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**Systems and software engineering — Life  
cycle processes — Project management**

*Ingénierie du logiciel — Processus de cycle de vie — Gestion de projet*

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# Contents

Page

Foreword .....	v
Introduction.....	vi
<b>1 Scope .....</b>	<b>1</b>
1.1 Purpose .....	1
1.2 Field of application.....	1
1.3 Limitations .....	1
<b>2 Conformance .....</b>	<b>2</b>
2.1 Conformance to normative documentation content.....	2
2.2 Conformance to processes .....	2
2.3 Full conformance.....	2
<b>3 Symbols and abbreviations.....</b>	<b>2</b>
<b>4 Application of this International Standard.....</b>	<b>3</b>
<b>5 Elements of the project management plan .....</b>	<b>4</b>
5.1 Project overview (Clause 1 of the PMP).....	5
5.1.1 Project summary (Subclause 1.1 of the PMP).....	5
5.1.2 Evolution of the plan (Subclause 1.2 of the PMP).....	6
5.2 References (Clause 2 of the PMP).....	6
5.3 Definitions (Clause 3 of the PMP).....	6
5.4 Project context (Clause 4 of the PMP).....	6
5.4.1 Process model (Clause 4.1 of the PMP).....	6
5.4.2 Process improvement plan (Clause 4.2 of the PMP).....	7
5.4.3 Infrastructure plan (Clause 4.3 of the PMP).....	7
5.4.4 Methods, tools and techniques (Clause 4.4 of the PMP).....	7
5.4.5 Product acceptance plan (Clause 4.5 of the PMP).....	7
5.4.6 Project organization (Clause 4.6 of the PMP).....	7
5.5 Project planning (Clause 5 of the PMP) .....	8
5.5.1 Project initiation (Subclause 5.1 of the PMP) .....	8
5.5.2 Project work plans (Subclause 5.2 of the PMP) .....	9
5.6 Project assessment and control (Clause 6 of the PMP) .....	10
5.6.1 Requirements management plan (Subclause 6.1 of the PMP).....	10
5.6.2 Scope change control plan (Subclause 6.2 of the PMP) .....	10
5.6.3 Schedule control plan (Subclause 6.3 of the PMP).....	10
5.6.4 Budget control plan (Subclause 6.4 of the PMP) .....	10
5.6.5 Quality assurance plan (Subclause 6.5 of the PMP).....	11
5.6.6 Subcontractor management plans (Subclause 6.6 of the PMP).....	11
5.6.7 Project closeout plan (Subclause 6.7 of the PMP).....	11
5.7 Product delivery (Clause 7 of the PMP) .....	11
5.8 Supporting process plans (Clause 8 of the PMP) .....	11
5.8.1 Project supervision and work environment (Subclause 8.1 of the PMP) .....	11
5.8.2 Decision management (Subclause 8.2 of the PMP) .....	12
5.8.3 Risk management (Subclause 8.3 of the PMP) .....	12
5.8.4 Configuration management (Subclause 8.4 of the PMP) .....	12
5.8.5 Information management (Subclause 8.5 of the PMP) .....	12
5.8.6 Quality assurance (Subclause 8.6 of the PMP) .....	13
5.8.7 Measurement (Subclause 8.7 of the PMP) .....	13
5.8.8 Reviews and audits (Subclause 8.8 of the PMP).....	13
5.8.9 Verification and validation (Subclause 8.9 of the PMP) .....	14
5.9 Additional plans (Clause 9 of the PMP).....	14

5.10	End matter .....	14
6	Project processes .....	15
6.1	Project planning process .....	16
6.2	Project assessment and control process .....	20
6.3	Decision management process .....	23
6.4	Risk management process .....	25
6.5	Configuration management process .....	27
6.6	Information management process .....	29
6.7	Measurement process .....	31
	Bibliography .....	32

List of Figures

Page

Figure 1 – Format of a project management plan .....	4
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[ISO/IEC/IEEE 16326:2009](https://standards.iteh.ai/catalog/standards/sist/264b1e70-e585-4070-b307-e47e27edc0b3/iso-iec-ieee-16326-2009)

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## Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

IEEE Standards documents are developed within the IEEE Societies and the Standards Coordinating Committees of the IEEE Standards Association (IEEE-SA) Standards Board. The IEEE develops its standards through a consensus development process, approved by the American National Standards Institute, which brings together volunteers representing varied viewpoints and interests to achieve the final product. Volunteers are not necessarily members of the Institute and serve without compensation. While the IEEE administers the process and establishes rules to promote fairness in the consensus development process, the IEEE does not independently evaluate, test, or verify the accuracy of any of the information contained in its standards.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of ISO/IEC JTC 1 is to prepare International Standards. Draft International Standards adopted by the joint technical committee are circulated to national bodies for voting. Publication as an International Standard requires approval by at least 75 % of the national bodies casting a vote.

