

SWE20001

Managing Software Projects

Lecture 10

Team Management
[Traditional Software Project]



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Principal References

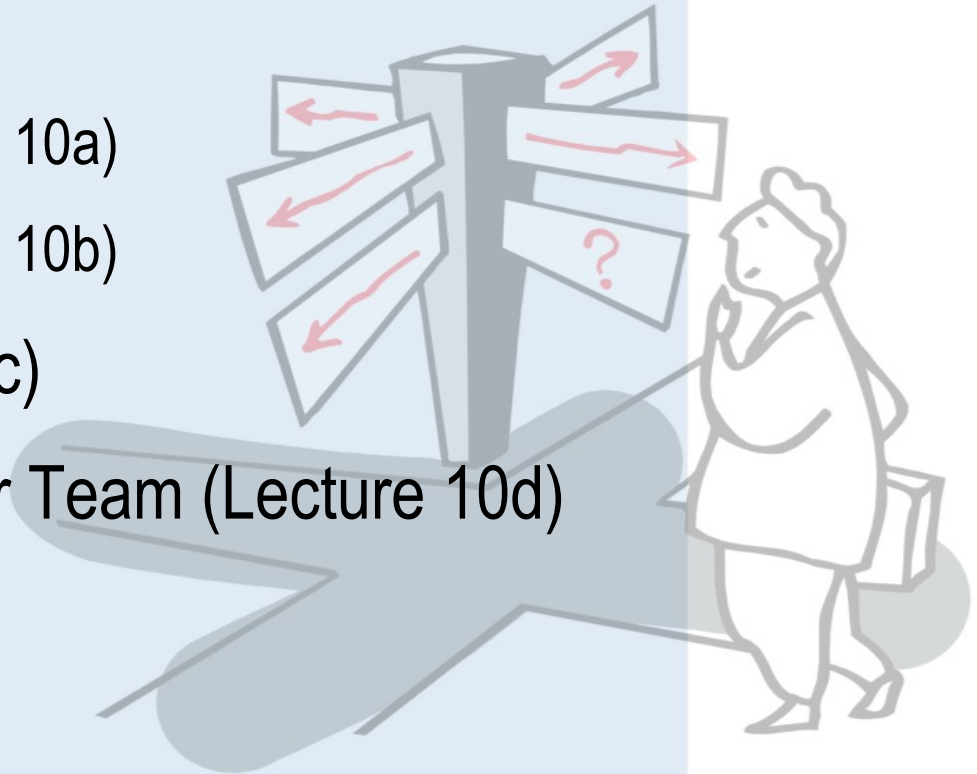


- Scott Berkun, *The Art of Project Management*, O' Reilly, 2005, Chapters 9 to 11.
- Bob Hughes, Mike Cotterell, *Software Project Management* (5th Edition), Addison-Wesley, 2009, Chapter 11.
- Robert K. Wysocki, *Effective Project Management* (5th Edition), Wiley, 2009, Chapter 9.
- Ian Sommerville, *Software Engineering* (8th Edition), Addison-Wesley, 2007, Chapter 25.

Lecture Overview



- Team Management
- Understanding People
 - Motivation Theory (Lecture 10a)
 - Personality Types (Lecture 10b)
- Team Building (Lecture 10c)
- Management Strategies for Team (Lecture 10d)
- Project Annoyances



Project Success or Failure?



- Projects rarely fail due to purely technical issues
 - Often failure is due to non-technical, *human interaction* problems
 - Pressure to complete to a tight schedule often causes a team to
 - Take shortcuts
 - Use poor methods
 - Gamble on new languages, tools or techniques that promise “The World”!
 - Pressure from management can also have a detrimental effect
- ☞ *So - How do we organize and manage individuals and teams to get the “best” possible outcome?*

Team Management – What?



- Manage the *effective use* of people who work in a project

Team Management – Why?

