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SPM Class Assignment-2

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Ques1. Explain briefly what are the different steps involved in project planning.

Answer. Step wise project planning

0: Select project

1: Identify project scope and objectives

1.1: Identify objectives and measures of effectiveness in meeting them.

1.2: Establish a project authority

1.3: Identify stakeholders

1.4: Modify objectives in the light of stakeholders analysis

1.5: Establish methods of communication with all parties.

2: Identify project infrastructure

2.1: Establish relationship between project and strategic planning

2.2: Identify installation standards and procedures

2.3: Identify project team organization.

3: Analyse project characteristics

3.1: Distinguish the project as either objective or product-driven

3.2: Analyse other project characteristics

3.3: Identify high-level project risks

3.4: Take into account user requirements concerning implement.

3.5: Select general life-cycle approach

3.6: Review overall resource estimates

4: Identify project products and activities

4.1: Identify and describe project products

4.2: Document generic product flows

4.3: Recognize product instances

4.4: Produce ideal activity network

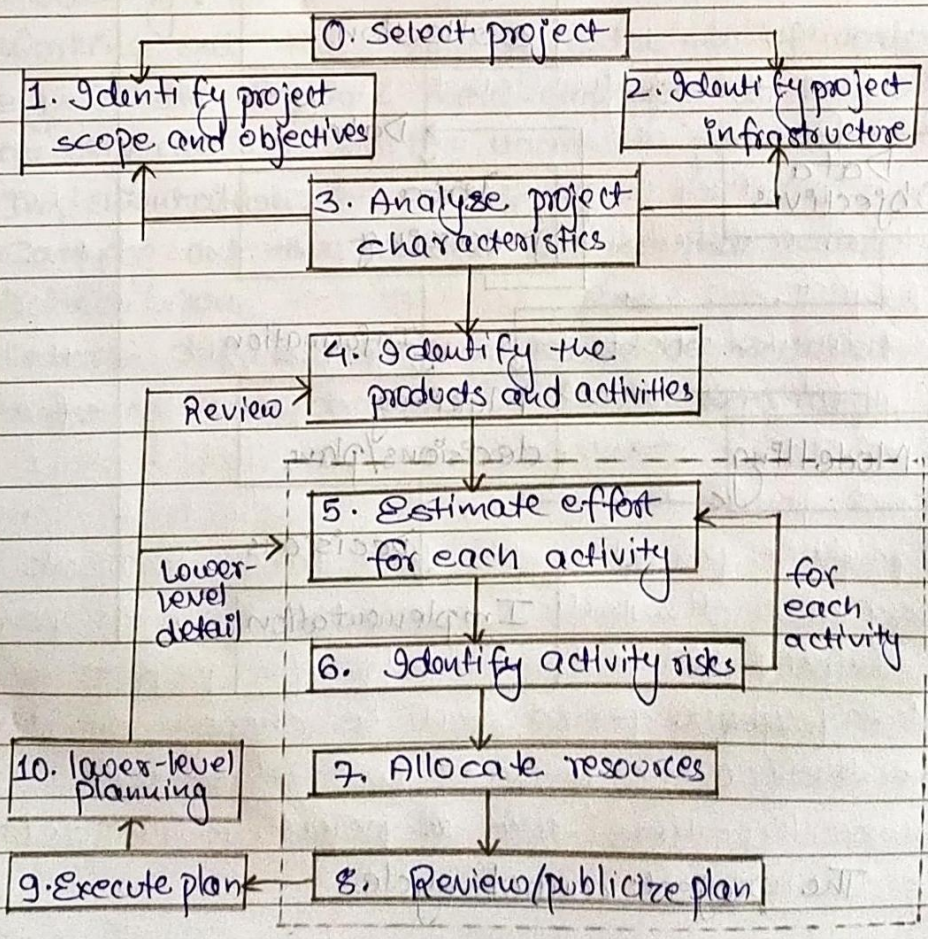
4.5: Modify ideal to take into account need for stages and checkpoints

5: Estimate effort for each activity

5.1: Carry out bottom-up estimates

5.2: Revise plan to create controllable activities.

