Lecture – 2

Section - A

Software Project Management

4th Edition

Chapter 1

An Introduction

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Introduction

- What is management?
- Goals/Objective
- Management control

What is management?

This involves the following activities:

- Planning – deciding what is to be done
- Organizing – making arrangements
- Staffing – selecting the right people for the job
- Directing – giving instructions

continued...

What is management? (continued)

- Monitoring – checking on progress
- Controlling – taking action to remedy hold-ups
- Innovating – coming up with solutions when problems emerge
- Representing – liaising with clients, users, developers and other stakeholders

Setting objectives

- Answering the question '*What do we have to do to have a success?'*
- Need for a *project authority*
  - Sets the project scope
  - Allocates/approves costs
- Could be one person - or a group
  - Project Board
  - Project Management Board
  - Steering committee

Objectives

Informally, the objective of a project can be defined by completing the statement:

The project will be regarded as a success if……

Rather like *post-conditions* for the project

Focus on *what* will be put in place, rather than *how* activities will be carried out

Objectives should be SMART

S – specific, that is, concrete and well-defined

M – measurable, that is, satisfaction of the objective can be objectively judged

A – achievable, that is, it is within the power of the individual or group concerned to meet the target

R – relevant, the objective must relevant to the true purpose of the project

T – time constrained: there is defined point in time by which the objective should be achieved

Goals/sub-objectives

These are steps along the way to achieving the objective. Informally, these can be defined by completing the sentence...

Objective X will be achieved

IF the following goals are all achieved

A……

B……

C…… etc

Goals/sub-objectives continued

Often a goal can be allocated to an individual.

Individual may have the capability of achieving goal, but not the objective on their own e.g.

Objective – user satisfaction with software product

Analyst goal – accurate requirements

Developer goal – software that is reliable

Measures of effectiveness

How do we know that the goal or objective has been achieved?

By a practical test, that can be objectively assessed.

e.g. for user satisfaction with software product:

- Repeat business – they buy further products from us
- Number of complaints – if low etc etc

Stakeholders

These are people who have a stake or interest in the project

In general, they could be *users/clients* or *developers/implementers*

They could be:

- Within the project team
- Outside the project team, but within the same organization
- Outside both the project team and the organization

The business case

Benefits of delivered project must outweigh costs

Costs include:

- Development
- Operation

Benefits

- Quantifiable
- Non-quantifiable

Management control

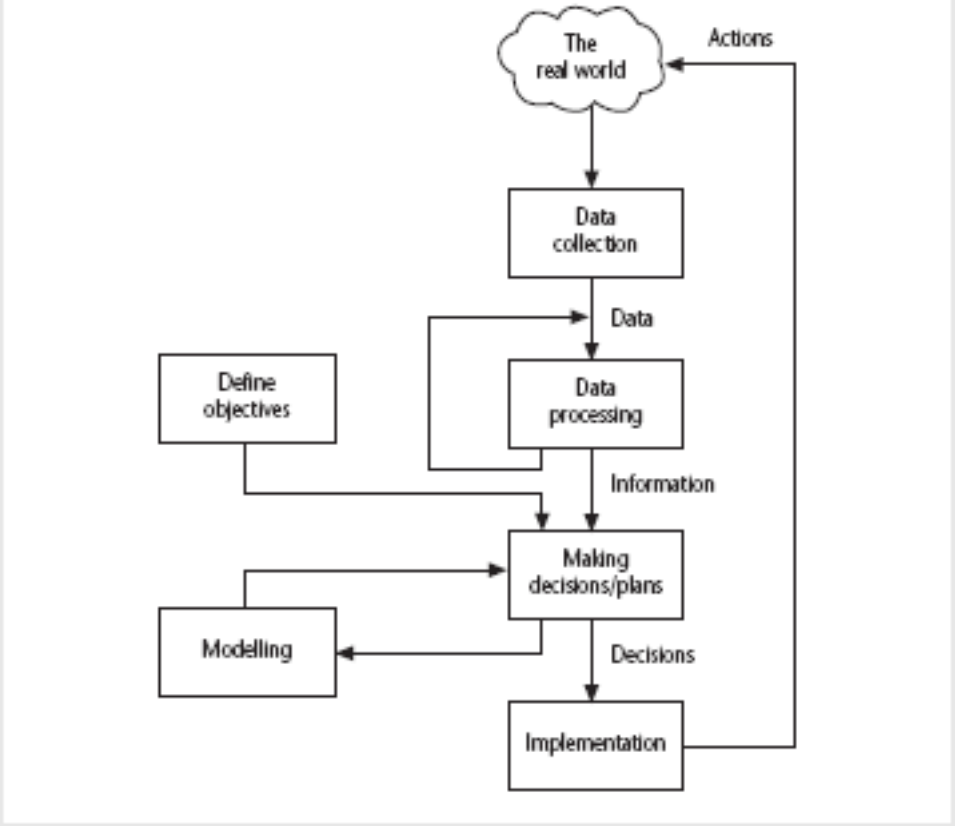

Figure 1.4 The project control cycle.

Management control

Data – the raw details

e.g. *'6,000 documents processed at location X'*

Information – the data is processed to produce something that is meaningful and useful

e.g. 'productivity is 100 documents a day'

Comparison with objectives/goals

e.g. we will not meet target of processing all documents by 31st March

continued.....

Management control - continued

Modelling – working out the probable outcomes of various decisions

e.g. if we employ two more staff at location X how quickly can we get the documents processed?

Implementation – carrying out the remedial actions that have been decided upon

Key points in lecture

- Projects are non-routine - thus uncertain
- The particular problems of projects e.g. lack of visibility
- Clear objectives are essential which can be objectively assessed
- Stuff happens. Not usually possible to keep precisely plan – need for control
- Communicate, communicate, communicate!

Applications

- Liferay Social Office is an enterprise social collaboration solution. This full virtual workspace streamlines communication saves time, builds group cohesion and raises productivity. Use the collection of innovative social document sharing and collaboration features to get on the same page and stay there.
- OpenGoo is an open source web office. It is a complete solution for every organization to create, collaborate, share and publish all its internal and external documents. OpenGoo has a very responsive interface unlike some of the others options. The best part about this CMS is that it includes its very own email functionality and many other features that others lack.

Research

Performance management: a framework for management control systems research

- This proposes a framework for analysing the operation of management control systems structured around five central issues. These issues relate to objectives, strategies and plans for their attainment, target-setting, incentive and reward structures and information feedback loops. Their central focus is on the management of organizational performance. Because the framework has been inductively developed, its application is 'tested' against three major systems of organizational control, namely budgeting, economic value added and the balanced scorecard. In each case, neglected areas of development are exposed and fruitful topics for research identified.
- It is believed that the framework can usefully be developed further by its use in analysing other instances of management control systems practice, and that casebased, longitudinal studies provide the best route to this end.
- Reference Link :

  http://miha.ef.uni-lj.si/_dokumenti3plus2/196128/Otley-1999-PM-aframeworkforMCSresearch.pdf