



Preface	vii
Chapter 1 Introduction	1
Death March Defined	2
Categories of Death March Projects	4
Why Do Death March Projects Happen?	7
Why Do People Participate in Death March Projects?	19
Summary	36
Chapter 2 Politics	49
Identifying the Political “Players” Involved in the Project	50
Determining the Basic Nature of the Project	59
Identifying the Levels of Commitment of Project Participants	64
Summary	67
Chapter 3 Negotiations	73
Rational Negotiations	75

Identifying Acceptable Trade-offs	77
Negotiating Games	80
Negotiating Strategies	85
What to Do When Negotiating Fails	89
Chapter 4 People in Death March Projects	99
Hiring and Staffing Issues	100
Loyalty, Commitment, Motivation, and Rewards	104
The Importance of Communication	114
Team-Building Issues	115
Workplace Conditions for Death March Projects	120
Summary	124
Chapter 5 Processes	131
The Concept of "Triage"	132
The Importance of Requirements Management	138
SEI, ISO-9000, and Formal vs. Informal Processes	144
"Good Enough" Software	147
Best Practices and Worst Practices	150
The "Daily Build" Concept	157
Risk Management	159
Summary	165
Chapter 6 Tools and Technology	175
The Minimal Toolset	177
Tools and Process	182
The Risks of Choosing New Tools	185
Summary	188
Chapter 7 Death March as a Way of Life	195
Why Would Death March Projects Become the Norm?	197
Establishing a Death March "Culture"	200
Death March Training	202
The Concept of "War Games"	203
Summary	207
Index	215