

# Learning Journal

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**Course:** SOEN 6841 Software Project Management

**Journal URL:** <https://github.com/SreePravalika15/SOEN-6841-journal.git>

**Week 1:** Jan 18, 2024- Jan 24, 2024

**Date:** Jan 24, 2024

## Key Concepts Learned:

This week's session introduced fundamental concepts in Software Project Management:

1. **Definition Of a Project:**
  - Explored the concept of a project.
2. **Software Project Processes:**
  - Discussed the various processes involved in software project management, including planning, execution, monitoring and closure.
3. **Integration of People, Processes, Tools and Technology:**
  - Learned how effective project management integrates human resources, processes, tools and technology for project success.
4. **Characteristics of a Good Project Manager:**
  - Identified key traits of a good project manager.
5. **Subprocesses in Project Management:**
  - Explored sub processes within project management like Software life cycle processes, software project processes and software configuration management.
6. **Management Metrics in Software Projects:**
  - Introduced various metrics used to measure performance in software projects such as Relevant, Meaningful, Practical, Calibration ability and Activity level.
7. **Project Initiation:**

- Understood the initiation phase, encompassing project charter, project scope and project objectives.
8. **Project Charter:**
    - Explored the purpose and components of a project charter as a foundational document for project initiation.
  9. **Project Scope and Objectives:**
    - Defined project scope and objectives as critical elements in guiding project activities.
  10. **Activities in Project Initiation:**
    - Explored the specific activities performed during the project initiation phase.

## **Application in Real Projects:**

The concepts learned this week have direct implications for real-world projects:

1. **Effective Project Management:**
  - Recognized the importance of integrating people, processes, tools and technology for effective project management.
  - Contemplated how this integration can streamline project workflows and enhance overall efficiency.
2. **Traits of a Good Project Manager:**
  - Consider how the identified characteristics of a good project manager align with successful project outcomes.
  - Reflected on personal strengths and areas for growth in relation to these traits.
3. **Metrics for Project Performance:**
  - Contemplated the application of management metrics in tracking and improving software project performance.
  - Recognized the potential benefits of using metrics to make informed decisions.
4. **Project initiation Best Practices:**
  - Envisioned applying best practices in project initiation, such as developing a comprehensive project charter and clearly defined project scope.
  - Recognized the role of a well-crafted project charter in aligning project activities with organizational goals.

## **Peer Interactions:**

1. **Insights from Discussions:**

- Engaged in discussions with peers about the integration of people, processes, tools and technology.

**Challenges Faced:**

1. **Understanding Subprocesses:**

- Faced challenges in fully grasping the complexities of sub processes within project management.
- Planned to seek additional resources and engage in focused discussions for clarity.

**Personal development activities:**

1. **Self-Initiated Reading:**

- Undertook additional reading on effective project management traits.
- Revised the previously learnt concepts related to Software Project Management.

**Goals for the Next Week:**

1. **Gain more insights on Subprocesses:**

- Dedicate focused time to delve deeper into sub processes within project management.
- Engage in peer discussions to gain diverse perspectives on these processes.

2. **Practical Application of Metrics:**

- Apply learned metrics to a hypothetical project scenario.
- Seek feedback from instructors and peers on the appropriateness and effectiveness of the chosen metrics.

3. **Further Exploration of Project Initiation:**

- Explore additional resources on project initiation best practices.

## Week 2: Jan 28, 2024 - Feb 3 , 2024

Date: Feb 3, 2024

### Key Concepts Learned:

This week delved into the critical aspects of project management, focusing on effort estimation, cost estimation, schedule estimation, and resource estimation.

1. **Effort Estimation:** The process of predicting the amount of effort (person-hours or person-days) required for a project was a key focus. Understanding the factors influencing effort, such as project complexity and team expertise, was crucial.
2. **Cost Estimation:** Building on effort estimation, the course emphasized translating effort into monetary terms. Various cost estimation techniques, including bottom-up and top-down approaches, were explored. Connecting this to the previous week's discussions on project scope became evident as a well-defined scope aids in accurate cost estimates.
3. **Schedule Estimation:** Developing a realistic timeline for project completion was another critical skill covered. Techniques like expert judgment and analogous estimation were introduced, with a clear link to effort and resource requirements.
4. **Resource Estimation:** Identifying and allocating the necessary resources for a project, including personnel, equipment, and materials, were discussed. Recognizing the interplay between resource availability and project timelines emerged as a crucial aspect.

### Reflections on Case Study/coursework:

The case study presented in Chapter 3 provided valuable insights into the practical application of project estimation, particularly in the context of a SaaS service vendor. Several key takeaways emerged from the case study, aligning with the course content:

1. **Incremental Development and Feature-Based Estimation:**  
The SaaS vendor adopted an incremental development approach, releasing a minimum viable product and gradually enhancing features. This resonates with the course's emphasis on iterative development and aligning estimates with evolving project scopes. The decision to estimate based on the size of the software product (500,000 SLOC) before marketing and incrementally building on it showcased a strategic approach to resource allocation.
2. **Team Size and Cost Estimation:**

The case study highlighted the correlation between team size, project speed, and cost. Initially, a team of 22 people was estimated for the project, with a clear understanding of the associated salary costs. Later, the decision to scale the team to 50 members for accelerated development brought forth considerations of cost implications. The exploration of options, including onshore and offshore resources, demonstrated the practical complexities in estimating and managing project costs.

