Comparison of the three approaches

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| **Book Chapter : Step Wise: an overview of project planning** | **Deriving Projects from the Organizational vision using V2P Framework** | **Study on Top-Down estimation method of software project Planning** |
| Top-down | Top-Down estimation Method | Top-Down Approach |
| Project Planning Method | Derives Projects from Vision | Project Planning Method |
| Stepwise | Stepwise | Stepwise |
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**Point 1**

The Stepwise approach can be regarded as a **top down** project planning method because (Hughes & Cotterell 2006) states that the development methodology to be used in the project might be a generic structure such as the Waterfall life cycle which uses a top-down model of activities. To add this(Hughes & Cotterell 2006) states that some top-down estimates of effort, cost and duration are done during the **Review overall resource estimates** part of the third step of the Step Wise planning framework which is the analysis of project characteristics.

The reason I am saying it can be regarded a top-down approach is because the stepwise approach might use other development methodologies which may not follow the top-down model. (Hughes & Cotterell 2006) also indicates that the development methodology is chosen based on the issues raised during the risk identification stage and also raises caution about using models that have been used in the past, thinking that the project is similar to the previous projects. Through this it is clear that the Stepwise approach is not always top-down.

Article 1

The Vision-to-Projects (V2P) Framework follows a top-down approach, it limits itself to organizations that have adopted the top-down approach (Marnewick & Labuschange 2009, p. 137), and this indicates that the Projects (V2P) Framework is a strict method that always follows the top-down approach unlike the Stepwise approach which is not always top-down as the development methodology is chosen based on the risk factors.

Article 2

The name of this method says it all, The top-Down Estimation method of Software Project Planning. This is a very practical method especially at the initial stages of the project (Zhang 2006), the method as the name says it always follows a top-down approach as compared to the Stepwise approach which is not always top-down as the development methodology is chosen based on the issues identified during risk identification.

**Point 2**

The Step-Wise framework describes a framework of basic steps in project planning (Hughes & Cotterell 2006). (Hughes & Cotterell 2006) also states the chapter will help us to distinguish the Stepwise project planning method from other methods such as PRINCE2. The last point is that (Hughes & Cotterell 2006) states that is should be noted that Step Wise only covers the planning stages of project management and not monitoring and control, which makes sense because as a project planning method we expect it to play a role only in the planning stages of a project but again it proves that that Step Wise framework is indeed a project planning method.

Article 1

The V2P framework was developed to help organizations to measure the contribution that projects have towards the realization of the organization’s vision (Hughes & Cotterell 2009, p. 119). Marnewick & Labuschange (2009) states that the Theoretical V2P framework uses processes to derive projects from the vision, this clearly states that the framework is not a project planning method but a project identification method. The method helps organizations identify relevant methods that can help reach their objectives which make it completely different to the Step-Wise framework which is used in the planning stages of a project.

Step-Wise framework is used to select an already identified project. It identifies the project scope and objectives, the infrastructure, the project activities, the resources necessary for the project. One can conclude that it is on the project level, project management level whereas the V2P framework is strategic, it involves the organizations executives. It is where the projects are identified and initiated not were the project is planned by the project team but where a project is identified by the organizations’ executives.

Article 2

The article is straightforward , it is clearly stated that the paper is about a new project planning method under some actual project data in order to make software project plans more effective, and the project planning method which is referred to is the Top-Down estimation method (Zhang 2006). Zhang (2006) continues to say Actual data indicate that the method can lead to effective software project planning and this clearly states that Top-Down estimation method is a project planning method. In a nutshell Top-Down estimation is a project planning method which uses history data of the previous projects to figure out the average productivity and effort distribution of each phase.

Through this we can say that both the Step Wise framework and the Top-Down estimation method are project planning methods.

**Point 3**

As the name states the method is stepwise, but we can also see through its outline on Table 2.1, page 22 of the textbook that if follows a step-like arrangement. The book also states that the approach will hel one approach project planning in a step-by-step manner (Hughes & Cotterell 2006, p. 20).

(Hughes & Cotterell 2006) suggests that any planning approach should have the following steps,

* The establishment of project objectives;
* The analysis of the characteristics of the project;
* The establishment of an infrastructure consisting of an appropriate organization and set of standards, methods and tools;
* The identification of the products of the project and the activities needed to generate those products;
* The allocation of the resources to projects;
* The establishment of quality controls;

Article 1

The figure on page 123 of the article (Hughes & Cotterell 2006), is a clear indication of the step-by-step model of the V-2-P framework.

The V-2-P framework has seven steps which are as follows,

* Identify the organization’s vision which must adhere to the general vision guidelines
* The deconstruction of the vision into strategies;
* Strategies which are deconstructed into business objectives;
* Assigning measurements and targets to each business objective;
* The measurements and targets are then further deconstructed as projects;
* The projects are then grouped into projects;
* Then the final step involves grouping together programmers into a portfolio.

This compared to the ten steps of the Step-Wise framework shows that both the approaches are stepwise, the follow a step-like arrangement.