David Lambertson

**Software Engineering Project Management Part II Summary**

**Important Points from Article**

* “Organizing a software engineering project involves developing an effective and efficient organizational structure for assigning and completing project tasks and establishing authority and responsibility among tasks.” [195]
* “The project manager must also identify the supporting tasks needed, both internal and external to the project.” [196]
* “The manager is responsible for reviewing the project requirements, defining the various tasks to be accomplished, and sizing and grouping those tasks into logical entities.” [196]
* “Regardless of who selects the organizational structure, it should match the needs and goals of the project and the project environment should facilitate communication among organizational entities.” [197]
* “The user liaison coordinates the project, monitors the progress (reporting to top management when things do not go according to plan), and acts as a common interface with the user.” [198]
* “Within the larger organizational structures discussed above, a software development project is typically organized around a number of software engineering teams.” [199]
* “In today’s environment, egoless and chief programming teams are seldom used… Therefore, the most used method is the hierarchical team (usually called a project team.” [200]
* “Once the tasks are identified, sized, and grouped, and the organizational structure has been specified, the project manage must create job titles and position descriptions, with which to recruit personnel for the project.” [201]
* “Position qualifications must be identified for each position in the project.” [201]
* “Proper and accurate position qualifications will allow the manager to correctly staff the project.” [201]
* “A major issue in staffing a project with capable people is that programming and software engineering skills vary greatly from individual to individual.” [202]
* “Most of the computer science programs in the United States are turning out theoretical computer scientist at best, or merely programmers (coders)at worst.” [202]
* “The project manager is responsible for filling the positions that were established during organizational planning for the project.” [202]
* “One source of qualified individuals is the project itself. It is the project manager’s prerogative to move people from one task to another within a project.” [203]
* “Other qualities indicative of a highly productive individual are communications skills (both oral and written), a college degree (usually in a technical field), self-motivation, and experience in the project’s application area.” [203]
* “In addition to education and training, the project manager must ensure that the project staff grows with the project and company.” [204]
* “Education involves means teaching the basics, theory, and underlying concepts of a discipline with a view toward a long-term payoff. Training means teaching a skill, such as how to use, operate or make something.” [204]
* “Project Managers should document their staffing plan and evaluation and training polices for all to read.” [205]

**Things I Didn't Agree With**

“It is difficult to determine the best organizational structure for a project and for the organization conducting the project.” [195]

I don’t agree with this statement because I don’t think it is difficult at all. It may be if you have not discussed the project and anything associated with it, but it is also not logical to try to decide on a structure before talking about the project. The manager should discuss with those he has chosen to be on the project and come to a consensus of what structure should be used as a team.

**Things I Did Not Understand**

I understood the two sections of the article we read.