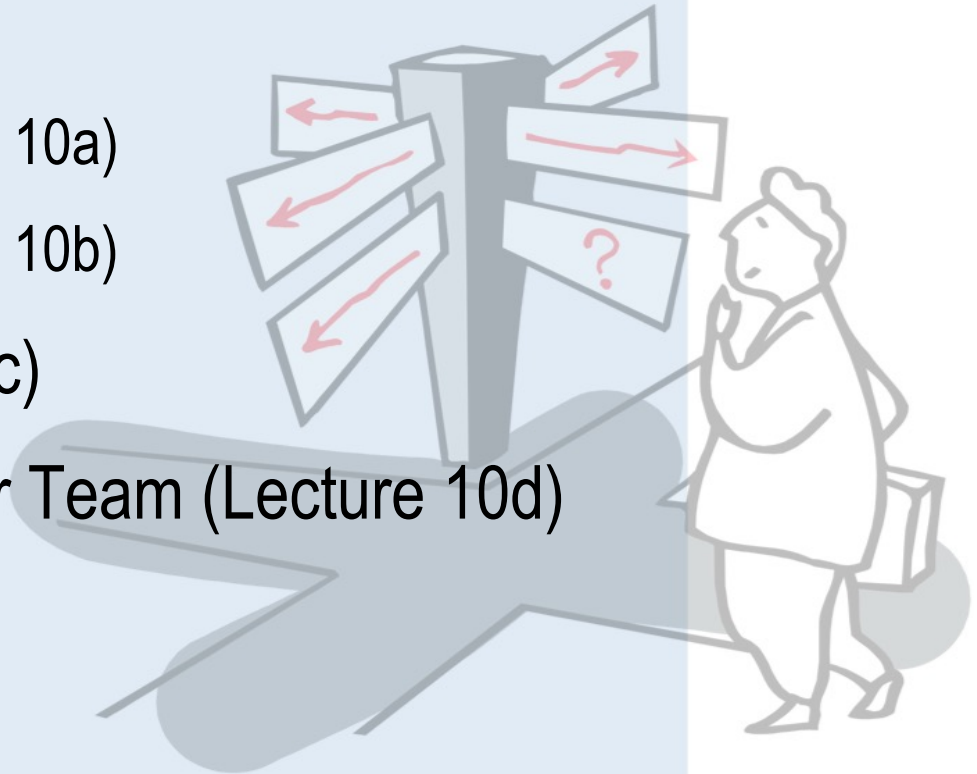


- Project success depends on how effective the team members work together
- People are the most important assets of an organization
- Qualified IT people are often hard to find and keep!