**3. Strategic Staffing Decisions:**

The vendor's choice of hiring permanent staff instead of contractors for the long-term goal aligns with discussions on resource estimation in the course. The considerations of hiring locally, offshore, and the cost implications underscored the interconnected nature of resource estimation and its impact on project success.

**4. Testing as a Critical Component:**

The case study emphasized the critical role of testing, especially when implementing complex logic for the first time. This resonates with the course content highlighting the importance of testing in the project life cycle. The acknowledgment that testing for this project was comparatively large due to the complexity of the logic further reinforces the need for accurate effort and resource estimation.

**5. Bottom-Up Effort Estimation:**

The approach of breaking down the functionality into lowest-level components and estimating efforts for each component aligns with the bottom-up effort estimation technique discussed in the course. This method ensures a granular understanding of effort requirements, aiding in more accurate overall estimations.

**6. Iterative Nature of Estimation:**

The estimation of effort over four iterations and the entire major release reflects the iterative nature of project estimation. It showcases the need for continuous monitoring and adjustment of estimates as the project progresses, aligning with the course's emphasis on adaptive project management.

In conclusion, the case study provided a real-world scenario that reinforced the theoretical concepts learned in the course. It highlighted the challenges and strategic decisions involved in project estimation, emphasizing the dynamic and interconnected nature of effort, cost, and resource considerations in successful project management.

## **Collaborative Learning:**

Collaborating with peers during group activities enriched my understanding. Diverse perspectives on estimation challenges and strategies broadened my approach to tackling project uncertainties. This collaborative learning experience reinforced the idea that estimation is not a one-size-fits-all process and benefits from collective insights.

**Further Research/Readings:**

Furtherly read the slides and text book to delve deep on estimation techniques

**Adjustments to Goals:**

Reviewing last week's goals, the focus has shifted toward a more on understanding of estimation techniques. Adjustments involve incorporating risk analysis into estimates and recognizing the dynamic nature of project management. Strengthening my grasp on advanced estimation tools has become a priority for the coming weeks.

In summary, this week's exploration of estimation techniques illuminated the intricate nature of project management. The interconnectedness of effort, cost, schedule, and resources .

## **Week 3: Feb 4, 2024 - Feb 10 , 2024**

**Date: Feb 8, 2024**

### **Key Concepts Learned:**

This week's sessions focused on risk management in project management. The main concepts covered include:

1. **Definition of Risk:** Knowing what is a risk in project terms whereby anything that happens as an uncertain occurrence or condition, if it occurs, can either be so bi favourably negative to any one of the many goals within a programme.
2. **Types of Risks:** Defining different categories of the risks i.e Technical risks, financial risk, schedule tasks and external risks etc However, every sort of risk calls for an approach to management style.
3. **Risk Impact:** Identifying risks related to a project, such as delays that may occur when disaster strikes and raising the costs higher than what is planned; failure in achieving quality standards or failure in reaching objectives. Measuring the nature and probability of risks is an essential aspect in effective risk management.
4. **Risk Management Strategies:** Learning strategies for managing risks, including risk avoidance, risk mitigation, risk transfer, and risk acceptance. Each strategy involves different actions to either minimize the likelihood of risks occurring or minimize their impact if they do occur.

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

The reason would have been that the symbolism was bound to give way to natural influences.

- One lesson learnt from this case study is the need for disaffirmation risk management in project establishment, it should be done beforehand and especially when dealing with softwares. The risks identified, like offshore team viability, communication gaps around which there are hidden costs, development and schedule risk as well production quality through the product is typical for software projects. The measures applied by the development team to contain these dangers are effectively structured around risk management principles as discussed in this course.
- For instance, one can see that the existing strategies for risk mitigation aimed at filling communication gaps between onshore and offshore teams include

developing standardized communication protocols as well as implementing virtual meetings. This is closely aligned to the risk management principle of recognizing and addressing communication risks in a bid to guarantee project success.

- Also, setting a project buffer in the schedule and sequencing features based on each iteration one's risk management solution to stop risks of delays. Such strategies are consistent with the implementation priorities pushed forward by this course, that address risk response planning issues such as contingency and priority scheduling.
- Furthermore, the inclusion of detailed reviews and audits during development highlights again the fact that quality assurance factors are critical for risk management in terms of product quality. This demonstrates the link between risk management and quality in project implementation—a key theme covered throughout this course.
- Overall, this case study reinforces the notion that successful project outcomes rely heavily on the effective identification, assessment, and mitigation of risks throughout the project lifecycle, which is a central theme in the course's curriculum.

### **Collaborative Learning:**

Throughout the week, I engaged in various collaborative learning experiences and group activities focused on risk management. These interactions with peers have been invaluable in enhancing my understanding of risk management concepts and their practical application.

