using a set of budgeting guidelines created specifically for school entities, this how-to publication takes readers through the steps necessary to develop an annual budget that meets today's most rigorous demands. The guidelines provide a means for the business management staff, school board, and community to use the budget document as an effective decision-making and communications tool. Budget examples that adhere to these guidelines and have earned award recognition for their budget presentation accomplishments are highlighted.

A fully updated, step-by-step guide for implementing COSO's Enterprise Risk Management COSO Enterprise Risk Management, Second Edition clearly enables organizations of all types and sizes to understand and better manage their risk environments and make better decisions through use of the COSO ERM framework. The Second Edition discusses the latest trends and pronouncements that have affected COSO ERM and explores new topics, including the PCAOB's release of AS5; ISACA's recently revised CobiT; and the recently released IIA Standards. Offers you expert ad-

vice on how to carry out internal control responsibilities more efficiently Updates you on the ins and outs of the COSO Report and its emergence as the new platform for understanding all aspects of risk in today's organization Shows you how an effective risk management program, following COSO ERM, can help your organization to better comply with the Sarbanes-Oxley Act Knowledgeably explains how to implement an effective ERM program Preparing professionals develop and follow an effective risk culture, COSO Enterprise Risk Management, Second Edition is the fully revised, invaluable working resource that will show you how to identify risks, avoid pitfalls within your corporation, and keep it moving ahead of the competition.

CMMI® for Acquisition (CMMI-ACQ) describes best practices for the successful acquisition of products and services. Providing a practical framework for improving acquisition processes, CMMI-ACQ addresses the growing trend in business and government for organizations to purchase or outsource required products and services as an alternative to in-house development or resource allocation. Changes in CMMI-ACQ Version 1.3 include improvements to high

maturity process areas, improvements to the model architecture to simplify use of multiple models, and added guidance about using preferred suppliers. CMMI® for Acquisition, Second Edition, is the definitive reference for CMMI-ACQ Version 1.3. In addition to the entire revised CMMI-ACQ model, the book includes updated tips, hints, cross-references, and other author notes to help you understand, apply, and quickly find information about the content of the acquisition process areas. The book now includes more than a dozen contributed essays to help guide the adoption and use of CMMI-ACQ in industry and government. Whether you are new to CMMI models or are already familiar with one or more of them, you will find this book an essential resource for managing your acquisition processes and improving your overall performance. The book is divided into three parts. Part One introduces CMMI-ACQ in the broad context of CMMI models, including essential concepts and useful background. It then describes and shows the relationships among all the components of the CMMI-ACQ process areas, and explains paths to the adoption and use of the model for process improvement

and benchmarking. Several original essays share insights and real experiences with CMMI-ACQ in both industry and government environments. Part Two first describes generic goals and generic practices, and then details the twenty-two CMMI-ACQ process areas, including specific goals, specific practices, and examples. These process areas are organized alphabetically and are tabbed by process area acronym to facilitate quick reference. Part Three provides several useful resources, including sources of further information about CMMI and CMMI-ACQ, acronym definitions, a glossary of terms, and an index.

The essential guide to beginning your career in architecture The Architecture Student's Handbook of Professional Practice opens the door to the vast body of knowledge required to effectively manage architectural projects and practice. A professional architect is responsible for much more than design; this book is specifically designed to help prepare you for the business and administrative challenges of working in the real-world—whether you are a student or are just starting out in practice. It provides clear insight into the

legal, financial, marketing, management, and administrative tasks and issues that are integral to keeping a firm running. This new edition has been restructured to be a companion textbook for students undertaking architectural practice classes, while also fulfilling the specific knowledge needs of interns and emerging professionals. It supplements information from the professional handbook with new content aimed at those setting out in the architectural profession and starting to navigate their careers. New topics covered in this new edition include: path to licensure, firm identity, professional development, strategic planning, and integrated project delivery. Whether you want to work at a top firm, strike out on your own, or start the next up-and-coming team, the business of architecture is a critical factor in your success. This book brings the fundamentals together to give you a one-stop resource for learning the reality of architectural practice. Learn the architect's legal and ethical responsibilities Understand the processes of starting and running your own firm Develop, manage, and deliver projects on time and on budget Become familiar with standard industry agreements and con-

