

TOPICS

Overview

Metrics

Estimation

Planning



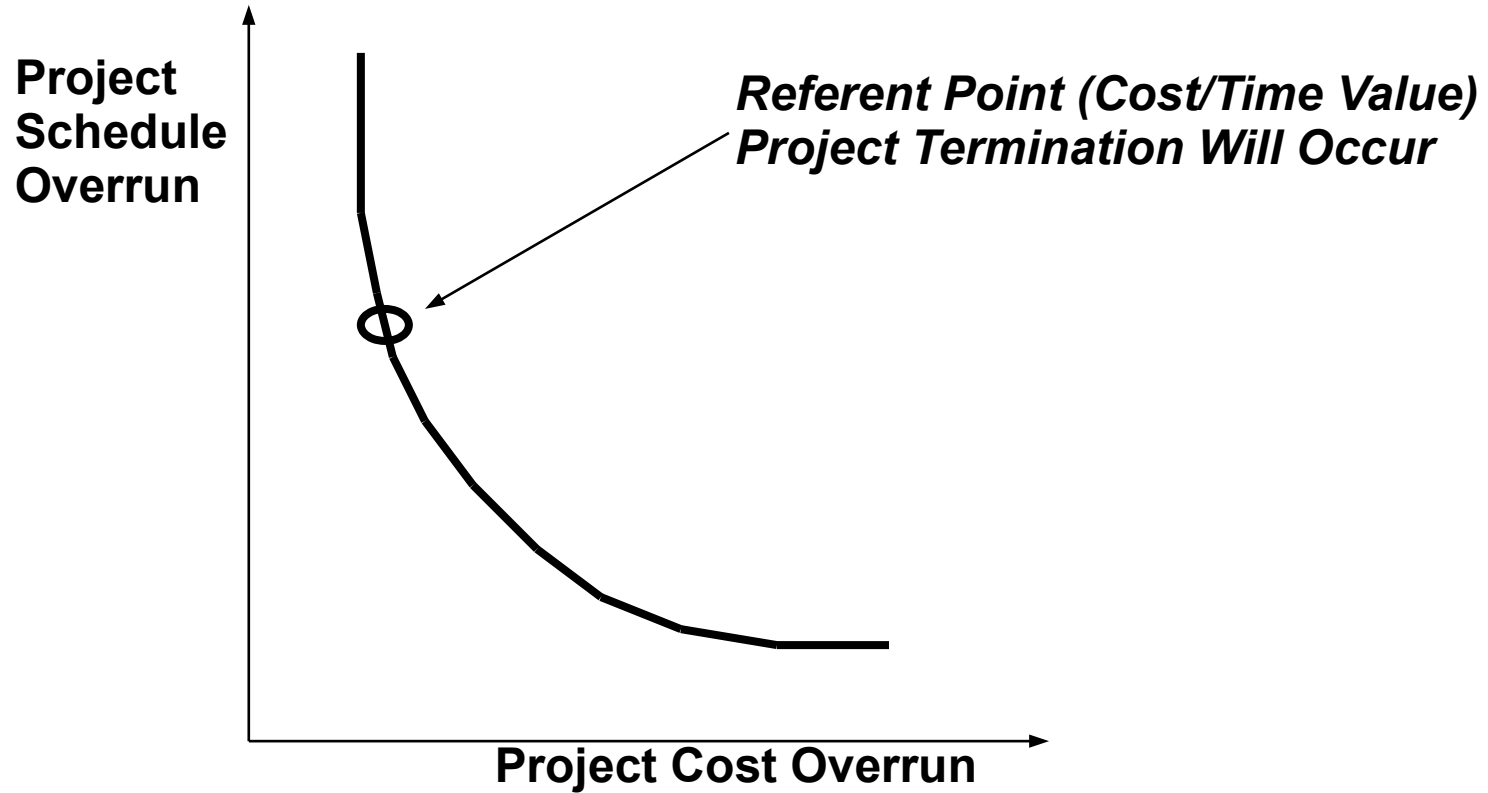
SOFTWARE PROJECT PLANNING

- What Software Project Planning Involves**
- Risk Analysis**
- Risk Management**
- Risk Monitoring - Project Tracking**
- Software Project Scheduling**
- Typical Task Network**
- Approaches to Project Tracking**
- Software Acquisition**
- Software Acquisition Decision Tree**
- Software Re-Engineering**
- Organizational Planning**
- Enhancements to a Good Organization**
- The Software Project Plan (SPP)**

