Software Project Management

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Project Evaluation and Programme Management   cont…

Contents

- **Programme management**
- **Benefits Management**

Programme management

- There will be an element of risk with any single project.

- Hence, organizations should take a broad view of **all** its projects to ensure that while some projects may disappoint, organizational developments overall will generate substantial benefits.

- So, there is a need of proper **programme management**.

Programme management   cont …

- **Definition of programme:**

'a group of projects that are managed in a co-ordinated way to gain benefits that would not be possible were the projects to be managed independently'

By D. C. Ferns

Different types of Programmes

- Strategic programmes
- Business cycle programmes
- Infrastructure programmes
- Research and development programmes
- Innovative partnerships programmes

Different types of Programmes   cont …

- **Strategic programmes:** projects implementing a single strategy

- **Business cycle programmes:** projects that an organization undertakes within a planning cycle

- **Infrastructure programmes:** projects performing the activities of identifying common infrastructure and its implementation and maintenance

- **Research and development programmes:** projects involved in developing new innovative products based on some research

- **Innovative partnerships programmes:** projects based on collaboration by different organizations.

Programme managers versus project managers

Programme manager
- Many simultaneous projects
- Personal relationship with skilled resources
- Optimization of resource use
- Projects tend to be seen as similar

Project manager
- One project at a time
- Impersonal relationship with resources
- Minimization of demand for resources
- Projects tend to be seen as unique

Strategic programme management

- It is a different form of programme management where portfolio of projects all contribute to a common objective
- Based on OGC (Office of Government commerce) approach

Creating a programme

- Initial planning document is the **Programme Mandate** describing
  - The new services/capabilities that the programme should deliver
  - How an organization will be improved
  - Fit with existing organizational goals
- A **programme director** should be appointed to provide initial leadership for the programme.
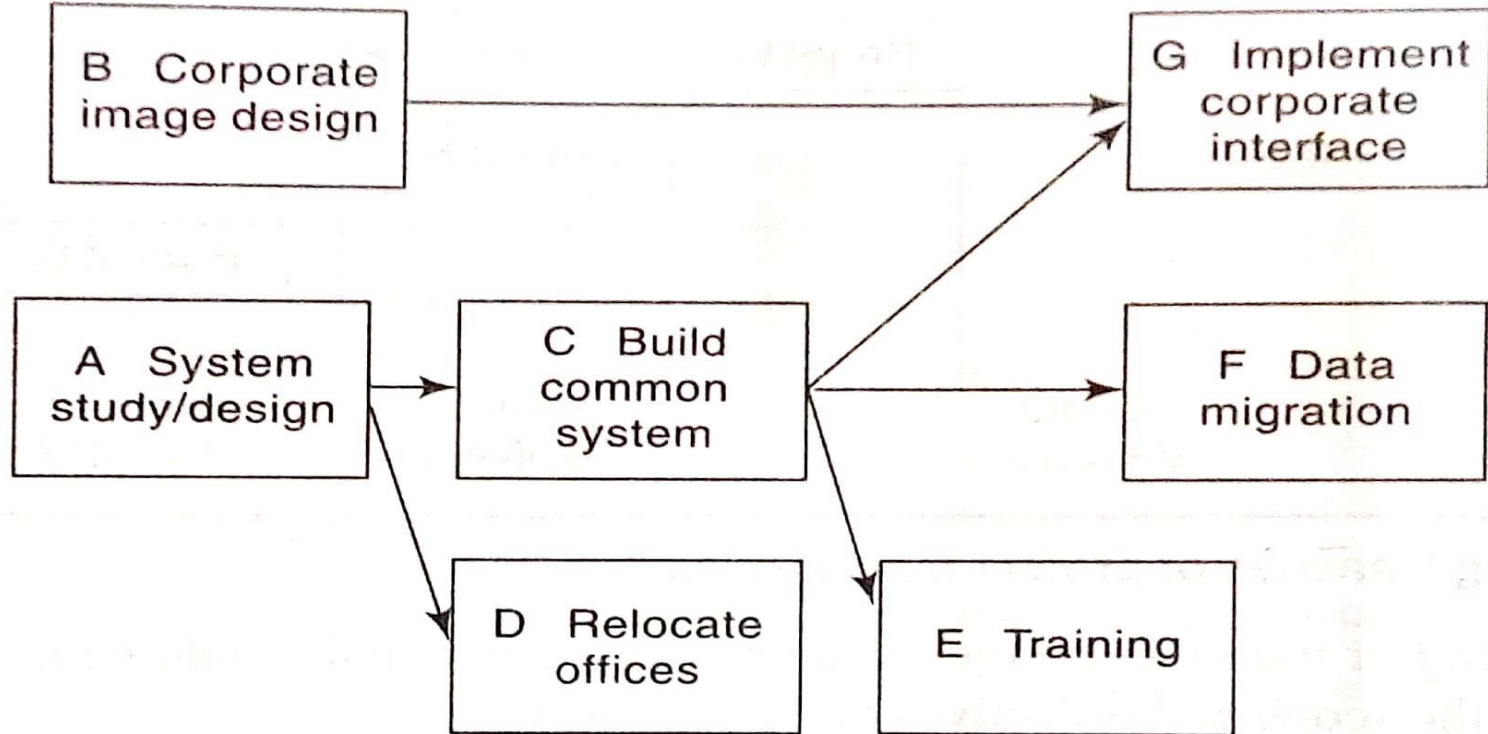
Next stages/documents