Roadmap



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Understanding People

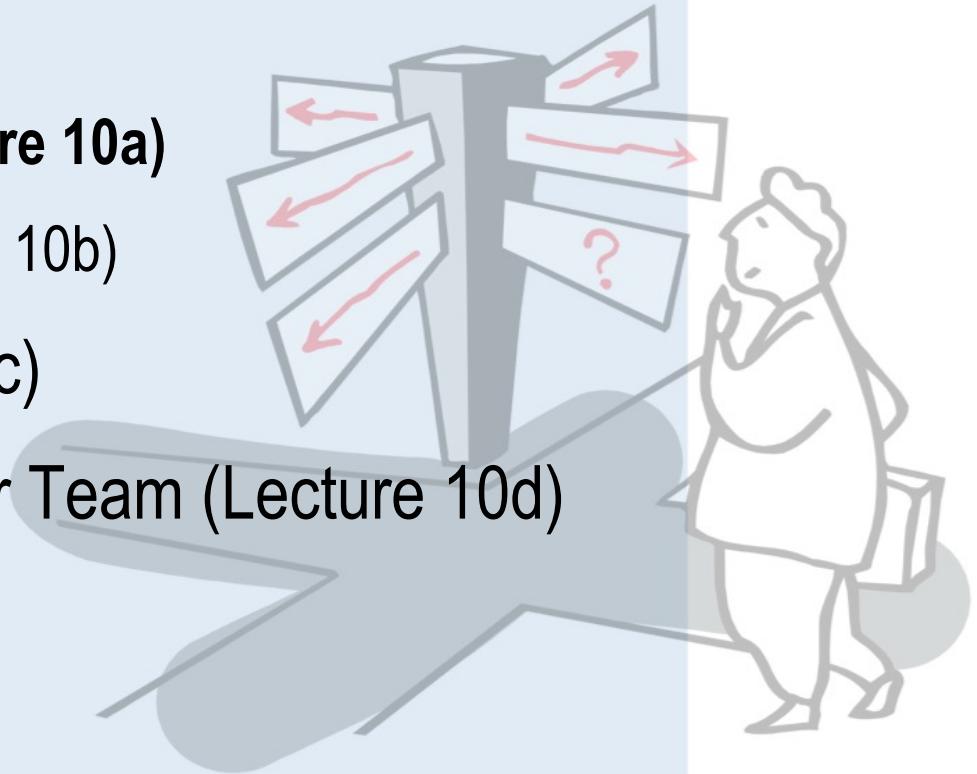


- In order that human activities can be managed or directed, it is necessary to understand people!
- Far too often managers focus too much on the tasks to be done rather than the people who will do them
- As in most things, a balance is needed

