Planning and Managing Software Projects 2011-12
Class 3

Understanding Software Project Management
PMI fundamentals, Project Selection, Initial documents

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Credits

- This slides are largely based on Prof. John Musser class notes on “Principles of Software Project Management”
- Original slides are available at http://www.projectreference.com/
- Reuse and republish permission was granted
Today

- PMI Fundamentals and Processes
- Project Selection
- Initial documents
  - Statement of Work (SOW)
  - Project Charter
Class 1 and 2 Review

- Project and Program
- The field (more today and later)
- 4 Project Dimensions
  - People, process, product, technology
- Rapid Development Strategy
  - Avoid classic mistakes, development fundamentals, risk management, schedule-oriented practices
- Trade-off Triangle
- Process. One size not fit all.
- Phases (more today and next week)
- 36 Classic Mistakes
Know which of these are fixed & variable for every project
Class 1 and 2 Review

Project Phases A.K.A.

- Concept
- Concept Exploration
- System Exploration

- Requirements Analysis
- Architectural Design
- Detailed Design
- Implementation
- Development
- Coding and Debugging
- QA

- Systems Testing
- Production
- Operations
- Deployment & Maintenance
Introduction to class 3

Project Success Rates

- The 2001 Standish Group Report Showed Decided Improvement in IT Project Success Rates From the 1995
  - Time overruns: decreased to 63% compared to 222%
  - Cost overruns were down to 45% compared to 189%
  - Required features were up to 67% compared to 61%
  - 78,000 U.S. projects were successful vs. to 28,000
  - 28% of IT projects succeeded compared to 16%

- Why the Improvements?
  - Avg. cost reduced by half
  - Better tools for monitoring and control
  - More skilled PM’s, more process, more user involvement
  - And “The fact that there are processes is significant in itself.”
Introduction to class 3

Why Do Projects Succeed?

1/2

- How to identify a project's success potential
- What metrics could you look at?
  - Project size
  - Project duration
  - Project team size
Why Do Projects Succeed?

- Executive support
- User involvement
- Experience project manager
- Clear business objectives
- Minimized scope
- Standard software infrastructure
- Firm basic requirements
- Formal methodology
- Reliable estimates

Standish Group “CHAOS 2001: A Recipe for Success”
Why Executive Support?

- Top management can help to:
  - Secure adequate resources
  - Get approval for unique project needs in a timely manner
  - Receive cooperation from people throughout the organization
  - Provide leadership guidance
Introduction to class 3 - Why Do Projects Succeed?

Stakeholder Triad

1. Function Representative
   - The ‘business person’
   - Or SME: Subject Matter Expert

2. Executive Sponsor
   - Project’s visionary & champion
   - Also the ‘General’, ‘Fall Guy’ [1], and ‘Minesweeper’
   - Not the PM, ‘Santa Claus’, or the ‘Tech Guy’

3. Project Manager
   - The ‘Linchpin’ [2]
   - Must be ‘multi-lingual’

Introduction to class 3
15 PM Job Functions

- Define scope of project
- Identify stakeholders, decision-makers, and escalation procedures
- Develop detailed task list (work breakdown structures)
- Estimate time requirements
- Develop initial project management flow chart
- Identify required resources and budget
- Evaluate project requirements
- Identify and evaluate risks
- Prepare contingency plan
- Identify interdependencies
- Identify and track critical milestones
- Participate in project phase review
- Secure needed resources
- Manage the change control process
- Report project status

Available on-line
http://www.google.com/search?q=PMBOK.pdf

Structures PM by
A. Processes
B. Knowledge Areas

Processes. 2 types
1. PM processes: describing and organizing the work of the project
2. Product-oriented processes: specifying and building the project’s product
PMI Framework

9 Knowledge Areas
- Scope Mgt.
- Time Mgt.
- Cost Mgt.
- Quality Mgt.

Core Functions

Tools and techniques

Project Integration Management

Facilitating Functions
- HR Mgt.
- Comm. Mgt.
- Risk Mgt.
- Procure. Mgt.

