

## Chapter 4 Exercise

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### Answer 4.1:

The primary concern for most sponsors of software projects, especially traditional ones, is whether the promised software will actually materialize after investing significant time and resources. The success of software projects is crucial for large businesses today as it directly impacts their IT strategy and overall success. However, traditional development models often leave sponsors in the dark regarding the actual progress and quality of the software being developed. They receive progress reports but have no visibility into the actual product until it is fully constructed and tested, which poses a considerable risk.

To address this issue, iterative development models were introduced. These models allow software to be developed incrementally, giving sponsors the opportunity to see the working product at various stages. While this provides assurance that funds are being used effectively, it also introduces new risks:

1. Lack of documentation: Communication in iterative projects relies heavily on verbal exchanges, making it challenging to track changes and understand the basis of previously developed software due to the absence of documentation.
2. Evolving user requirements: User requirements often evolve over time, leading to potential inconsistencies and difficulties in refining them on agile projects, which can pose challenges for the development team.
3. Challenges with large projects: Building large projects within short time frames can be difficult with iterative approaches, as project teams tend to be small.
4. Product architecture: Iterative projects often lack a comprehensive product architecture at the project's outset. As the project progresses and the product size increases, the absence of a robust architecture can result in instability and an inability to support the product effectively.