Topic Area Project Management: Content

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Project
**Vocabulary: Project**

**project** – A temporary activity that is characterized by having

- a start date,
- specific objectives and constraints,
- established responsibilities,
- a budget and schedule, and
- a completion date.

If the objective of the project is to develop a software system, then it is sometimes called a software development project or software engineering project.  

R. H. Thayer (1997)

We could refine our earlier definition as follows: a project is successful if and only if

- **started** at start date,
- **achieved** objectives, **respected** constraints,
- **adheres** to budges and schedule,
- **stops** at completion date.

Whether, e.g., objectives have been achieved can still be subjective (→ customer/user happy).
(software) project - characteristics:

- **Duration** is limited.
- Has an **originator** (person or institution which initiated the project).
  - The **project owner** is the originator or its representative.
  - The **project leader** reports to the project owner.
- Has a **purpose**, i.e. pursue a bunch of goals.
  - The most important goal is usually to create or modify software; this software is thus the result of the project, the **product**. Other important goals are extension of know-how, preparation of building blocks for later projects, or utilisation of employees.

The project is called **successful** if the goals are reached to a high degree.

- Has a **recipient** (or will have one).
  - This recipient is the **customer**.
  - Later **users** (conceptionally) belong to the customer.

- The project **links people**, **results** (intermediate/final products), and **resources**.

The **organisation** determines their roles and relations, and the **external interfaces** of the project. 

Ludewig & Lichter (2013)
Project Management
Goals and Activities of Project Management

- **Main and general goal**: a **successful** project, i.e. the project **delivers**
  - defined **results**
  - in demanded **quality**
  - within scheduled **time**
  - using the assigned **resources**.

There may be **secondary goals**, e.g.,
  - build or strengthen good **reputation** on market,
  - acquire **knowledge** which is useful for later projects,
  - develop **re-usable components** (to save resources later),
  - be attractive to **employees**.
  - ...

- **Main project management activities** (and **responsibilities** of project manager):
  - **Planning**
  - **Assessment and Control**
  - **Recognising and Fighting Difficulties as Early as Possible**
  - **Communication**
  - **Leading and Motivation of Employees**
  - **Creation and Preservation of Beneficial Conditions**
**Activities of Project Management**

- **Planning**
- **Assessment and Control**
- **Recognising and Fighting Difficulties as Early as Possible**

Without plans, a project cannot be managed. Note: mistakes in planning can be hard to resolve.

Work results and project progress have to be assessed and compared to the plans; it has to be observed whether participants stick to agreements.

- **Communication**
- **Leading and Motivation of Employees**
- **Creation and Preservation of Beneficial Conditions**

Distribute information between project participants (project owner, customer, developers, administration).

Leading means: going ahead, showing the way, “pulling” the group. Most developers want to achieve good results, yet need orientation and feedback (negative and positive).

Unforeseen difficulties and problems in projects are not exceptional but usual. Therefore, project management needs to constantly “screen the horizon for icebergs”, and, when spotting one, react timely and effectively.

In other words: systematic risk management.

Provide necessary infrastructure and working conditions for developers (against: demanding customers, imprecisely stated goals, organisational restructuring, economy measures, tight office space, other projects, etc.).
**Quick Excursion: Risk and Riskvalue**

**Risk** – a problem, which did not occur yet, but on occurrence threatens important project goals or results. Whether it will occur, cannot be surely predicted.

*Ludewig & Lichter (2013)*

riskvalue = \( p \cdot K \)

\( p \): probability of problem occurrence,
\( K \): cost in case of problem occurrence.

- **Avionics** requires: “Average Probability per Flight Hour for Catastrophic Failure Conditions of \( 10^{-9} \) or ‘Extremely Improbable’” (AC 25.1309-1).
- “problems with \( p = 0.5 \) are not risks, but environment conditions to be dealt with”
Software Engineering as defensive discipline.

**Analogy:** safety belt; or hygiene in hospital:

“Dear patient, we’re working hard to protect you from an infection.”
– “Well, doctor, I thought you were working to get me well again.”

“Software Engineering is **boring** and **frustrating** for people who do not value the defense of failures as a positive achievement.”

*(Ludewig and Lichter, 2013)*
Software Project Planning
Planning and managing software projects involves

- costs and deadlines,
- tasks and activities,
- people and roles.
A phase is a continuous, i.e. not interrupted range of time in which certain works are carried out and completed. At the end of each phase, there is a milestone. A phase is successfully completed if the criteria defined by the milestone are satisfied.

Ludewig & Lichter (2013)

- Phases (in this sense) do not overlap!
  Yet there may be different “threads of development” running in parallel, structured by different milestones.

- Splitting a project into phases makes controlling easier; milestones may involve the customer (accept intermediate results) and trigger payments.