tracts Few architects were drawn to the profession by dreams of writing agreements and negotiating contracts, but those who excel at these everyday essential tasks impact their practice in innumerable ways. The Architecture Student's Handbook of Professional Practice provides access to the "nuts and bolts" that keep a firm alive, stable, and financially sound.

Note to Readers: Publisher does not guarantee quality or access to any included digital components if book is purchased through a third-party seller. Applied Problem-Solving in Healthcare Management is a practical textbook devoted to developing and strengthening problem-solving and decision-making leadership competencies of healthcare administration students and healthcare management professionals. Built upon the University of Minnesota Master of Healthcare Administration Program's Problem-Solving Method, the text describes the "never assume" mindset and the structured method that drive evidence-based, action-oriented problem-solving. The "never assume" mindset requires healthcare leaders to understand themselves and their stakeholders, and to engage in waves of divergent and conver-

gent thinking. This structured method guides the problem solver through the phases of defining, studying, and acting on complex interrelated organizational problems that involve multiple root causes. The book also describes how the Problem-Solving Method is complementary to quality improvement methods and can be used in healthcare organizations along with Lean, Design Thinking, and Human Centered Design. Providing step-by-step instruction including useful tips, tools, activities, and case studies, this effective resource demonstrates the utility of the method for all types of health organization settings including health systems, hospitals, clinics, population health, and long-term care. For students taking health management, capstone, and experiential learning courses, including internship and residency projects, this book allows them to test and apply their problem-solving and decision-making skills to real-world situations. Beyond the classroom, it is an indispensable resource for organizations seeking to enhance the problem-solving skills of their workforce. The authors of the text have nearly 75 years of combined experience in healthcare management, leader-

ship, and professional consulting, and teaching and advising healthcare administration students in classrooms, on student capstone, internship and residency projects, and case competitions. Synthesizing their expertise, this text serves as a guide for those who wish to strengthen their problem-solving abilities to systematically identify, analyze, study, and solve pressing organizational challenges in healthcare settings. Key Features: Describes a mindset and a structured problem-solving method that builds leadership competencies Encourages a step-by-step problem-solving approach to define, study, and act on problems to drive action-oriented solutions Supports experiential learning and coaching for students and professionals early in their careers, applicable especially to healthcare management, capstone, and student consulting courses, internship and residency projects, case competitions, and professional development in organizations Compares the Problem-Solving Method to other complementary methods used in many healthcare organizations, including Lean, Design Thinking, and Human Centered Design

This text explores theory and practice in

the design and management of technically-oriented projects. It outlines a four-phase systematic approach, and examines its implementation in a real-world case study. The four phases are: the conception phase, the study phase, the design phase and the implementation phase. For each phase, the book considers purpose and goal, activities, definition of the completion of the phase, and exercises.

Ideal for a wide scope of professionals (engineers, accountants, researchers, information technology specialists, telecom workers) who are tasked with implementing multi-departmental projects A must-have for the 40,000 candidates who take the Project Management Professionals exam each year

We live in an age of electronic interconnectivity, with co-workers across the hall and across the ocean, and managing meetings can be a challenge across multiple time zones and cultures. This makes documenting your projects more important than ever. In *Technical Documentation and Process*, Jerry Whitaker and Bob Mancini provide the background and structure to help you document your projects more effectively.