6: Identify activity risks
6.1: Identify and quantify activity-based risks
6.2: plan risk reduction and contigency measures where appropriate
6.3: Adjust plans and estimates to take account of risks
7: Allocate resources
7.1: Identify and allocate resources
7.2: Revise plans and estimates to take account of resource constraints.
8: Review/publicize plan
8.1: Review quality aspects of project plan
8.2: Document plans and obtain agreement
9 to 10: Execute plan/lower levels of planning
This may require the reiteration of the planning process at a lower level.



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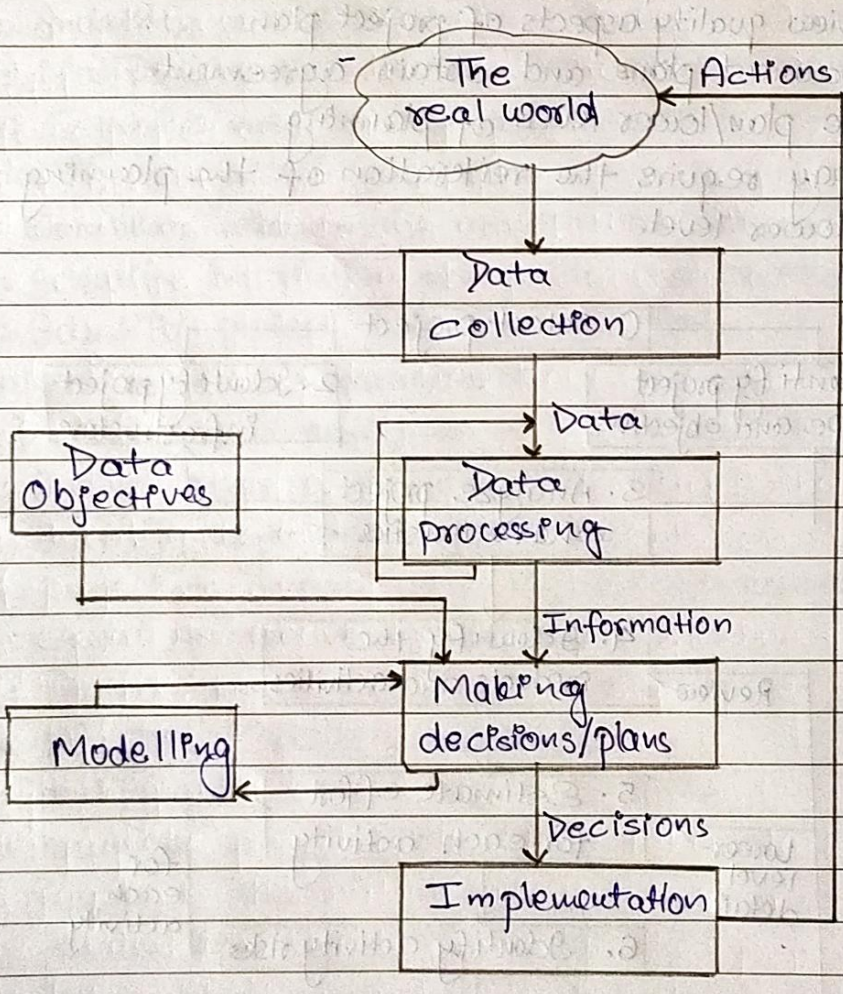
Ques 2. What is management control, explain the details with a diagram.

Answer. Management, in general, involves setting objectives for a system and then monitoring the performance of the system.

The project management might examine the 'estimated completion date' for completing data transfer for each branch.



The project control cycle.

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⇒ Data:
Data are the raw details, can be used to gauge the rate of work, so completion of tasks can be predicted.