What Software Project Planning Involves

1. *Estimation*
2. **Risk Analysis**
3. **Scheduling**
4. **Acquisition Decision Making**
5. **Re-Engineering**
6. **Organizational Planning**

Risk Analysis



Risk Management

- Create risk management and monitoring plan**
- For each risk triplet, define the risk management steps**
- Risk management incurs additional project cost**
- For larger projects, there may be 30-40 risks identified**

Example

Assume:

Risk = High staff turnover

Likelihood of occurrence = 70%

Impact = Increase project time by 15%, project cost by 12%

Risk Management steps may be:

- 1. Identify high turnover causes**
- 2. Reduce causes before project starts**
- 3. Develop techniques to assure work continuity in light of turnover**

Risk Monitoring - Project Tracking

- 1. Determine if predicted risk occurs**
- 2. Properly apply risk aversion steps**
- 3. Collect info for future risk analysis**

Software Project Scheduling

- People-work relationships**
- Task definition and parallelism**
- Effort distribution**
- Scheduling methods**
- An example**

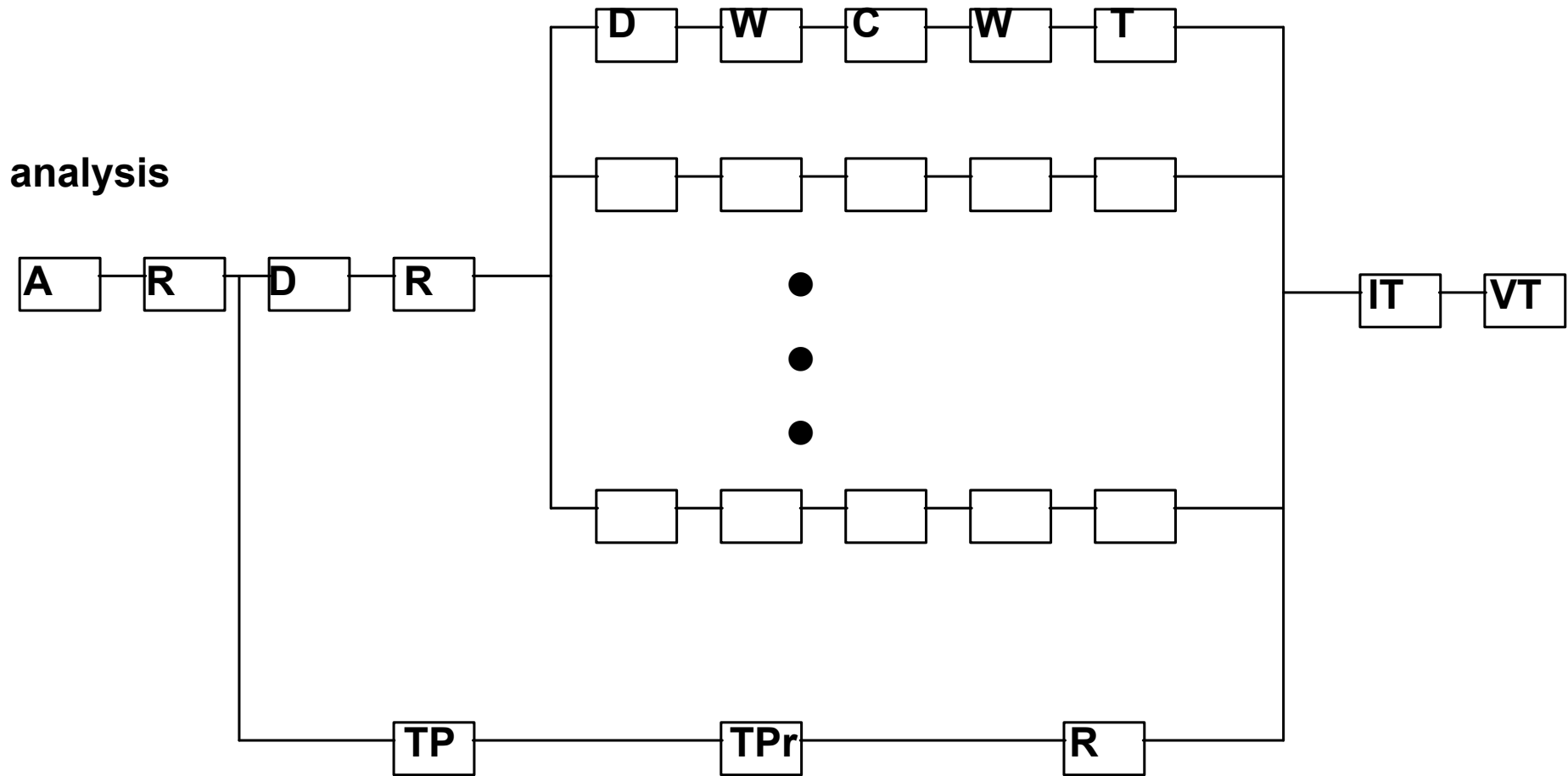
Software Project Scheduling

People-Work Relationships

- ❑ Adding people to a project when behind schedule is counterproductive (*adding people to a late project makes it later*)
- ❑ Using fewer people over a longer period of time is more beneficial than lots of people for a shorter period of time