Stakeholders’ needs and expectations

Source: Project Management Institute
PMI’s 9 Knowledge Areas

- Project integration management
- Scope
- Time
- Cost
- Quality
- Human resource
- Communications
- Risk
- Procurement
The 5 PMI Process Groups

- Project are composed of process
- Process Groups
  1. Initiating
  2. Planning
  3. Executing
  4. Controlling
  5. Closing
- Each process is described by:
  - Inputs
  - Tools & Techniques
  - Outputs
- Note: process are repeated in each phase
Process & Phases

- Initiating Processes
- Planning Processes
- Executing Processes
- Controlling Processes
- Closing Processes

Level of Activity vs. Time:
- Phase Start
- Time
- Phase Finish
Initiating Processes → Planning Processes → Executing Processes → Closing Processes
Controlling Processes
Initiating Process, e.g. Software Concept Phase

- **Inputs**
  - Product Description
  - Strategic plan
  - Selection Criteria
  - Historical Information

- **Outputs**
  - Charter
  - Manager assigned
  - Constraints
  - Assumptions
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PMI
Planning Process, e.g. Software Concept Phase

- Devising and maintaining a workable scheme to accomplish the business need that the phase was undertaken to address
  - Scope Planning
  - Scope Definition
  - Activity Definition
  - Activity Sequencing
  - Activity Duration Estimating
  - Resource Planning
  - Cost Estimating
  - Cost Budgeting
  - Risk Planning
  - Schedule Development
  - Quality Planning
  - Communications Planning
  - Organization Planning
  - Staff Acquisition
  - Procurement Planning
  - Project Plan Development
Coordinating people and other resources to carry out the plan

- Plan Execution
- Scope Verification
- Quality Assurance
- Team Development

- Information Distribution
- Solicitation
- Source Selection
- Contract Administration
Ensuring that phase objectives are met by monitoring and measuring progress and taking corrective measures when necessary

- Overall Change Control
- Scope Change Control
- Schedule Control
- Cost Control
- Quality Control

- Performance Reporting
- Risk Response Control
Closing Process, e.g. end of the project

- Formalizing acceptance of the phase and bringing it to an orderly end
  - Administrative Closure
  - Contract Close-out
### PMI Knowledge Areas

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Controlling</th>
<th>Closing</th>
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</thead>
<tbody>
<tr>
<td>4. Project Integration Management</td>
<td></td>
<td>4.1 Project Plan Development</td>
<td>4.2 Project Plan Execution</td>
<td>4.3 Integrated Change Control</td>
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<td>5. Project Scope Management</td>
<td>5.1 Initiation</td>
<td>5.2 Scope Planning</td>
<td>5.4 Scope Verification</td>
<td>5.5 Scope Change Control</td>
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<td>6.1 Activity Definition</td>
<td>6.3 Activity Duration</td>
<td>6.4 Schedule Development</td>
<td>6.5 Schedule Control</td>
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<td>6.2 Activity Sequencing</td>
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<td>6.3 Activity Duration</td>
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<td>6.4 Schedule Development</td>
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<td>7.2 Cost Estimating</td>
<td>7.3 Cost Budgeting</td>
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<td>8. Project Quality Management</td>
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<td>8.1 Quality Planning</td>
<td>8.2 Quality Assurance</td>
<td>8.3 Quality Control</td>
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<td>9. Project Human Resource Management</td>
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<td>9.1 Organizational Planning</td>
<td>9.3 Team Development</td>
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<td>10. Project Communications Management</td>
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<td>10.1 Communications Planning</td>
<td>10.2 Information</td>
<td>10.3 Performance</td>
<td>10.4 Administrative</td>
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<td>Distribution</td>
<td>Reporting</td>
<td>Closure</td>
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<td>11. Risk Project Management</td>
<td></td>
<td>11.1 Risk Management</td>
<td>11.6 Risk Monitoring and</td>
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<td>Planning</td>
<td>and Control</td>
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<td>11.2 Risk Identification</td>
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<td>11.3 Qualitative Risk</td>
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<td>Analysis</td>
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<td>11.4 Quantitative Risk</td>
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<td>Analysis</td>
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<td>11.5 Risk Response</td>
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<td></td>
<td></td>
<td>Planning</td>
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<td>12. Project Procurement Management</td>
<td></td>
<td>12.1 Procurement Planning</td>
<td>12.3 Solicitation</td>
<td>12.6 Contract</td>
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<td></td>
<td>12.2 Solicitation Planning</td>
<td>12.4 Source Selection</td>
<td>Closeout</td>
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<td></td>
<td>12.5 Contract</td>
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<td></td>
<td>Administration</td>
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</tbody>
</table>
Importance of Phases

- Define your management review points
  - “Phase exits” or “kill points”
  - Ensure continued alignment with goals
  - Form of Validation & Verification (V&V)
    - More later in term
### Project Selection