⇒ Information:
The data is processed to produce something that is meaningful and usefull.

⇒ Comparison with objectives/goals:
Project objectives should have a successful software project, the manager and the project team members be clearly defined, must know what will constitute success. This will make them concentrate on what is essential to project success. In order to keep things manageable, objectives might need to be broken down into sub objectives.

⇒ Modelling:
Working out the probable outcomes of various decisions e.g. If we employ 2 more employees at location X how quickly can we get the documents processed.

⇒ Implementation:
Carrying out the remedial actions that have been decided upon.
Several different proposals could be modelled in a way before one was chosen for implementation.

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Ques.② Explain the spiral life cycle model in detail.

Sol. The original ideas behind the spiral model can be found in B.W. Boehm's 1988 paper 'A spiral model of software development and enhancement' in IEEE Computer 21(5).

It could be argued that this is another way of looking at the waterfall model, it is possible to escape at the end of any activity in the sequence. A feasibility study might decide that the implementation of a proposed system would be beneficial. The management therefore authorize work on the detailed analysis of user requirements. Some analysis, for instance the interviewing of users, might already have taken place at the feasibility stage, but a more thorough investigation is now launched. This could reveal that the costs of implementing the system would be higher than projected benefits and lead to a decision to abandon the project.

A greater level of detail is considered at each stage of the project and a greater degree of confidence about the probability of success for the project should be justified. This can be portrayed as a loop or a spiral where the system to be implemented is considered in more detail in each sweep. Each sweep terminates with an evaluation before the next iteration is embarked upon.

A key point here is that uncertainty about a project is usually because of a lack of knowledge about some aspect. We can spend money on activities at the start of the project that buy knowledge and reduce that uncertainty.

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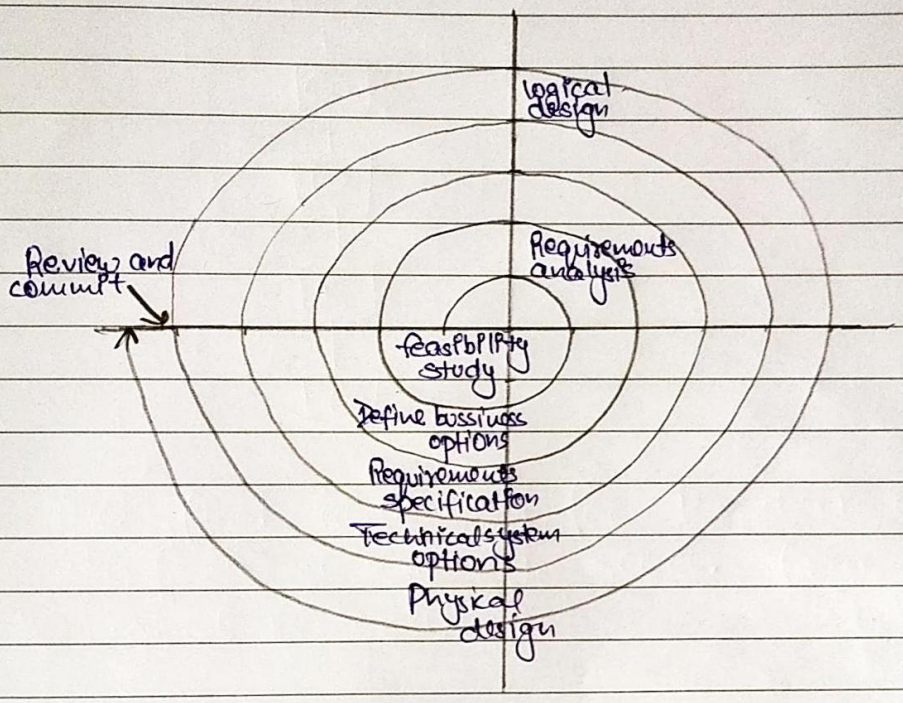

The application of the spiral model to SSADM version 4.

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