Attention is called to the possibility that implementation of this standard may require the use of subject matter covered by patent rights. By publication of this standard, no position is taken with respect to the existence or validity of any patent rights in connection therewith. ISO/IEEE is not responsible for identifying essential patents or patent claims for which a license may be required, for conducting inquiries into the legal validity or scope of patents or patent claims or determining whether any licensing terms or conditions provided in connection with submission of a Letter of Assurance or a Patent Statement and Licensing Declaration Form, if any, or in any licensing agreements are reasonable or non-discriminatory. Users of this standard are expressly advised that determination of the validity of any patent rights, and the risk of infringement of such rights, is entirely their own responsibility. Further information may be obtained from ISO or the IEEE Standards Association.

ISO/IEC/IEEE 16326 was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*, in cooperation with the Software and Systems Engineering Standards Committee of the IEEE, under the Partner Standards Development Organization cooperation agreement between ISO and IEEE.

This first edition of ISO/IEC/IEEE 16326 cancels and replaces ISO/IEC TR 16326, which has been technically revised and merged with content from IEEE Std 1058-1998.

## Introduction

This International Standard provides normative content specifications for project management plans covering software projects, and software-intensive system projects.

This International Standard also provides detailed discussion and advice on applying a set of project processes that are common to both the software and system life cycle as covered by ISO/IEC 12207:2008 (IEEE Std 12207-2008), *Systems and software engineering – Software life cycle processes* [15], and ISO/IEC 15288:2008 (IEEE Std 15288-2008), *Systems and software engineering – System life cycle processes* [16], respectively. The discussion and advice are intended to aid in the preparation of the normative content of project management plans.

This International Standard is the result of the harmonization of ISO/IEC TR 16326:1999 and IEEE Std 1058-1998.

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# Systems and software engineering — Life cycle processes — Project management

## 1 Scope

### 1.1 Purpose

This International Standard is intended to aid project managers in managing to successful conclusion those projects concerned with software-intensive systems and software products.

This International Standard specifies the required content of the project management plan (PMP). This International Standard also quotes the extracted purpose and outcome statements from the project processes of ISO/IEC 12207:2008 (IEEE Std 12207-2008) and ISO/IEC 15288:2008 (IEEE Std 15288-2008), and adds detailed guidance for managing projects that use these processes for software products and software-intensive systems.

### 1.2 Field of application

This International Standard is written for those who use or plan to use ISO/IEC 15288:2008 (IEEE Std 15288-2008) and ISO/IEC 12207:2008 (IEEE Std 12207-2008) on projects dealing with software-intensive systems and software products, regardless of project scope, product, methodology, size or complexity. The field of application of this International Standard spans the whole software or system life cycle, and addresses everybody who plays a role in project management — project managers and others, specifically:

- those responsible for establishing and continuously improving ISO/IEC 12207:2008 (IEEE Std 12207-2008) software life cycle processes and ISO/IEC 15288:2008 (IEEE Std 15288-2008) system life cycle processes;
- those responsible for executing any ISO/IEC 12207:2008 (IEEE Std 12207-2008) software life cycle process or ISO/IEC 15288:2008 (IEEE Std 15288-2008) system life cycle process at a project level;
- organizations or individuals subcontracting a project management effort.

In many organizations, the various responsibilities of project management are assigned to more than one person. Where the term "project manager" is used in this International Standard, the guidance, advice or normative requirement applies to the applicable role within the organization.

This International Standard is intended to provide guidance for two-party situations and may be equally applied where the two parties are from the same organization. This International Standard can also be used by a single party as self-imposed tasks.

This International Standard can also serve as guidance in multi-party situations, where high risks are inherent in the supply and integration of complex software-based systems, and procurement can involve several vendors, organizations or contracting parties.

### 1.3 Limitations

The normative content specifications for project management plans and the guidance for management of the project processes are limited to projects dealing with software-intensive systems and software products.

## 2 Conformance

This International Standard provides normative definition of the content of the project management plan (PMP), and provides guidance for the execution of the project processes of ISO/IEC 15288:2008 (IEEE Std 15288-2008) and ISO/IEC 12207:2008 (IEEE Std 12207-2008). Users of this International Standard can claim conformance to the normative documentation content, to the process provisions, or both.