#### Why Firms Invest in IT

<table>
<thead>
<tr>
<th><strong>Reason for Investing in Information Technology Projects</strong></th>
<th><strong>Rank Based on Overall Value of Projects</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports explicit business objectives</td>
<td>1</td>
</tr>
<tr>
<td>Has good internal rate of return (IRR)</td>
<td>2</td>
</tr>
<tr>
<td>Supports implicit business objectives</td>
<td>3</td>
</tr>
<tr>
<td>Has good net present value (NPV)</td>
<td>4</td>
</tr>
<tr>
<td>Has reasonable payback period</td>
<td>5</td>
</tr>
<tr>
<td>Used in response to competitive systems</td>
<td>6</td>
</tr>
<tr>
<td>Supports management decision making</td>
<td>7</td>
</tr>
<tr>
<td>Meets budgetary constraints</td>
<td>8</td>
</tr>
<tr>
<td>High probability of achieving benefits</td>
<td>9</td>
</tr>
<tr>
<td>Good accounting rate of return</td>
<td>10</td>
</tr>
<tr>
<td>High probability of completing project</td>
<td>11</td>
</tr>
<tr>
<td>Meets technical/system requirements</td>
<td>12</td>
</tr>
<tr>
<td>Supports legal/government requirement</td>
<td>13</td>
</tr>
<tr>
<td>Good profitability index</td>
<td>14</td>
</tr>
<tr>
<td>Introduces new technology</td>
<td>15</td>
</tr>
</tbody>
</table>

Project Selection

IT Planning Process

Information Technology Planning Stages

Results Produced

Tie information technology strategy to mission and vision of organization. Identify key business areas.

Document key business processes that could benefit from information technology.

Define potential projects. Define project scope, benefits, and constraints.

Select information technology projects. Assign resources.

Business Area Analysis

Project Planning

Resource Allocation

Information Technology Strategy Planning
There are usually (always?) more projects than available time and resources to implement them.

- Therefore: It is important to follow a logical process for selecting IT projects to work on.

Methods include:
- Focusing on broad needs
- Categorizing projects
- Financial methods
- Weighted scoring models
Project Selection

Broad Organizational Needs

- It is often difficult to provide strong justification for many IT projects, but everyone agrees they have a high value
  - “It is better to measure gold roughly than to count pennies precisely”

- Three important criteria for projects:
  - There is a need for the project
  - There are funds available
  - There’s a strong will to make the project succeed
### Project Selection

#### Categorizing IT Projects

- One categorization: whether project addresses
  - a problem
  - an opportunity
  - a directive

- Another: how long it will take & when it is needed

- Another: overall priority of the project
Initial documents

Statement of Work (SOW)

- A description of the work required for the project
- Sets the “boundary conditions”
- SOW vs. CSOW (Contract SOW)
  - Latter: uses legal language as part of a competitive bidding scenario
- Can be used in the final contract – be careful, be specific, be clear
Initial documents
SOW Continued

- Typically done after approval (after “Go”)
- Can be multiple versions
  1. List of deliverables for an RFP
  2. More detailed within final RFP
  3. Binding version from contract
Initial documents

SOW Template

- **Scope of Work:** Describe the work to be done to detail. Specify the hardware and software involved and the exact nature of the work.
- **Location of Work:** Describe where the work must be performed. Specify the location of hardware and software and where the people must perform the work.
- **Period of Performance:** Specify when the work is expected to start and end, working hours, number of hours that can be billed per week, where the work must be performed, and related schedule information. Optional “Compensation” section.
- **Deliverables Schedule:** List specific deliverables, describe them in detail, and specify when they are due.
- **Applicable Standards:** Specify any company or industry-specific standards that are relevant to performing the work. Often an Assumptions section as well.
- **Acceptance Criteria:** Describe how the buyer organization will determine if the work is acceptable.
- **Special Requirements:** Specify any special requirements such as hardware or software certifications, minimum degree or experience level of personnel, travel
**Initial documents**

**Project Charter**

- A high-level project description
- Often precedes SOW
- Often 2-4 pages (can be longer)
Initial documents

Project Charter Typical outline

- Overview
  - Business need
  - Objectives
  - Method or approach

- General scope of work

- Rough schedule & budget

- Roles & responsibilities

- Assumptions

- Out of scope items
Homework 1 Assignment

- Write a Project Charter for your project
- 2-3 pages
- Use format of your choice, but outlined as in next slides
- Graded on content, not format
Homework 1 Assignment

Submitting you Homework

- Decide the title and the team and register your project on [this form](https://www.dropbox.com) by Wednesday.
- Dario Cerizza will create and share with you a dropbox (https://www.dropbox.com/) folder where you will upload the homework assignments.
- You will receive an email from Dropbox as soon as the folder will be available.
- Download the word template from
  - [http://emanueledellavalle.org/slides/P&MSP2012_03b_template-homework-1.doc](http://emanueledellavalle.org/slides/P&MSP2012_03b_template-homework-1.doc)
- Prepare your homework assignment according to the following slides.
- Upload the document as a pdf in the shared folder. Please name the file, homework-1.pdf.
Homework 1 Assignment
Assignment Details