- **The programme brief** – equivalent of a feasibility study: emphasis on costs and benefits
- **The vision statement** – explains the new capability that the organization will have
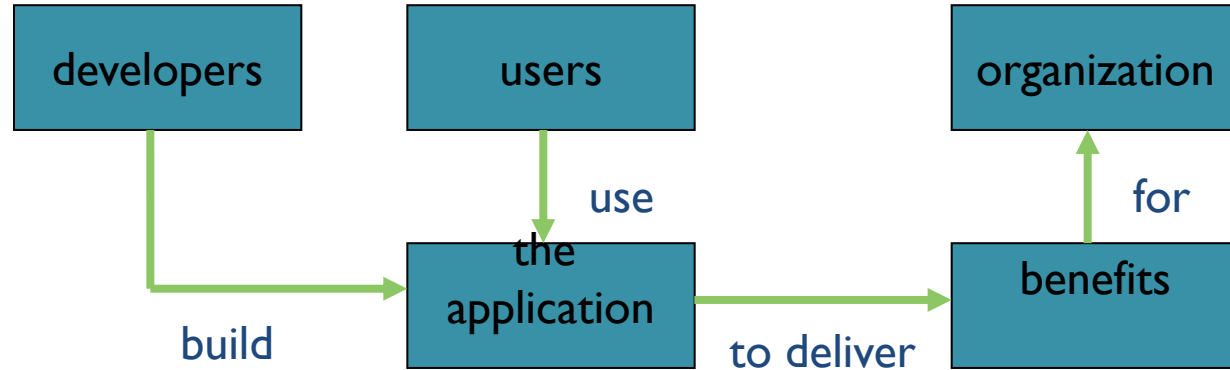- **The blueprint** – explains the changes to be made to obtain the new capability

Aids to programme management

- There may be physical and technical dependencies between projects

- This can be represented using **dependency diagrams** which are similar to activity networks

An example of a dependency diagram

Benefits management

```
┌──────────────┐     ┌──────────────┐          ┌──────────────┐
│  developers  │     │    users     │          │ organization │
└──────────────┘     └──────────────┘          └──────────────┘
       │                    │                         ▲
       │                    │  use                    │  for
       │                    ▼                         │
       │             ┌──────────────┐          ┌──────────────┐
       └────────────▶│     the      │─────────▶│   benefits   │
                     │  application │          └──────────────┘
    build            └──────────────┘  to deliver
```

- Providing an organization with a capability does not guarantee that this will provide benefits envisaged – need for *benefits management*
- This has to be outside the project – project will have been completed
- Therefore done at *programme level*

Benefits management cont…

- It encompasses the identification, optimization and tracking of the expected benefits from a business change in order to ensure that they are actually achieved.

- To carry this out, you must:

  - Define expected benefits
  - Analyse balance between costs and benefits
  - Plan how benefits will be achieved
  - Allocate responsibilities for their achievement
  - Monitor achievement of benefits

Benefits

These might include:

- Mandatory requirement
- Improved quality of service
- Increased productivity
- More motivated workforce
- Internal management benefits
- Risk reduction
- Economies
- Revenue enhancement/acceleration
- Strategic fit

Quantifying benefits

Benefits can be:

- Quantified and valued e.g. a reduction of *x* staff saving *£y*
- Quantified but not valued e.g. a decrease in customer complaints by *x%*
- Identified but not easily quantified – e.g. public approval for a organization in the locality where it is based

Summary

- Discussed about programmes and programme management
- Discussed about benefits and benefits management

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Thank you