### 2.1 Conformance to normative documentation content

A claim of conformance to the documentation provisions of this International Standard means that the user demonstrates that the content of a PMP conforms to the content requirements specified in clause 5 of this International Standard.

### 2.2 Conformance to processes

A claim of conformance to the process provisions of this International Standard is equivalent to claiming conformance to the project processes from ISO/IEC 15288:2008 (IEEE Std 15288-2008) and ISO/IEC 12207:2008 (IEEE Std 12207-2008) cited in clause 6 of this International Standard.

### 2.3 Full conformance

A claim of full conformance to this International Standard is equivalent to claiming conformance to the PMP content requirements cited in clause 5 and the project processes of ISO/IEC 15288:2008 (IEEE Std 15288-2008) and ISO/IEC 12207:2008 (IEEE Std 12207-2008) cited in clause 6 of this International Standard.

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## 3 Symbols and abbreviations (standards.iteh.ai)

The following symbols and abbreviations are used in this International Standard:

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ANSI	American National Standards Institute
CCB	Configuration/Change Control Board
CDRL	Contract Data Requirements List
GATES	Stage-Gate methodology
IBM	International Business Machines
ICWG	Interface Control Working Group
IEC	International Electrotechnical Commission
IEEE	Institute of Electrical and Electronics Engineers
ISO	International Organization for Standardization
OGC	Office of Government Commerce (UK)
PERT	Program Evaluation Review Technique
PM	Project Management (or Project Manager)
PMBOK®	Project Management Body of Knowledge



PMI	Project Management Institute
PMP	Project Management Plan
PPL	Product Parts List
PRINCE2	Projects In Controlled Environments (version 2)
RUP	Rational Unified Process® (registered trademark of IBM)
SDP	Software Development Plan
SE	Software Engineering
SEE	Software Engineering Environment
SEMP	Systems Engineering Management Plan
SWEBOK	Software Engineering Body of Knowledge
UK	United Kingdom
USA	United States of America
WBS	Work Breakdown Structure

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#### 4 Application of this International Standard

This International Standard specifies the required content of a Project Management Plan (PMP) such that the overall content of the plan, when executed successfully, fulfils the purposes and desired outcomes which are specified by the project processes of ISO/IEC 15288:2008 (IEEE Std 15288-2008) and ISO/IEC 12207:2008 (IEEE Std 12207-2008).

The project processes of ISO/IEC 15288:2008 (IEEE Std 15288-2008) and of ISO/IEC 12207:2008 (IEEE Std 12207-2008) contain the generic activities and tasks, which may be employed by any party that has to manage a project dealing with software-intensive systems or software products. This International Standard provides additional detailed guidance in clause 5 to assist managers of these projects as they produce the PMP for a specific project.

ANSI/PMI 99-001-2004, *A Guide to the Project Management Body of Knowledge* [1] provides important information about managing projects, and ISO 10006:2003, *Quality management systems - Guidelines for quality management in projects* [2] provides guidance on the application of quality management in projects. Managers of projects dealing with software products or software-intensive systems may find the contents of the *PMBOK®<sup>1</sup> Guide* [1] and ISO 10006:2003 [2] helpful, along with the guidance in this International Standard, in managing their projects to a successful conclusion.

Project managers should also apply the guidance in this International Standard in an iterative manner to consider any systemic impact when undertaking an action, e.g., an action, or failure to act, in one area can affect other areas.

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<sup>1</sup> *PMBOK®* is a registered trademark of the Project Management Institute, Incorporated. This information is given for the convenience of users of this standard and does not constitute an endorsement by ISO/IEC or the IEEE of these products. Equivalent products may be used if they can be shown to lead to the same results.

## 5 Elements of the project management plan

This clause specifies each of the elements of a PMP, as shown in Figure 1.