- The granularity of the phase structuring is critical:
  - very short phases may not be tolerated by a customer,
  - very long phases may mask significant delays longer than necessary.

If necessary: define internal (customer not involved) and external (customer involved) milestones.
A **phase** is a continuous, i.e. not interrupted range of time in which certain works are carried out and completed. At the end of each phase, there is a **milestone**.

A phase is **successfully completed** if the criteria defined by the milestone are satisfied.

*Ludewig & Lichter (2013)*
Milestones, Deadlines

A phase is a continuous, i.e. not interrupted range of time in which certain works are carried out and completed. At the end of each phase, there is a milestone.

A phase is **successfully completed** if the criteria defined by the milestone are satisfied.

Ludewig & Lichter (2013)

- Whether a milestone is **reached** (or successfully completed) must be **assessable** by
  - clear,
  - objective, and
  - unambiguous

- criteria.

- The **definition of a milestone** often comprises:
  - a definition of the **results** which need to be achieved,
  - the required **quality** properties of these results,
  - the desired **time** for reaching the milestone (the **deadline**), and
  - the instance (person or committee) which **decides** whether the milestone is reached.

- Milestones can be part of the **development contract**; not reaching a defined milestone as planned can lead to **legal claims**.
What to (Plan and) Manage?

Planning and managing software projects involves

- **costs** and **deadlines**,  
- **tasks** and **activities**,  
- **people** and **roles**.
cycle – (1) A period of time during which a set of events is completed. See also: ...

IEEE 610.12 (1990)

system life cycle – The period of time that begins when a system is conceived and ends when it is no longer available for use.

IEEE 610.12 (1990)

software life cycle – The period of time that begins when a software product is conceived and ends when the software is no longer available for use. [...]IEEE 610.12 (1990)

software development cycle – The period of time that begins with the decision to develop a software product and ends when the software is delivered. [...] IEEE 610.12 (1990)
**Software Life and Development Cycle**

**software life cycle** – The period of time that begins when a software product is conceived and ends when the software is no longer available for use.

The software life cycle typically includes
- a concept phase,
- a requirements phase,
- a design phase,
- an implementation phase,
- a test phase,
- an installation and checkout phase,
- an operation and maintenance phase, and,
- sometimes, a retirement phase.

*Note*: These phases may overlap or be performed iteratively.  

IEEE 610.12 (1990)

**software development cycle** – The period of time that begins with the decision to develop a software product and ends when the software is delivered.

This cycle typically includes
- a requirements phase,
- a design phase,
- an implementation phase,
- a test phase, and
- sometimes an installation and checkout phase.

*Notes:*

1. The phases listed above may overlap or be performed iteratively, depending upon the software development approach used.

2. This term is sometimes used to mean a longer period of time, either the period that ends when the software is no longer being enhanced by the developer, or the entire software life cycle.

IEEE 610.12 (1990)
Common Activities in Order to Develop or Adapt Software

Software is developed to solve a problem or satisfy a need.

• Analysis
  Goal of analysis: understand the problem, assess whether/in how far software can be used to solve it.

• Requirements Specification
• Design, Specification of Modules
• Coding and Module Test

• Integration, Test, Approval
• Deployment, Operation, and Maintenance
• Dismissing and Replacement

Most software systems are constructed from completed components, interplay is tested. Customer checks system and declares approval (or not).

Done if system is installed up to customer needs and becomes operational. Occurring errors are fixed. New requirements (changes, extensions): new project (so-called maintenance project).

Most software systems (sooner or later) become obsolete, and are often replaced by a successor system. Common reasons: existing system no longer maintainable, not adaptable to new or changed requirements.

Sort out, document, assess, extend, correct … the results of analysis. Resulting documents are basis of most other activities!

 Formal methods: check consistency, realisability.

Most software systems consist of modules or components which interact to realise the overall functionality (antonym: monolithic).

Design overall structure (called software architecture) specify component interfaces as precise as possible to enable concurrent development and seamless integration.

 Formal methods: code contracts, verify design meets requirements.
Planning and managing software projects involves

- costs and deadlines,
- tasks and activities,
- people and roles.
The Concept of Roles

In a software project, at each point in time, there is a set $R$ of (active) roles, e.g. $R = \{\text{mgr}, \text{prg}, \text{tst}, \text{ana}\}$.

A role has responsibilities and rights, and necessary skills and capabilities.

For example,

- **mgr**: project manager
  - has the right to raise issue reports
  - is responsible for closing issue reports

- **prg**: programmer
  - has the right to change the code
  - is responsible for reporting unforeseen problems to the project manager
  - is responsible for respecting coding conventions
  - is responsible for addressing issue reports

- **tst**: test engineer
  - has the right to raise issue reports
  - is responsible for quality control
Given a set $R$ of roles, e.g. $R = \{ \text{mgr}, \text{prg}, \text{tst}, \text{ana} \}$, and a set $P$ of people, e.g. $P = \{ \text{blue}, \text{green}, \text{yellow}, \text{red}, \text{purple} \}$, each with skills or capabilities.

