
Software Project Management

Case Study

Project Charter, Scope, WBS

Case Study:

Upgrade: Windows XP → Vista

- Boston Universal Group (BUG)
- 200 служители
- 50 лаптопа
- 160 работни станции
- РМ – Анита Рейнс

Иницииране

- Определяне на р-л на проекта
- Идентифициране на заинтересованите лица
- Установяване на project charter
 - Харта на проекта, схема на елементите в проекта и тяхното взаимодействие
- Начално определение на обхвата на проекта
- *Project Charter Template*

CS: Харта на проекта

- Име: *Upgrade to Windows Vista/7*
- Начална дата: *10.2010*
- Крайна дата: *12.2010*
- Бюджет : *150 000 \$*
- Заинтересовани лица:
 - *цялата организация*
 - *разработчици, мениджъри, екип по к-вото*
- Подписи: ...

Планиране

➤ Основни документи

- Project Scope statement
- Project WBS
- Milestone report
- Project Closure Report

➤ Рискове

Project Scope Statement

- Project description
- Justification problem or opportunity
- Goals and objectives
- Deliverables
- Milestones
- Assumptions
- Limits and Constraints
- The statements of work
- The customer interface

Typical questions

- What work can be done?
- What deliverables will this work produce?
- Who will do the work?
- When will it be done?
- What criteria will be used to ensure quality
- What can be wrong?

CS: Project Scope Statement

- Project Title: *Upgrade to Windows Vista/7*
- Project Start day: *15.10.2010*
- Project Finish day: *24.12.2010*
- Project Goal
- Project Justification
- Key issues, Risks
- Assumptions
- Project success criteria

Обхват на проекта

- Име
- Начална дата
- Крайна дата
- Цел на проекта
- Цели, характеристики, изисквания
- Основания
- Въпроси, рискове, предизвикателства
- Допускания
- Критерии за успех

CS: Work Breakdown Structure (WBS)

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

CS: WBS

➤ Initiating

- Project kickoff
- Gain senior management approval
- Determine major stakeholder

➤ Planning

- Gather the upgrade details form MS and Internet
- List application running on a PC
- Check
- Test Vista compatibility
- Upgrade running S/W if required

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CS: WBS

➤ Initiating

- Procure of OS license keys
- Order the H/W upgrades
- Gather resources
- Install the H/W and the OS
- Create help desk
- Steps for upgrading
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CS: WBS

➤ Monitoring and Controlling

- Keeping the project on schedule
- Keeping the cost on budget
- Monitoring the impact of users
- Resolving issues

➤ Closing

- Conduct project closure
- Document lessons learned
- Archive project documents to company repository

Risks

- H/W & hard disk space can increase the cost
- Incompatible S/W may delay the upgrade
- Impact on daily productivity
- ...

Изпълнение на проекта

- Perform QA
- Project team
- Information distribution
- Request seller response
- Develop project team
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CS: Milestone Report

➤ Initiating

- 20.10.2010, Anita, Completed

➤ Planning

- Gathering the upgrade details: 30.10.2010, Jan, Completed
- Application running on a PC: 5.11.2010, Mary, In progress
- Check H/W compatibility, 20.11.2010, Clark, Not Started

Наблюдение и контрол

- Решения за приемане на отчетни резултати (deliverables)
- Препоръки за корективни действия
- Обновяване на графика, плана, бюджета
- Evaluation checklist

Приключване

- Приемане и одобрение на доставките
- Документиране на поуките
- Обратна връзка