Q1. Suppose you are developing a software system, use the **Risk Management Process** to identify, analyze, plan and monitor the risks that are potentially involved in the project.

Answer: Please use your own example to illustrate what we do in the 4 steps in Risk Management Process. Please add more rows in the tables if needed.

Risk type	Possible risks

Risk	Probability (Low, High, Moderate)	Effects (catastrophic , serious, tolerable, insignificant)

Risk	Strategy

Risk type	Potential indicators
Technology	
People	
Organizational	
Tools	
Requirements	
Estimation	

Q2. Develop the case study example below to include general activities that Alice could introduce to ensure that other members of the team remain motivated.

Case study 2: Motivation

Alice's assistive technology project starts well. Good working relationships develop within the team and creative new ideas are developed. The company decides to develop a peer-to-peer messaging system using digital televisions linked to the alarm network for communications. However, some months into the project, Alice notices that Dorothy, the hardware design expert, starts coming into work late, the quality of her work deteriorates and, increasingly, she does not appear to be communicating with other members of the team.

Alice talks about the problem informally with other team members to try to find out if Dorothy's personal circumstances have changed and if this might be affecting her work. They don't know of anything, so Alice decides to talk with Dorothy to try to understand the problem.

After some initial denials that there is a problem, Dorothy admits that she has lost interest in the job. She expected she would be able to develop and use her hardware interfacing skills. However, because of the product direction that has been chosen, she has little opportunity for this. Basically, she is working as a C programmer with other team members. While she admits that the work is challenging, she is concerned that she is not developing her interfacing skills. She is worried that finding a job that involves hardware interfacing will be difficult after this project. Because she does not want to upset the team by revealing that she is thinking about the next project, she has decided that it is best to minimise conversation with them.

Answer:

Examples of general activities that Alice might introduce to improve team motivation are:

1. Regular appraisals where she discusses personal goals with team members and how the company can help satisfy these goals. Even in situations where this is impossible, the fact that the goals have been discussed is itself motivating.

2. Opportunities for team members to attend conferences to help keep them in touch with the latest developments in their field of work.

3. A dedicated training budget that can support people attending courses to develop new skills.

4. 'Brown-bag' seminars where talks are held over lunch on technical topics – these can be from team members or from outside speakers.

Q3. What problems do you think might arise in extreme programming teams where many management decisions are devolved to the team members?

Answer:

While the notion of devolving management decisions to the team is attractive in terms of motivation, there are two types of problem that can arise:

1. Decisions are liable to be primarily influenced by technical considerations rather than business decisions. This is natural given the type of people on an XP team – it is difficult for them to take a business perspective.

2. Because of the focus on rapid iteration, management decisions tend to be short-term and pay insufficient attention to long-term issues. While this is in keeping with the XP philosophy, there is sometimes a need for a more detached, longer-term perspective which can be taken by a manager.

I assume here that management decisions on e.g. the performance of team members are not taken by the team. Given the close knit nature of XP teams, it is difficult for the team to take decisions that censure individual team members.