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**Alternative Software Life Cycle Models Summary**

**Important Points from Article**

* “Directing a software engineering project consists of the management activities that involve motivational and interpersonal aspects by which project personnel come to understand and contribute to the achievement of project goals.” [205]
* “One of the major goals of software engineering is to improve communication among the many organizations that are involved in developing a software system.” [ 205]
* “The project manager provides leadership to the project team by interpreting plans and requirements to ensure that everybody on the project team is working toward common goals.” [206]
* “The project manager is responsible for overseeing the project members’ work and providing day-to-day supervision of the personnel assigned to the project.” [206]
* “The software engineering project manager is also responsible for delegating authority to the project staff.” [206]
* “Dollars will attract good software engineers to a company; dollars will not keep them” [207]
* “Satisfied needs are not motivators. For example, an individual who has adequate job security cannot be motivated by increased job security.” [208]
* “Coordination is the arrangement of project entities to work together toward common goals with minimal friction.” [209]
* “It is the project manager’s responsibility to resolve conflicts among project staff members and between the staff and outside agencies in both technical and managerial matters.” [209]
* “The project manager is responsible for encouraging independent thought and innovation in achieving project goals. A good manager must always accommodate change, when that change is cost effective and beneficial to the project.” [209]
* “The project manager must document all tasks, assignments of authority and responsibility, and outcomes of conflict resolution. In addition, all decisions concerning lines of communication and coordination must be documented.” [210]
* “Controlling is the collection of management activities used to ensure that the project goes according to plan.” [210]
* “A standard is a documented set of criteria used to specify and determine the adequacy of an action or object.” [211]
* “SQA [software quality assurance] is one of the major control techniques available to the project manager.” [212]
* “The project manager is responsible for establishing the methods of monitoring the software project and reporting project status.” [213]
* “Milestones and milestone harts play a major part in the controlling process.” [214]
* “One of the best methods of determining whether the product is correct is verification and validation.” [215]
* “Software engineering procedures and techniques do not alone guarantee a successful project.” [216]

**Things I Didn't Agree With**

“…when a project manager is asked for the status of a project, he or she will typically look at the resources expended. If three-quarters of project funds have been expended, the project manager will report that the project is three-quarters completed.” [210]

I disagree with this statement because I believe this is not true for all project managers. There will be a few who do this, but those who understand the work that goes behind the project will understand that just because three-quarters of the budget is gone, does not guarantee that three-quarters of the project is done. The project could very well be behind, or if the group is lucky, ahead of schedule

**Things I Did Not Understand**

I understood the rest of the article.