

The Project Triangle

Business & Management

Scope, time and cost — and why you cannot fix all three.

The three constraints

- Scope — what is delivered
- Time — when
- Cost — resource and budget
- Change one and at least one other must move

What actually gives

- When all three are fixed, quality falls
- Adding people to a late project makes it later
- Scope creep is the commonest failure
- Fix scope first; it is the one you control

THE DIFFERENCE THAT MATTERS

Brooks's law: adding people to a late software project makes it later, because of the communication and onboarding cost.

Quality is often treated as a fourth constraint precisely because it is what degrades when the other three are over-constrained.