An aspect of project management is to assign (a set of) people to each role:

$$\text{assign} : R \rightarrow 2^P$$

such that each person $p \in \text{assign}(r)$ assigned to role $r$ has (at least) the skills and capabilities required by role $r$.

**Note:** $\text{assign}$ may change over time, there may be different assignments for different phases.

**Sanity check:** ensure that $\text{assign}(r) \neq \emptyset$ for each role $r$.

**Example:**

- One person, one role
- Multiple persons, one role
- One person, multiple roles

$$\text{assign} = \left\{ \begin{array}{l}
\text{mgr} \mapsto \{ \text{blue} \}, \\
\text{prg} \mapsto \{ \text{green}, \text{yellow}, \text{red}, \text{purple} \}, \\
\text{tst} \mapsto \{ \text{yellow} \}, \\
\text{ana} \mapsto \{ \text{blue} \} \end{array} \right\}$$
Useful and Common Roles

Recall: roles “Customer” and “Developer” are assumed by legal persons, which often represent many people.

The same legal person may act as “Customer” and “Developer” in the same project.

Useful and common roles in software projects:

- customer, user
- project manager
- (systems) analyst
- software architect, designer
- (lead) developer
  - programmer, tester, ...
- maintenance engineer
- systems administrator
- invisible clients: legislator,
  norm/standard supervisory committee
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  - Vocabulary: role, artefact, activity
  - Describing & prescribing processes
- Procedure and Process Models
  - Procedure Model Examples
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Software Development Process
Process –

(1) A sequence of steps performed for a given purpose; for example, the software development process.

(2) See also: task; job.

(3) To perform operations on data.

IEEE 610.12 (1990)

Software Development Process –

The process by which user needs are translated into a software product. The process involves translating user needs into software requirements, transforming the software requirements into design, implementing the design in code, testing the code, and sometimes, installing and checking out the software for operational use.

IEEE 610.12 (1990)

- The process of a software development project may be
  - implicit,
  - informally agreed on, or
  - explicitly prescribed (by a procedure or process model).

- Note: each software development project has a process!
Describing Software Development Processes

Over time, the following notions proved useful to describe and model (in a minute) software development processes:

- **role** – has responsibilities and rights, needs skills and capabilities. In particular: responsibility for artefacts, participates in activities.

- **artefact** – all documents, evaluation protocols, software modules, etc., all products emerging during a development process. Is processed by activities, may have state.

- **activity** – any processing of artefacts, manually or automatic. Depends on artefacts, creates/modifies artefacts.

- **decision point** – special case of activity: a decision is made based on artefacts (in a certain state), creates a decision artefacts. Delimits phases, corresponds to milestone.
How Software $S$ May Have Been Created...

- $S$ consists of modules $A$ and $B$.
- Assume: specifications and test cases for $A$ and $B$ were available.
- Person $\blacksquare$ coded $B$ (according to spec.), then person $\blacksquare$ tested $B$ (with test cases), no errors found.
- Person $\blacksquare$ coded $A$, with the help of person $\blacksquare$. Then person $\blacksquare$ tested $A$, some errors found.
- Person $\blacksquare$ fixed $A$, person $\blacksquare$ tested again, no errors found.
- $A$ and $B$ ready caused a positive decision, then person $\blacksquare$ integrated $A$ and $B$ and obtained $S$. 
How the Plan for Creating $S$ May Have Looked Like...

- $S$ consists of modules $A$ and $B$; specifications and test cases for $A$ and $B$ are available.
- Some $\textit{prg}$ codes $B$ (according to spec.), then some $\textit{tst}$ tests $B$ (with test cases), and creates test report.
- Some $\textit{prg}$ codes $A$, with the help of some $\textit{prg}$. Then some $\textit{tst}$ tests $A$, and creates test report.
- If errors in $A$ found, some single $\textit{prg}$ fixes $A$, some $\textit{tst}$ tests again, and creates test report.
- If $A$ and $B$ ready causes a positive decision, then some $\textit{int}$ integrates $A$ and $B$ and obtains $S$. 
How the Plan for Creating $S$ May Have Been Created...

- A software module $M$ has a responsible prg, any number of prgs may help with work on $M$.

- A software module $M$ is created/modified by activity coding.

- Activity coding depends on a specification of $M$, and may consider a positive test report for $M$.

- The responsible prg (and the helper prg's) participate in activity coding.

- Activity coding is done, if $M$ exists and there is a negative test report for $M$ (all tests passed).

