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**Course:** SOEN 6841 Software Project Management

**Journal URL:** <https://github.com/Priyanshu7175/SPM.git>

Week 4,5,6: (18 Feb to 9 March)

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**Key Concepts Learned:**

-This journal gives the overview of weeks which included a reading of Chapter 6 with project pitch, midterm examination and Chapter 7,8 reading.

-**Chapter 6 summary :**

It covers various aspects such as project planning fundamentals, techniques, and artifacts. The chapter discusses top-down and bottom-up plans, work breakdown structure, resource allocation, supplier management plan, communication management, defect prevention, project duration, project cost, tool management, scope management, risk management, critical path method, Goldratt's critical chain method, project planning in agile models, and iteration planning.

**-Project Pitch :**

We discussed the important factors that needed to be covered for the pitch.Each member explained the parts covered by them so that we are all aware of the whole report.

**-Chapter 7 (Project Monitoring and Control ) and 8(Project Closure):**

-**Project Monitoring and Control**

The project plan serves as a baseline for measuring the progress of a project, with milestones helping to assess if target dates are achieved.Baseline start and end dates comparison with actual dates for tasks helps work progress. The project schedule, budget can be tracked by maintaining baseline and actual expense figures. Earned Value Management (EVM) is a key tool for measuring schedule and all the other progresses. EVM is effective for both overall project assessment and individual task evaluation.

**Monitoring:** Involves collecting enough data to measure progress and ensuring that the team follows the plan accurately.

**Control**: Focuses on making sure the project meets its goals on schedule, within budget, and with the expected quality. Control is applied to activities like:

-Cost

-Schedule

-Scope

-Quality and contracts

-**Purpose of monitoring and control**:

Progress and Status Awareness**:** It enables the project manager to constantly track and understand the project's progress and status.

Response to Deviations**:** It provides options to respond to any deviations from the project plan, allowing for corrective action towards the problem.

Framework for Action Planning**:** It establishes a structure for planning actions based on the gathered information.

**-Designing a project monitoring and control system involves several key steps:**

Establish Baselines: Set planned benchmarks for cost, time, performance, and scope, with changes approved through a change control system.

Monitor and Measure Performance: Collect accurate data on project progress regularly, including percentage completion, cost expenditures, quality tests, and scope change reports.

Compare Performance to Baselines: Analyze variations through variance analysis, utilizing tools like earned value, cash flow analysis, and schedule appraisal to formulate progress reports and forecasts.

Take Corrective Action: Identify and address deviations, choosing from options like no action for small variances, re-planning activities, revising the original plan, or terminating the project in extreme situations, while documenting causes and reasons for corrective action.

-**Corrective actions** in project management include exploring alternative solutions, compromising resources, time, quality, or scope to address deviations. Options range from rearranging workloads and compromising costs or time to lowering scope ambition.

**Tools for monitoring and Control**

• **S Curve :** The S Curve is like a progress graph that shows how work or costs increase over time in a project. It helps us see if the project is going as planned, falling behind, or getting ahead.

• **Earned Value Analysis(EVA)** : Earned Value Analysis is a tool that combines information about what was supposed to be done, what was actually done, and how much it cost. It helps us figure out if the project is on track, and if not, where the problems exist

Performance indicators, or project metrics, measure project execution against the baseline plan. If tasks finish early, we can eliminate unnecessary slack. Slack is the flexibility or extra time available between tasks, allowing for adjustments without impacting the overall project schedule whereas a buffer is a planned allocation of time or resources to handle uncertainties or potential delays in a project.Quality metrics focus on things like defects and testing effort affecting the project budget. Resource loading metrics assess effective resource use, and in program management, resource utilization measures workload balance.

**- Project Closure**

Before closing a project, several activities need completion, especially if the project faces challenges. Key closure tasks include resource release, documenting lessons learned, managing source code, and handling project data.Figuring out which version of the software to use is essential. When archiving project data, it's important to be careful and organize it correctly so that it can be useful in the future.Overall, closing a project involves wrapping up various tasks and getting ready for what comes next.

**Source Code Management:**Managing different versions of the code during development is crucial. Systems need to be updated to include all changes, ensuring the right code version and documentation are sent to the customer.

**Project Data Management:**Saving project data is important for estimating future projects.This helps in predicting and planning for future projects. It also shows customers that the team is dependable and helps the team work more efficiently. Making sure the stored information is neat and organized is essential for it to be useful in the future.

**Project Closure in Iterative Model:**In software development, especially for ongoing products, closing a phase can be challenging. It involves prioritizing features based on demand and effort, ensuring quality while meeting market needs.

**Some examples of lessons learned on the projects could be:**

◾ How to do a task in a better way

◾ How to manage the project in a better way

◾ Finding good solutions for issues faced

◾ How to negotiate with the customer

◾ How to mitigate an imminent risk

◾ Which techniques work and which do not in particular situations

**Reflections on Case Study/course work:**

The importance of project monitoring, control, and closure. It highlights tools and steps for effective project management, such as EVM, S Curve, and source code management. The purpose of monitoring and control is to maintain awareness, respond to deviations, and create a framework for action. Project closure involves various tasks, including archiving data for future use and prioritizing features based on demand and effort. Lessons learned play a crucial role in improving future projects, covering areas like task execution, project management, issue resolution, customer negotiation, risk mitigation, and effective techniques in different situations.

**Collaborative Learning:**

**-** Discussion with the team and distribution of work amongst each other.With frequent meetings on understanding what the other team members are doing.The topics covered were feasibility study,solution proposal,project plan,risk assessment and budgeting document.

- We discussed the important factors that needed to be covered for the pitch.Each member explained the parts covered by them so that we are all aware of the whole report for the project pitch.

**Further Research/Readings:**

-The book "Project Closure: A Guide to What Works!" by Bennet P. Lientz and Lee Larssen is a helpful guide on successfully closing a project. It focuses on understanding why closing a project is important and covers key elements like completing project tasks, getting client approval, and resolving any remaining issues. The book emphasizes the value of learning from the project, capturing important insights for future projects. It also addresses financial aspects, ensuring budgets are settled, and discusses effective communication with stakeholders for a smooth handover. Legal and ethical considerations, proper documentation closure, and post-implementation reviews are discussed.

**Adjustments to Goals**

-Discussion for next deliverable with the team and other discussions.

-Study Chapter 9