

Project Management (PRO)

Kandidatekursus CS/INF



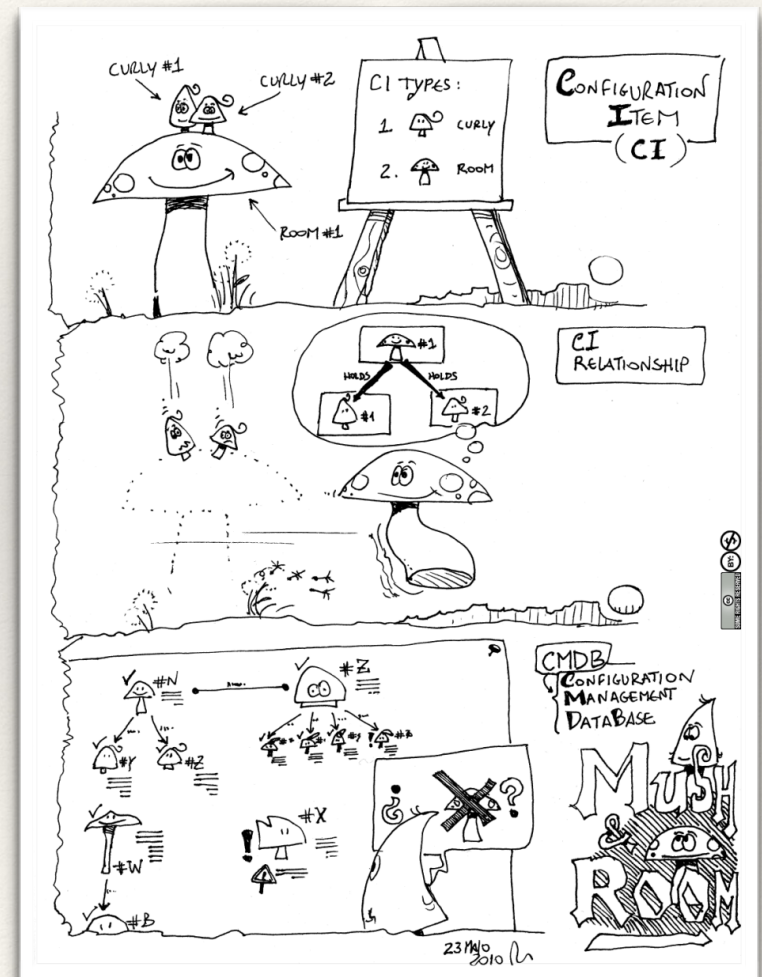
Lecture 9: Execution and monitoring stage

Part 2: Configuration management

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After this lesson you will

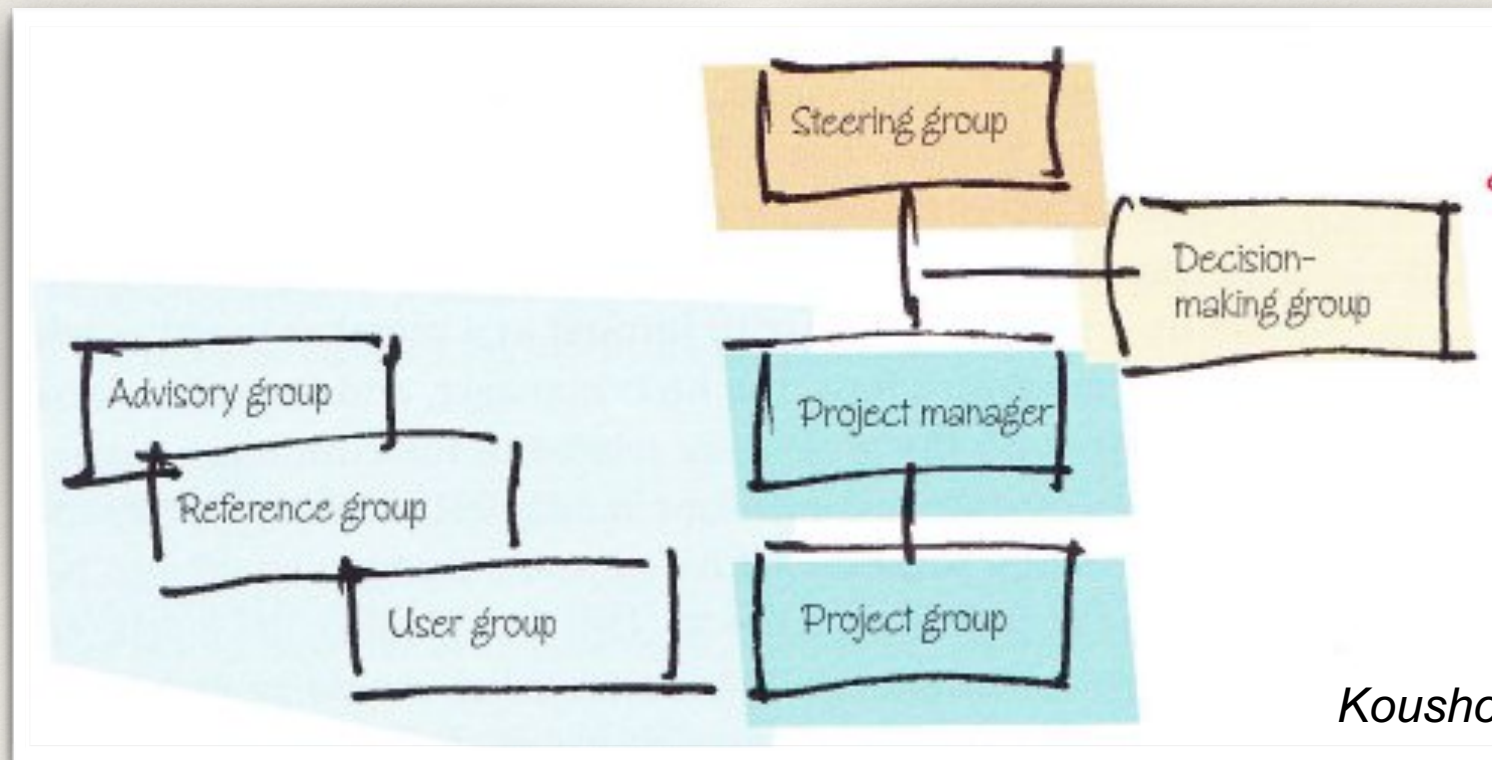
- ❖ Know the different governing groups around a project
- ❖ Know the importance of a Change Control Board
- ❖ Know the importance of managing changes to the project's work products
- ❖ Know the core concepts of configuration management