- A test report for a module $M$ has a responsible tst.

- A test report is created/modified by activity testing.

- Activity testing depends on software module $M$ and tests (in state “finished”) for $M$.

- The responsible tst participates in activity testing.

- Activity testing is done, if $M$ exists and there is a negative test report for $M$ (all tests passed).
How the Plan for Creating $S$ May Have Been Created...

- A **ready decision** for a modules $M_1, \ldots, M_n$ has a responsible **mgr**.
- A **ready decision** is created/modified by decision point **ready?**.
- Decision point **ready?** depends on negative test reports for $M_1, \ldots, M_n$.
- The responsible **mgr** participates in decision point **ready?**.
- Decision point **ready?** is done, if a positive decision exists.

- A **software** $S$ has a responsible **int**.
- **Software** is created/modified by activity **integration**.
- Activity **integration** depends on software modules $M_1, \ldots, M_n$ in state “finished”.
- The responsible **int** participates in activity **integrate**.
- Activity **integration** is done, if $S$ exists.
From Building Blocks to Process (And Back)
**Example:** Distinguish **coding** and **fixing** software.

- If there is a negative test result for $M$,
  - a [lead programmer](#) is responsible for fixing $M$,
  - the [programmer](#) who was responsible for the initial version assist;
  - fixing depends on the [test cases](#), in addition to the [specification](#) of $M$,
  - a [report](#) (analysis of the error, documentation of the fix) is created.

- Using such **building blocks**, the project management
  - can **prescribe** particular procedures,
  - analyse, which **roles** need to be filled in a project,
  - avoid to “forget” things.
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Process vs. Procedure Models
**process description** – documented expression of a set of activities performed to achieve a given purpose.

NOTE: A process description provides **an operational definition of the major components of a process**.

The description specifies, in a **complete, precise, and verifiable** manner, the requirements, design, behavior, or other characteristics of a process.

It also may include **procedures for determining** whether these provisions have been satisfied.

Process descriptions can be found at the **activity, project, or organizational level**.

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**process reference model** – a model comprising definitions of processes in a life cycle described in terms of process purpose and outcomes, together with an architecture describing the relationships between the processes.

**IEEE 24765 (2010)**
(Ludewig and Lichter, 2013) propose to distinguish: **process model** and **procedure model**.

- A **Process model** (‘Prozessmodell’) comprises
  
  (i) **Procedure model** (‘Vorgehensmodell’)
      
      e.g., “waterfall model” (70s/80s).
  
  (ii) **Organisational structure** – comprising requirements on
      
      - project management and responsibilities,
      - quality assurance,
      - documentation, document structure,
      - revision control.

      e.g., V-Modell, RUP, XP (90s/00s).

- In the literature, **process model** and **procedure model** are often used as synonyms; there is not universally agreed distinction.
Anticipated Benefits of Process Models

- **“economy of thought”**
  - don’t re-invent principles.

- **quantification, reproducibility**
  - one can assess the quality of how products are created (→ CMMI).
  
  Identify weaknesses, learn from (bad) experience, improve the process.

- **fewer errors**
  - e.g., testing a module cannot be forgotten because the “ready” decision point depends on module with “test passed” flagged.

- **clear responsibilities**
  - fewer “I thought you’d fix the module!”

- **Process model-ing** is easily **overdone** – the best process model is **worthless** if your software people don’t “live” it.

- Before introducing a process model
  - understand what you have, understand what you need.
  - process-model as much as needed, not more (→ tailoring).
  - assess whether the new/changed process model makes matters better or worse (→ metrics)

- **Note**: customer may require a certain process model.
Procedure Models
Code and Fix — denotes an approach, where coding and correction alternating with ad-hoc tests are the only consciously conducted activities of software development.

Ludewig & Lichter (2013)

Advantages:
- Corresponds to our desire to “get ahead”, to solve the stated problem quickly.
- The conducted activities (coding and ad-hoc testing) are easy.

Disadvantages:
- It is hard to plan the project, there are no rational/explicit decisions.
- It is hard to distribute work over multiple persons or groups. (→ responsibility)
- If requirements are not stated, there is no notion of correctness (= meeting requirements).
- Tests are lacking expected outcome (otherwise, e.g., derived from requirements).
- Resulting programs often hard to maintain.
- Effort for maintenance high: most errors are only detected in operation.
- Important concepts and decisions are not documented, but only in the heads of the developers, thus hard to transfer.
- …
The (In)famous Waterfall Model (Rosove, 1967)

Waterfall or Document-Model—Software development is seen as a sequence of activities coupled by (partial) results (documents). These activities can be conducted concurrently or iteratively.

Apart from that, the sequence of activities is fixed as (basically) analyse, specify, design, code, test, install, maintain. —Ludewig & Lichter (2013)
References
References