Title page .....	
Signature page .....	
Change history .....	
Preface .....	
Table of contents .....	
List of figures .....	
List of tables .....	
1. Project overview .....	
Project summary .....	
Purpose, scope and objectives .....	
Assumptions and constraints .....	
Project deliverables .....	
Schedule and budget summary .....	
Evolution of the plan .....	
2. References .....	
3. Definitions .....	
4. Project context .....	
Process model .....	
Process improvement plan .....	
Infrastructure plan .....	
Methods, tools and techniques .....	
Product acceptance plan .....	
Project organization .....	
External interfaces .....	
Internal interfaces .....	
Authorities and responsibilities .....	
5. Project planning .....	
Project initiation .....	
Estimation plan .....	
Staffing plan .....	
Resource acquisition plan .....	
Project staff training plan .....	
Project work plans .....	
Work activities .....	
Schedule allocation .....	
Resource allocation .....	
Budget allocation .....	
Procurement plan .....	
6. Project assessment and control .....	
Requirements management plan .....	
Scope change control plan .....	
Schedule control plan .....	
Budget control plan .....	
Quality assurance plan .....	
Subcontractor management plan .....	
Project closeout plan .....	
7. Product delivery .....	
8. Supporting process plans .....	
Project supervision and work environment .....	
Decision management .....	
Risk management .....	
Configuration management .....	
Information management .....	
Documentation .....	
Communication and publicity .....	
Quality assurance .....	
Measurement .....	
Reviews and audits .....	
Verification and validation .....	
9. Additional plans .....	
Annexes .....	
Index .....	

Figure 1 – Format of a project management plan

The PMP shall contain all the items in Figure 1, ordered as shown in Figure 1. The order of the items is intended for ease of reading, for standardization of presentation, and use, and not as a guide to the order of preparation of the various elements of the PMP. The various clauses and subclauses of the PMP may be included by direct incorporation or by reference to other plans and documents.

Detailed descriptions of each clause and subclause in a PMP are presented in 6.1 through 6.8 of this standard. Additional plans are often required to satisfy product requirements and contractual terms. Additional plans are specified in 6.9.

Project managers should produce the contents of the plans specified below such that they fulfil the purpose and desired outcomes which are specified by ISO/IEC 12207:2008 (IEEE Std 12207-2008) and ISO/IEC 15288:2008 (IEEE Std 15288-2008), and which are cited in Clause 5 of this International Standard. Since the application and use of software products and services must by necessity be done in the larger context of systems in which they reside, project managers should, when producing these plans, strive when possible to harmonize the desired project outcomes cited for both ISO/IEC 12207:2008 (IEEE Std 12207-2008) and ISO/IEC 15288:2008 (IEEE Std 15288-2008).

The PMP shall be a living document that is continuously updated throughout the life of the project. A change history log shall be used to document PMP changes.

Each version of a PMP based on this standard shall contain front matter which includes:

- a title page, which shall contain the project name, the date of issue, a unique identifier (draft number, baseline version number), and identification of the issuing organization.
- a signature page, which shall contain the signature(s) of the person(s) responsible for reviewing and approving the PMP.
- a change history, which shall include the project name, revision status of the plan, date of release, a list of pages that have been changed in the current revision of the plan, a brief statement describing the nature of changes incorporated into this revision of the plan, and a list of all previous revisions of the plan which includes an identification of each revision and its release date.
- a preface, which shall describe the scope and context of the PMP and identify the intended audience for the PMP.
- a table of contents.
- a list of figures that appear in the PMP.
- a list of tables that appear in the PMP.

## 5.1 Project overview (Clause 1 of the PMP)

### 5.1.1 Project summary (Subclause 1.1 of the PMP)

#### 5.1.1.1 Purpose, scope and objectives (Subclause 1.1.1 of the PMP)

This subclause of the PMP shall state the purpose, scope, and objectives of the project and the products to be delivered. The statement of scope shall be consistent with similar statements in the project agreement and other relevant system-level or business-level documents.

This subclause of the PMP shall also provide a brief statement of the business or system needs to be satisfied by the project, with a concise summary of the project objectives, the products to be delivered to satisfy those objectives, and the methods by which satisfaction will be determined. The project statement of purpose shall

describe the relationship of this project to other projects, and, as appropriate, how this project will be integrated with other projects or ongoing work processes.

A reference to the official statement of product requirements shall be provided in this subclause of the PMP.

#### 5.1.1.2 Assumptions and constraints (Subclause 1.1.2 of the PMP)

This subclause of the PMP shall describe the assumptions on which the project is based and imposed constraints on project factors such as the scope, schedule, budget, resources, software to be reused, acquirer software to be incorporated, technology to be employed, project enabling facilities, product interfaces to other products, expected product user's environment and required integrity level. This subclause should also describe any considerations of scope or objectives to be excluded from the project or the resulting product.

#### 5.1.1.3 Project deliverables (Subclause 1.1.3 of the PMP)

This subclause of the PMP shall list the work products that will be delivered to the acquirer, the delivery dates, delivery locations, and quantities required to satisfy the terms of the project agreement. In addition, this subclause shall specify the delivery media and any special instructions for packaging and handling. The list of project deliverables may be incorporated into the PMP directly or by reference to an external document such as a contract data requirements list (CDRL) or a product parts list (PPL). This subclause shall also include any work products that are deliverables internal to the project team, such as results from one project phase that are used by a subsequent phase, or organizational process metric data.