With more than 60 years of combined experience in successfully documenting complex engineering projects, the authors guide you in developing appropriate process and documentation tools that address the particular needs of your organization. Features Strategies for documenting a project, product, or facility A sample style guide template—the foundation on which you can build documents of various types A selection of document templates Ideas for managing complex processes and improving competitiveness using systems engineering and concurrent engineering practices Basic writing standards and helpful references Major considerations for disaster planning Discussion of standardization to show how it can help reduce costs Helpful tips to manage remote meetings and other communications First-hand examples from the authors' own experience Throughout, the authors offer practical guidelines, suggestions, and lessons that can be applied across a wide variety of project types and organizational structures. Comprehensive yet to the point, this book helps you define the process, document the plan, and manage your projects more confidently.

* Provides a "real world" view and best practices around using SharePoint 2003 technologies to meet business needs. * Seth Bates was the technical reviewer for both of Scot Hillier's books. * Lists the most common deployment scenarios of SharePoint technologies and the ways to best leverage SharePoint features for these scenarios.

The 5th Edition of Jack Marchewka's Information Technology Project Management focuses on how to create measurable organizational value (MOV) through IT projects. The author uses the concept of MOV, combined with his own research, to create a solid foundation for making decisions throughout the project's lifecycle. The book's integration of project management and IT concepts provides students with the tools and techniques they need to develop in this field.

The industry standard for best practices in system administration, updated to address today's challenges.

"Language documentation," also often called "documentary linguistics," is a relatively new subfield in linguistics which has emerged in part as a response to the press-

ing need for collecting, describing, and archiving material on the increasing number of endangered languages. The present book details the most recent developments in this rapidly developing field with papers written by linguists primarily based in academic institutions in North America, although many conduct their fieldwork elsewhere. The articles in this volume position papers and case studies focus on some of the most critical issues in the field. These include (1) the nature of contributions to linguistic theory and method provided by documentary linguistics, including the content appropriate for documentation; (2) the impact and demands of technology in documentation; (3) matters of practice in collaborations among linguists and communities, and in the necessary training of students and community members to conduct documentation activities; and (4) the ethical issues involved in documentary linguistics."

Written by experienced process improvement professionals who have developed and implemented computer based systems in organizations around the world, Interpreting the CMMI®: A Process Improvement Approach, Second Edition provides

you with specific techniques for performing process improvement. Employing everyday language and supported by real world examples, the authors describe the fundamental concepts of the CMMI model, covering goals, practices, architecture, and definitions, and provide a structured approach for implementing the concepts of the CMMI into any organization. They discuss getting started in the process improvement effort, as well as how to continue on to high maturity. They walk you through the myriad of charts and graphs involved in statistical process control and offer practical recommendations. They also provide information on blending different process improvement initiatives into organizational programs (including agile development), and in this edition include more in-depth information. The authors distill the knowledge gained in their combined 70 years of experience in project management, software engineering, systems engineering, metrics, quality assurance, appraisals, training, process improvement, and team building. Whether you are new to process improvement or an experienced professional, this volume will save you time wasted on false starts, false promises

by marketers, and failed deadlines. The authors have been responsible for successfully implementing process improvement in several different organizations. This book is based on real-life experience, not on academic theories. It provides workable solutions to inherent challenges such as appropriate roles and responsibility, resistance to change, and meaningful documentation, thus transforming CMMI concepts into practical applications.

The authors developed an approach for thinking and communicating about documentation and then explored its use in ear-

ly childhood programs, including the schools of Reggio Emilia. The result is a framework, collection system, and display method that works in U.S. schools. Methods are applicable to many different curriculum models, including thematic teaching and the project approach. Features extensive examples of children's and teachers' work.

The way in which architectural decisions are made changes when more agile development methods are used. This chapter focuses on architectural decisions and how they are made in industrial settings. From our literature research and experience, we

have constructed three axes on which the architectural decision process of projects or companies can be projected. We evaluate this framework with five industrial case studies in which we have participated. In all of the cases, the differences between two points in time (phases) were evaluated. These differences helped us identify what aspects influence the efficiency of the project/company. The presented Triple-A Framework can be used in other projects to help locate places where the architectural process can be improved when the agility of a project changes.