- ❑ Use of small, tightly-knit teams is productive
- ❑ Inspire creativity and self-motivation within the structure of the project

Software Project Scheduling

Task Definition and Parallelism



Software Project Scheduling

Task Definition and Parallelism

Initial Sequential Events

Milestone 1 Occurs After --

 **System analysis and specification**

 **System requirements review**

Milestone 2 Occurs After --

 **System architecture and data design**

 **System preliminary design review**

Software Project Scheduling

Task Definition and Parallelism

Parallel Events for Each Subfunction

Milestone P1 Occurs After --

Procedural design

Design walkthrough

Milestone P2 Occurs After --

Coding

Code walkthrough

Milestone P3 Occurs After --

Unit testing

Software Project Scheduling

Task Definition and Parallelism

System Testing Activities Can Be Performed In Parallel

Testing Milestone (After Unit Testing) --

 System test planning

 System test procedure

 System test review

Software Project Scheduling

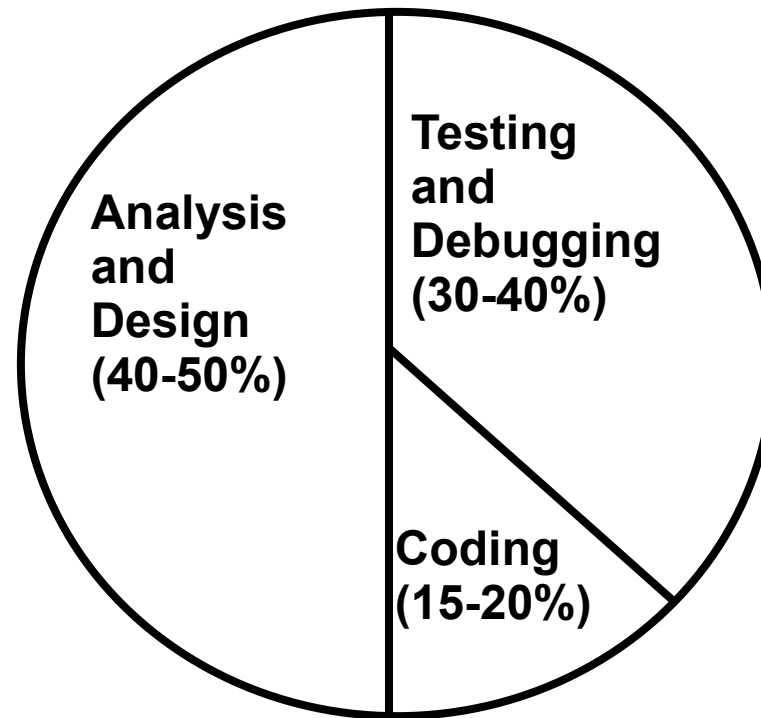
Task Definition and Parallelism

**Integration Test Milestone - completed after
system is assembled**

Validation Test Milestone - completed last

Software Project Scheduling

Effort Distribution



Software Project Scheduling

Scheduling Methods

 **PERT - *Program Evaluation and Review Technique***

 **CPM - *Critical Path Method***

PERT and CPM are:

 **Usually presented pictorially**

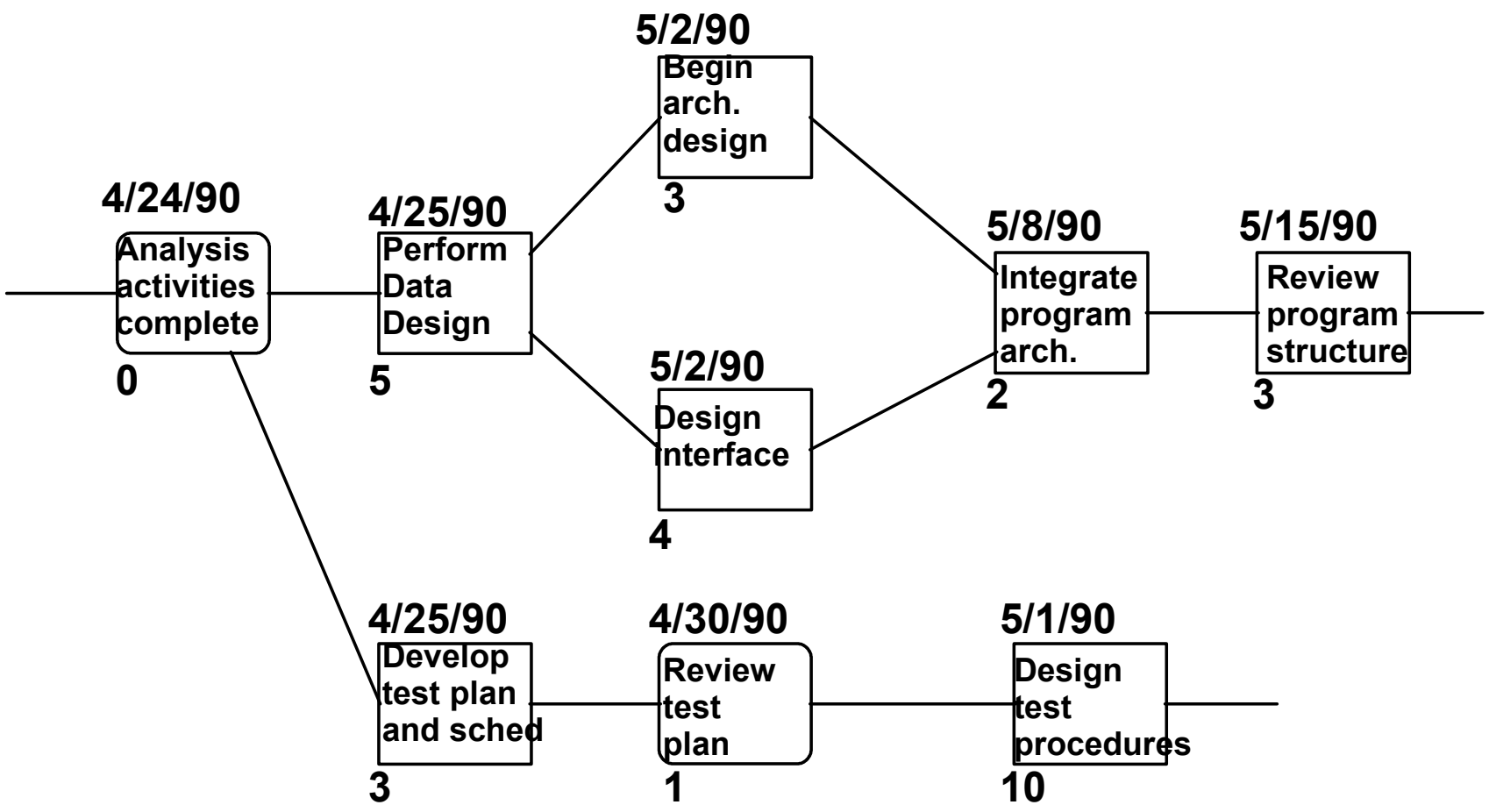
 **Quantitative tools for the planner to determine:**

 **Critical path**

 **Most likely time estimates**

 **Boundary times (earliest task start time, latest task start time, earliest task finish time, latest task finish time, total float time)**

Typical Task Network



Approaches to Project Tracking

- Conducting periodic project status meetings in which each team member reports progress and problems**
- Evaluating the results of all reviews conducted throughout the engineering process**
- Determining whether formal project milestones have been accomplished by the scheduled date**
- Comparing the actual start date to the planned start date for each task**
- Meeting informally with software engineers to obtain their subjective assessments of the progress to date and problems on the horizon**

Software Acquisition

Make or buy?

Who will use?

Buy and modify?

Contact outside contractor to build?

Decision based on:

