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Deriving Projects from the organizational vision using the Vision-to-Projects (V2P) framework

The Vision-to-Projects (V2P) framework is a holistic approach (Marnewick & Labuschang 2009, p. 142) that will help organizations measure the contribution that projects make on the realization of the organizational vision. Marnewick & Labuschang (2009) suggest that the V2P is framework that uses a top-down approach; it follows a set of steps from top (organizational vision) to bottom (Project) to derive projects from the vision. The steps involved include deconstructing the vision into strategies, and further deconstructing the strategies into business objectives. The third step entails assigning measurements and targets to business objectives and each of the business objectives with its targets and measurements is further deconstructed as projects. The projects are then grouped into programmes that are related to the business objectives, and lastly the programmes are then compiled into a portfolio that is aligned with the strategies of the organization (Marnewick & Labuschang 2009, p. 122). The participatory action research (PAR) method is a five phased, action and research based method that was used to determine if the V2P framework could be utilized within an organization to derive projects from the vision (Marnewick & Labuschang 2009, p. 125).

The PAR cycles were applied to V2P framework to show how it relates to the planning of projects. Project Management involves the planning of projects, the planning of the right projects that helps the organization meet its business objectives. V2P framework with the introduction of requirements management shows how the executive managers and operational managers can determine the necessary projects to implement the company's objectives (Marnewick & Labuschang 2009, p. 137). An example of such a project is the ERP system which provided the organization with a customer relations management solution, a supply chain management solution and a financial package (Marnewick & Labuschang 2009, p. 139). In conclusion the V2P framework's fourth step plays a direct role in project management planning, as it involves deconstructing business objectives into projects, and therefore identifying the right necessary projects for the organization. The projects that will help the organization meet its organizational objectives.

Summary on Top-Down Estimation Method of Software Project Planning Study

The article is about a very practical and operational project planning method called the top-down estimation method. It's a method that uses average productivity for project estimation, meaning that it uses the history data from the projects that are already completed within the organization to figure out the average software productivity and effort distribution of each phase (Zhang 2006). Zhang (2006) indicates that the more history data collected from previous projects, and there more projects are covered by the collected history data the better the results. Whenever a project is completed the data is summarized, and the average productivity is renewed and adjusted according to the new data (Zhang 2006). Zhang (2006) points out that the Top-Down estimation method is divided into five steps, i.e.:

1. To confirm customer requirement or sow and form a design component assumption or system requirement on base of the sow or customer requirement.
2. Establish function WBS and choose the lifecycle model according to customer requirement.
3. Implement size estimation
4. Estimate the project workload according to the average software productivity and its assumption, size estimation and the project status.
5. Distribute the effort to the work packages and establish project schedule according to the selected software lifecycle, activity WBS and the critical dependency relationship of the tasks.

The article is about a project planning method called top-down estimation method, so the article has therefore a direct link with project planning, and project management. Project management which begins with project planning (Zhang 2006), meaning the article is about a method which can serve as a starting phase in project management, which can be used to produce project plans. This project plan produced by project planning is the most important tool to coordinate the project work effectively and make the project work implemented successfully (Zhang 2006). Zhang (2006) points out that only through such methods and proper project planning, can we make effective arrangement for important factors such cost, schedule and other functions that can restrict the project's success.

References

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