- A project Charter includes:
  - Overview (2-4 paragraphs)
    - What the system is (summary)
    - Who will use it
    - What problem is it solving (Objectives)
  - Scope of Work (outline format or text)
    - What the system is (details)
    - Deliverables
  - Rough time estimate (2 months or 2 yrs?) & budget (10K€ or 10M€?)
  - Roles & responsibilities
    - PM (role an
    - Team (required skills)
    - Primary stakeholders
  - Assumptions
  - Out of scope items
Homework 1 Assignment

Deliverables

- Retail Web Site
  - D1 Full catalog
  - D2 Shopping-cart system
  - D3 Search engine
  - D4 User registration system

- Trading System
  - D1 Equities order entry system
  - D2 Portfolio management
  - D3 Order execution engine
  - D4 Integration with X legacy systems
  - D5 Security infrastructure
Homework 1 Assignment

Deliverables (cont.)

- Corporate Application
  - D1 Network and hardware
  - D2 Web-based HR portal
  - D3 Connectivity for VPN
  - D4 “Asset Management Viewport” application
  - D5 Customized Reporting Engine
    - Allowing users to data mart
    - Delivery into HTML and Excel
  - D6 User manuals
Homework 1 Assignment
Charter Examples - Schedule

• Schedule
  • We anticipate an overall 12-14 month development timeframe
  • The project is expected to start in Q1 2010 and complete in Q3 2011
  • The initial release is expected within 10 months with the follow-on delivery within 4-6 months
Classes of Personnel

- **Junior** Developer/Quality Assurer/Document Writer
- **Senior** developer/Quality Assurer/Document Writer
- **Subject Matter Expert** (business analyst, software architect, information architect, built engineers):
  - **Technical Manager**
  - **Project Manager**

Personnel Costs and Prices (Person Month Rate)

<table>
<thead>
<tr>
<th>Role</th>
<th>Net Salary</th>
<th>Gross Salary</th>
<th>Industrial Cost</th>
<th>Standard Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>PM</td>
<td>4500</td>
<td>7500</td>
<td>12000</td>
<td>15600</td>
</tr>
<tr>
<td>SMA/TM</td>
<td>3000</td>
<td>5000</td>
<td>8000</td>
<td>10400</td>
</tr>
<tr>
<td>senior</td>
<td>2250</td>
<td>3750</td>
<td>6000</td>
<td>7800</td>
</tr>
<tr>
<td>junior</td>
<td>1500</td>
<td>2500</td>
<td>4000</td>
<td>5200</td>
</tr>
</tbody>
</table>

Other costs

- Hardware, software, etc.
- Travels and Accommodations
Example for a project lasting 3 months

<table>
<thead>
<tr>
<th>Who</th>
<th>Number</th>
<th>Effort</th>
<th>Industrial Cost</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>PM</td>
<td>1</td>
<td>1.5</td>
<td>12,000</td>
<td>18,000</td>
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<tr>
<td>SMA</td>
<td>3</td>
<td>0.5</td>
<td>8,000</td>
<td>12,000</td>
</tr>
<tr>
<td>senior</td>
<td>2</td>
<td>3</td>
<td>6,000</td>
<td>36,000</td>
</tr>
<tr>
<td>junior</td>
<td>4</td>
<td>3</td>
<td>4,000</td>
<td>48,000</td>
</tr>
</tbody>
</table>

Total costs: 114,000

Other costs
- Hardware, software: 10,000
- Travels and Accommodations: 10,000

Total costs: 134,000
Homework 1 Assignment

Rough schedule & budget

I'll ask the vendor for ballpark prices to see if the idea is feasible.

You can't talk with vendors until our change control board approves the project.

But that would require a cost-benefit analysis.

And I can't do that without ballpark prices from the vendor.

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Primary Stakeholders

- **Sponsor:**
  - VP of Marketing
  - Five Star Brokerage Consortium
  - Bill Smith, CEO

- **Users:**
  - Call center operators
  - Our partner banks

- **Customers:**
  - Attorneys from small-to-mid size law firms
  - Males 30-45 earning $75K or more
Homework 1 Assignment

Assumptions

- We will reuse the architecture from the previous ordering system
- The system will be built using an ASP model
- Customer will provide necessary business experts as needed during development
- System will run on existing networking and computer resources
- Customer will sign-off on interim deliverables within one week of each delivery
- All import data will be available in XML format
- This will be a web-based application
- Our in-house development team will do the work
- The rendering engine will be licensed from a third party
- We will partner with an overseas development firm to create the security systems
Homework 1 Assignment
Out of Scope

- News feeds
- Dynamic pricing
- Jazzy color picker
- Auction engine
- EDI support
- Legacy integration
- Help system
Optional Reading

- Review projectreference.com: “Sample SOW and Project Charter Docs”
  - http://www.projectreference.com/#SOWs