



Applicability of Project Management Performance Domains for Agile Developed IT Projects

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Abstract

The agile IT industry is continually seeking new methods to integrate and enhance project outcomes. In response, PMI has introduced new domains designed to be applicable across various projects, offering flexible approaches to improve project management practices and align with evolving industry needs. The paper discusses the results of a study exploring the applicability of eight project management performance domains from PMBOK, including Stakeholders, Team, Development Approach and Life Cycle, Planning, Project Work, Delivery, Measurement, and Uncertainty, to agile-developed IT projects. Data were collected through semi-structured interviews with 10 experienced agile practitioners from Sri Lanka's IT industry, who are well-versed in the PMBOK 7th Edition and agile methodologies. The collected data were subjected to qualitative and thematic analysis. The results of the study demonstrated that practical challenges, such as contradictions and criticisms, arise due to the perceived rigidity of the PMBOK framework, which may conflict with the more adaptive and flexible nature of agile approaches. Opportunities were identified in the customization and adaptive application of the PMBOK domains, where these domains can be utilized as flexible guidelines rather than rigid frameworks, allowing for enhanced assessment and alignment practices. The study contributes to the Technology-Organization-Environment perspective implications providing insights into the practical integration of PMPD in agile IT projects. It emphasizes the need for adaptability, applicability, and practical focus from a technological perspective; organizational readiness, communication processes, and management and decision-making from an organizational perspective; and alignment with competitive and external pressures and existing practices from an environmental perspective. Practitioners should tailor the PMPD domains to the specific context of each project based on their expertise, allowing for more effective application of these concepts.

Keywords: Agile principles, Agile value, Performance domains, PMBOK seventh edition, TOE framework.

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