Roadmap



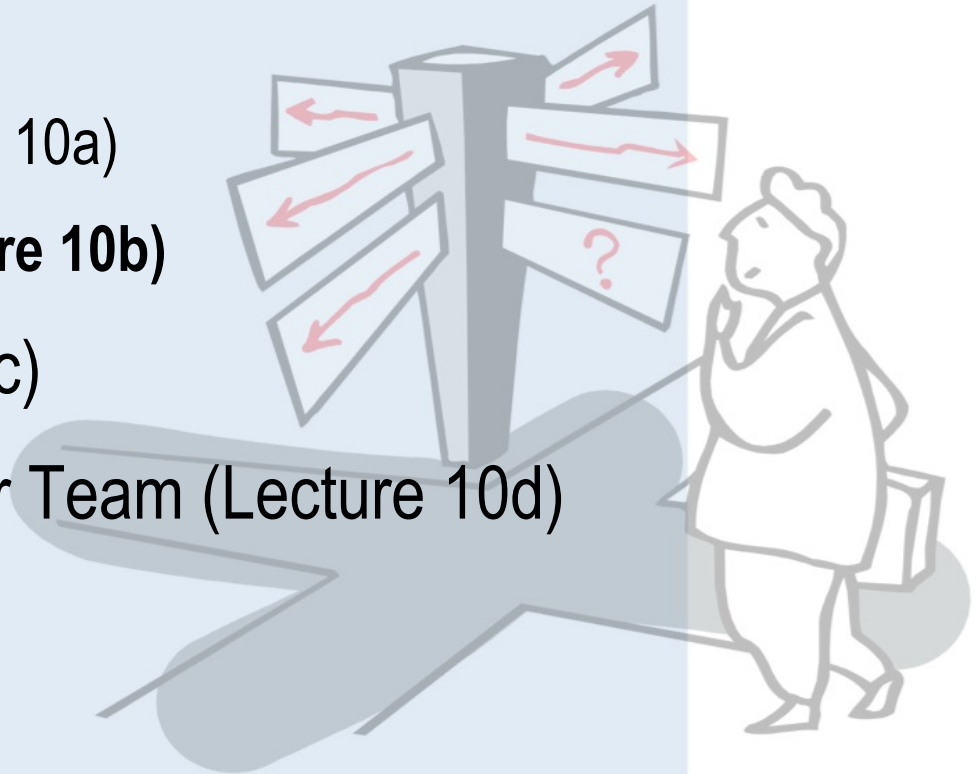
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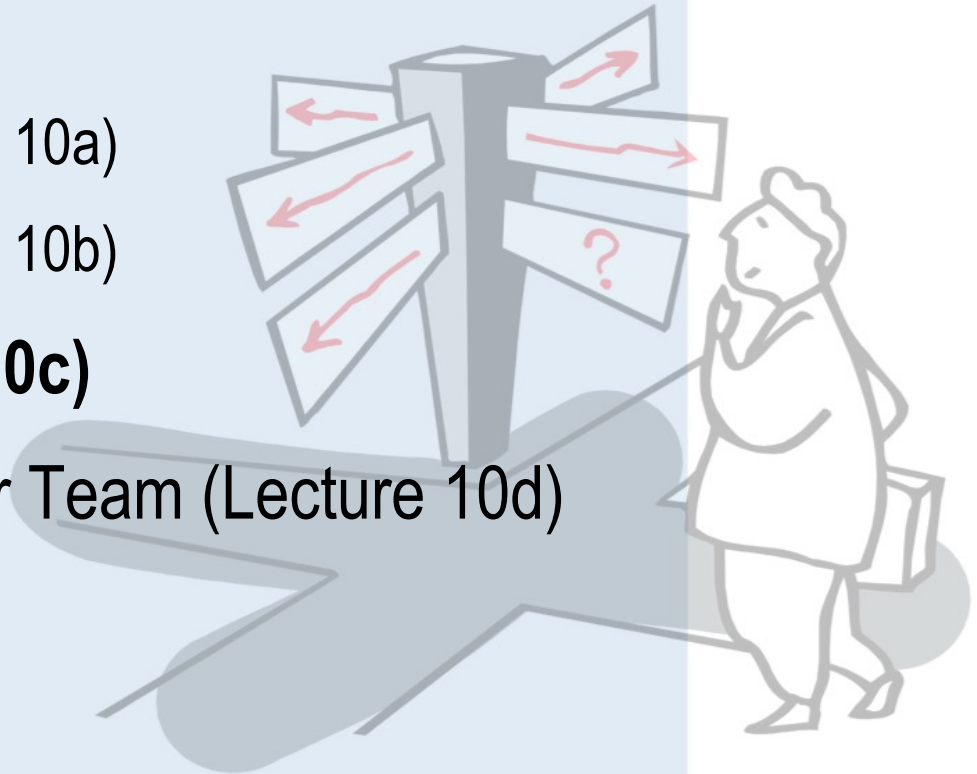
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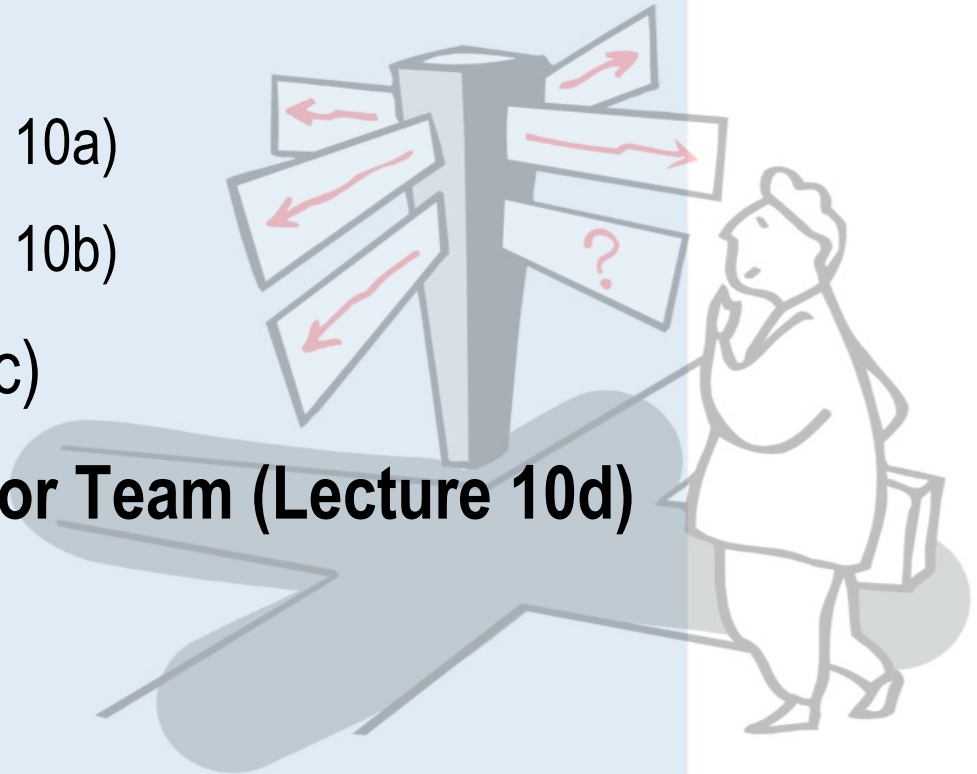
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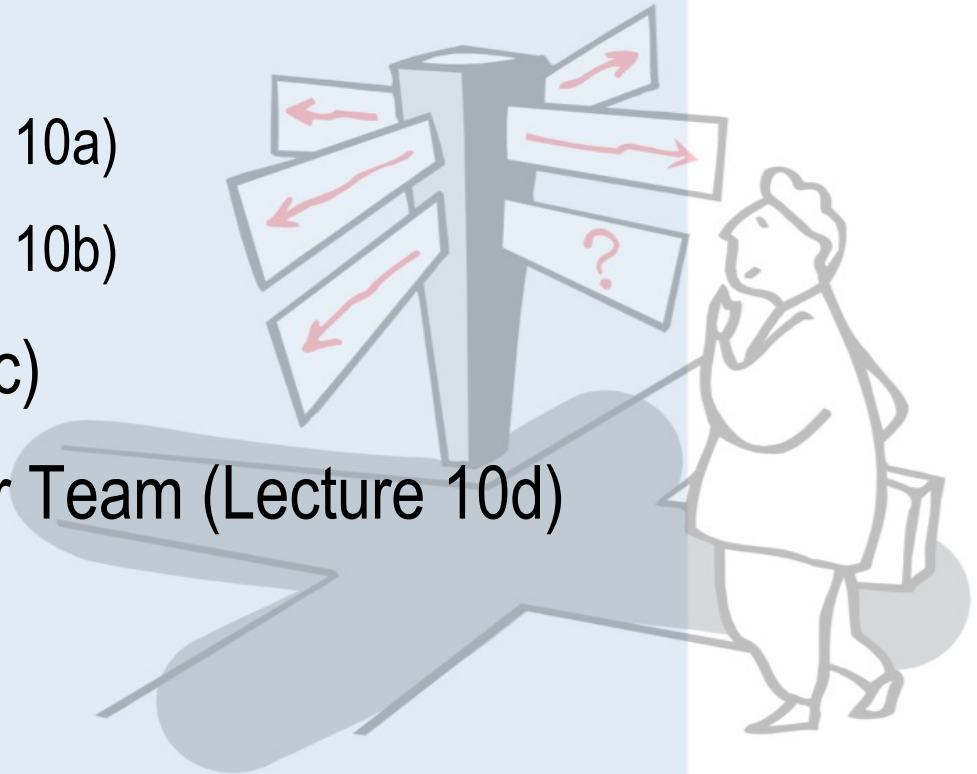
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Project Annoyances

- Assume team members are “idiots”
- Lack of trust towards team members
- Very inefficient use of resources (“waste of time”)
 - Meetings are a frequent resource of waste-of-time!
- (Autocratic) Management without respect
- Focus on “stupid things”
- Annoying (and frequent) emails
- Processes that hinder, rather facilitate project work



Meetings

- Are a necessary part of any team work
- Can be time-consuming
 - ☐ Have to be planned and scheduled properly!
 - ☐ But try to force brevity where possible!
- We suggest you use the **NEAT** principle:
 - ☐ N Need
 - ☐ E Expectations of outcome
 - ☐ A Agenda
 - ☐ T Time

☞ *No NEAT, no meeting!!!*