### **Further Research/Readings:**

I successfully completed the assigned readings on advanced risk analysis methods. However, I feel that I need more time to fully digest and internalize the concepts discussed. As a result, I revisited the readings this week, focusing on applying the concepts to case studies and real-world examples to deepen my understanding.

### **Adjustments to Goals :**

Overall, while I made progress toward my goals last week, I acknowledge the importance of ongoing learning and improvement in risk management practices. By adjusting my focus and priorities based on my progress and evolving understanding, I aim to enhance my proficiency in risk management and contribute effectively to project success.



## **Week 4: Feb 11, 2024 - Feb 17, 2024**

**Date: Feb 17, 2024**

### **Key Concepts Learned:**

This week's sessions focused on configuration management systems for the software projects in session. The main concepts covered include:

#### **1. Configuration Management System Definition:**

A CMS (configuration management system) is a set of processes, tools, and policies that are used to manage and control the changes to the software and its associated artifacts longitudinally and during the entire software development lifecycle. It provides consistency, traceability, as well as integrity for the software configurations, which result in the efficient processes of development, deployment, and also maintenance.

#### **2. Parts of a Configuration Management System:**

The particular components of a CMS are likely to include VCS, build tools, change management systems, release management tools and also documentation repositories. This facility helps to monitor, supervise, and also administer changes to the configurations of the software, maintaining the alignment of the latest versions of the software and also related documents with all end-users.

#### **3. Importance of Configuration Management:**

For the software projects to keep the consistency, reliability, and also scalability, it necessitates a configuration management system. Teams can use it to manage the complex software configurations, tracking the changes and effective collaboration which in turn reduces the risk of errors, conflicts, and inconsistencies at all the stages of the development.

#### **4. Strategies for Deploying a Configuration Management System: Strategies for Deploying a Configuration Management System:**

The deployment of the CMS is very efficient only if the planning is well done, there is stakeholder buy-in and adherence to best practices. Strategies of deployment cover identifying the specific change control policies, selecting the appropriate tools and also technologies, giving the required training and support to the staff, and implementing an efficient change control process. Moreover, ongoing monitoring and evaluation will become very necessary to maintain the CMS' effectiveness and also applicability to different situations.

## Reflections on Case Study:

The case study on setting up a central configuration management system (CMS) for a CI/CD environment serves as a rich source of practical experience in applying configuration management principles. undefined

### 1. Efficient and Reliable CMS:

The ability of the software vendor to spread development among the internal, external and offshore teams has been based on the deployment of a reliable and efficient central CMS. This is in line with the course content that placement of a high emphasis on the use of a well-functioning CMS enables to maintain consistency, traceability, and integrity of software configurations.

### 2. Continuous Availability and Security:

The CMS is accessed constantly, 24/7 with almost no downtime, ensuring unbroken access for teams regardless of their location. Moreover, strict access rights and security control procedures assure the software artifacts integrity and confidentiality. This implies the need of constant readiness and security in handling the CMS effectiveness in the class.

### 3. Automated Testing and Monitoring:

Implementing automatic smoke testing software on all the branches does aid in the verification of compatibility and stability of the software build. Automated testing does not only discover inconsistencies, but also pushes the alerts to the selected stakeholders at the build failure. It mirrors the inclusion of testing and monitoring activities in the configuration management process, which is the quality assurance and CI/CD content.

### 4. Local Build Synchronization:

Each developer has local builds in sync with the central build which gives them the ability to validate their code locally before committing it to the central repository. This approach reduces the possibilities of bugs getting into the main build and increases the overall stability of the development environment in general. It further emphasizes version control and synchronization as core concepts which are the main topics of the course.

Overall, the study reveals the importance of good configuration management methods which can be used to facilitate collaboration in the software development process across the distance teams.

## Collaborative Learning:

This week, the collaborative group activities and experiences have opened up interesting perspectives on the application of configuration management systems in software projects in practice. Cooperating with peers is permitted to deepen the conversation about the advantages, snags, and ideal methods in relation to CMS implementation and management. We could get a better view of how to manage configurations in different organizations and learn from each other's victories and defeats, by sharing our experience and exchanging ideas.

### **Further Research/Readings:**

I successfully completed the assigned readings on the configuration management system. However, I feel that I need more time to fully digest and internalize the concepts discussed. As a result, I revisited the readings this week, focusing on applying the concepts to case studies and real-world examples to deepen my understanding.

### **Adjustments to Goals:**

#### **1. Refinement of Configuration Management Skills:**

Considering the vital role of configuration management in software development, I will give an emphasis on polishing my configuration management skills. This also involves broadening the knowledge on the advanced workings of CMS components and proper implementation and administration techniques.

#### **2. Exploration of Advanced Configuration Management Techniques:**

I will take some time to learn about advanced configuration management techniques such as DVCS, CI/CD pipelines and IaC practices to remain abreast with new trends and industry standards.

#### **3. Active Participation in Group Discussions:**

I will be fully engaged in the group discussions and group activities as a way of learning from my peers and acquiring more knowledge about configuration management theories and practices.