The organisation around the project

Purpose of the governing groups:

- ❖ Ensure that the project is aligned with the organization
- ❖ Manage expectations
- ❖ Handle conflicts



Kousholt (2012e: 275)

The role of the groups

Steering Group

(DK: Styregruppe)

- ❖ highest authority on the project
- ❖ overall management of the project
- ❖ chairperson = owner; secretary = project manager

Decision Group

- ❖ decision forum for project manager
- ❖ Makes decisions in relation to the product to be delivered

Advisory Group

(DK: Følgegruppe)

- ❖ follows and advises about the process to be followed by the project
- ❖ important stakeholders = shouldn't be ignored

Reference Group

(DK: Referencegruppe)

- ❖ advises on the product; no decision authority
- ❖ specialists, ambassadors, communicators to the outside

User Group

(DK: Brugergruppe)

- ❖ representative future users of the product

Change management



Change management

- ❖ Ensures a controlled and documented management of changes
 - from the need/idea emerges
 - via assessment and approval
 - until the change is implemented in plans/practice
- ❖ Helps to avoid "scope creep" and ensures an overview of agreements made

Configuration management

- ❖ Ensures that the descriptions of the project's product at any time is
 - correct and complete
 - coherent (also backwards in time)
 - approved/accepted
- ❖ Focus on management of technology: identifying+ controlling the functional and physical design of products
- ❖ Helps to avoid serious quality problems: identify and document conf. req., control changes, record and report changes, and audit product

Change Control Board (CCB)

Makes all decisions regarding changes

Who should be on this board ?

- ❖ Project manager
- ❖ Configuration responsible person
- ❖ Persons with decision authority / competence (managers / clients)



Tools for managing change

Approved procedure for how changes should be processed

Change log with status and time stamps

- ❖ identification and description of the change (change request form)
- ❖ justification for the change and its prioritization
- ❖ proposed solution and assessment of impact (time / scope / cost / impact)
- ❖ arguments for the decision and documentation of the decision
- ❖ confirmations that the change is implemented in plans / policies

Example of formal change procedure

1. Need for a change emerges
2. Complete the change request form + record in the change log
3. Assess + update the change log
 - Possible solutions and impacts if approved
 - Impacts if rejected (possibly administratively)
4. Estimate and Plan + update the change log
5. Go/No-Go decision made by the contract responsible (CCB) + update the change log
6. Define activities in the project plan and start + update the change log
7. Execute and test the change + update the change log
8. Approve and close the change request + close in the change log

Exercise 1: SAP project's governing structure

Talk together in pairs

- ❖ (Re)read the case description in Kousholt (2012e: 44 & 52)
- ❖ How should the governing structure around the project be?
 - which groups and their role?
- ❖ Who should be on the Change Control Board ?

Summary in the plenary

❖

Configuration management concepts

- ❖ Configuration Items (CI)
 - ❖ All types of work products = source code, documents, drawings, plans etc.
- ❖ Revisions and Versions
- ❖ Builds
- ❖ Baselines
- ❖ Releases
- ❖ Status accounting (status reporting) and Audit
- ❖ Heterogeneous systems
 - ❖ Requires an overall configuration management document



Next time

- ❖ Final topic: nr. 10: Handover and implementation
- ❖ Brief summary of the course and prep for exam
- ❖ Course evaluation: very important!

Home assignment no. 9

The description of the home assignment can be found on Moodle under today's subject:

- ❖ A description of which monitoring took place during the execution of the project, re. the six areas mentioned in the slides, and the corrective actions taken when plans did not match reality
- ❖ Reflections over execution and monitoring (what should be improved)
- ❖ A description of the governing organization (steering group, CCB etc.)
- ❖ The change procedure (e.g. requirements and quotations)
- ❖ Reflections over the governing organization and change management (what should be improved)

Upload the result no later than Nov 13th at 23:55

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