#### 5.1.1.4 Schedule and budget summary (Subclause 1.1.4 of the PMP)

This subclause of the PMP shall provide a summary of the schedule and budget for the project. The level of detail should be restricted to an itemization of the major work activities and supporting processes as, for example, those depicted by the top level of the work breakdown structure. This subclause shall also include payment details and schedules.

#### 5.1.2 Evolution of the plan (Subclause 1.2 of the PMP)

This subclause of the PMP shall specify the plans for producing both scheduled and unscheduled updates to the PMP. Methods of disseminating the updates shall be specified. This subclause shall also specify the mechanisms used to place the initial version of the PMP under configuration management and to control subsequent changes to the PMP.

### 5.2 References (Clause 2 of the PMP)

This clause of the PMP shall provide a complete list of all documents and other sources of information referenced in the PMP. Each document should be identified by title, report number, date, author, path/name for electronic access, and publishing organization. Other sources of information, such as electronic files, shall be identified using unique identifiers such as date and version number. Any deviations from referenced standards or policies shall be identified and justifications shall be provided.

### 5.3 Definitions (Clause 3 of the PMP)

This clause of the PMP shall define, or provide references to documents containing the definition of, all terms and acronyms required to properly understand the PMP.

### 5.4 Project context (Clause 4 of the PMP)

#### 5.4.1 Process model (Clause 4.1 of the PMP)

This subclause of the PMP shall either reference the life cycle model management process or specify the relationships among major project work activities and supporting processes by specifying the flow of

information and work products among activities and functions, the timing of work products to be generated, reviews to be conducted, major milestones to be achieved, baselines to be established, project deliverables to be completed, and required approvals that span the duration of the project. In addition, the technical standards, policies, and procedures governing development and/or modification of the work products shall be specified. The process model for the project shall include project initiation and project termination activities. To describe the process model, a combination of graphical and textual notations may be used. Any tailoring of an organization's standard process model for a project shall be indicated in this subclause.

#### 5.4.2 Process improvement plan (Clause 4.2 of the PMP)

This subclause of the PMP shall either reference the life cycle model management process or include plans for periodically assessing the project, determining areas for improvement, and implementing improvement plans. The process improvement plan should be closely related to the problem resolution plan; for example, root cause analysis of recurring problems may lead to simple process improvements that can significantly reduce rework during the remainder of the project. Implementation of improvement plans should be examined to identify those processes that can be improved without serious disruptions to an ongoing project and to identify those processes that can best be improved by process improvement initiatives at the organizational level.

#### 5.4.3 Infrastructure plan (Clause 4.3 of the PMP)

This subclause of the PMP shall specify the plan for establishing and maintaining the development environment (hardware, operating system, network, and software), and the policies, procedures, standards, and facilities required to conduct the project. These resources may include workstations, local area networks, software tools for analysis, design, implementation, testing, and project management, desks, office space, and provisions for physical security, administrative personnel, and janitorial services.

#### 5.4.4 Methods, tools and techniques (Clause 4.4 of the PMP)

This subclause of the PMP shall either reference the life cycle model management process or specify the development methodologies, programming languages and other notations, and the tools and techniques to be used to specify, design, build, test, integrate, document, deliver, modify and maintain the project deliverable and nondeliverable work products.

#### 5.4.5 Product acceptance plan (Clause 4.5 of the PMP)

This subclause of the PMP shall specify the plan for acquirer acceptance of the deliverable work products generated by the project. Objective criteria for determining acceptability of the deliverable work products shall be specified in this plan and a formal agreement of the acceptance criteria shall be signed by representatives of the development organization and the acquiring organization. Any technical processes, methods, or tools required for product acceptance shall be specified in the product acceptance plan. Methods such as testing, demonstration, analysis and inspection should be specified in this plan.

#### 5.4.6 Project organization (Clause 4.6 of the PMP)

This clause of the PMP shall identify interfaces to organizational entities external to the project, describe the project's internal organizational structure, and specify roles and responsibilities for the project.

##### 5.4.6.1 External interfaces (Subclause 4.6.1 of the PMP)

This subclause of the PMP shall describe the organizational boundaries between the project and external entities. This should include, but is not limited to, the following: the parent organization, the acquiring organization, subcontracted organizations, and other organizational entities that interact with the project. Representations such as organizational charts and diagrams may be used to depict the project's external interfaces.