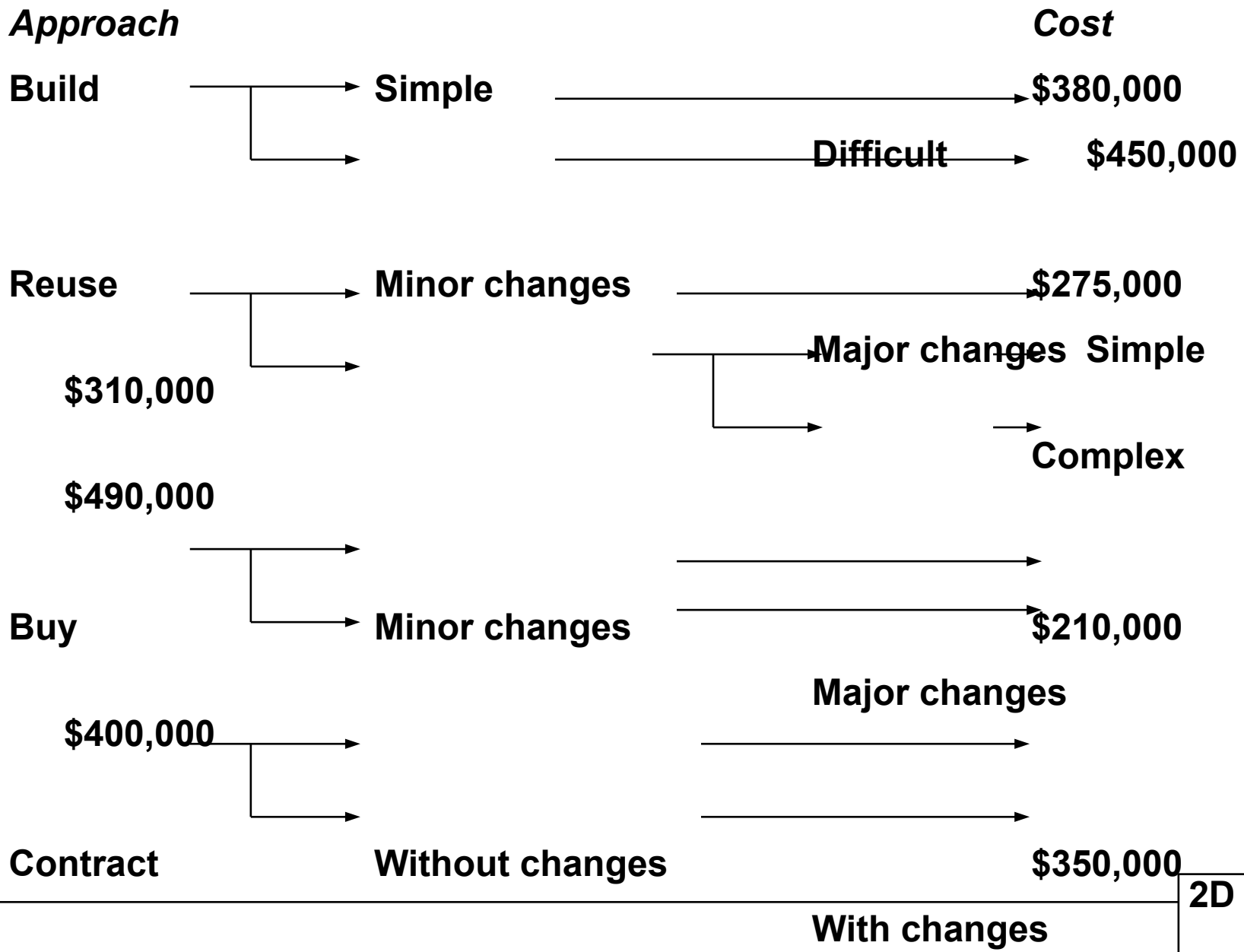
Reduced cost

Earlier delivery date

Not enough or properly skilled people to develop

Better support outside

Software Acquisition Decision Tree



Software Re-Engineering

- **For often-used programs, build a controlled database of components for all to use.**
- **Include documents, source code, user's guide, maintenance guide, test procedures and data, and a history of use with the components.**
- **Software re-engineering may be enhanced by object-oriented design and implementation.**

Organizational Planning

- There are lots of human organizational structures for software development
- Possibilities - consider N people working for K years on M different functional tasks

			<i>Level of</i>
<i>Approach</i>		<i>Interaction</i>	<i>Coordination</i>
	1 Assign N people to M tasks	Individual (M > N)	Project Mgr
	2 Assign N people to M tasks	Teams (M < N)	Project Mgr, Team Leader
	3 Assign N people to T teams,	Formal	Project Mgr,
Teams	Team Leader		each team resp. for 1 or more tasks

Enhancements to a Good Organization

 **The Chief Programmer Team**

 **The Software Librarian**

 **Egoless programming with a team environment**

The Software Project Plan (SPP)

A brief document which describes --

- ☐ The scope of the project**
- ☐ The resources to be used**
- ☐ Risks and risk avoidance techniques**
- ☐ Cost and schedule**
- ☐ Overall approach to software development**

Management, technical staff, and customer are the primary reads of the SPP.

The SPP provides a starting point for the rest of the project.