**Principles I - Planning**

1. Planning Takes Precedence

􀂄 Must devote the time required since all future work

depends on it

􀂄 Planning should be such that each task is no more than

5% of the total effort and is performed 95% by a single

low level organization (Brown)

2. Effective Plans Tap the Infrastructure

􀂄 Make the plans consistent with the policies – my caveat –

5

unless the project is significantly different than what they

normally do

3. Plans should be Living Documents

􀂄 Don’t let it become outdated Reifer

**Principles II - Organizing**

4. Assign a Software Manager Early

􀂄 Give them enough time to plan and staff-up.

5. Give Authority Commensurate with Responsibility

6 Reifer

**Principles III - Staffing**

6. Care About Your People

􀂄 Actions speak louder than words

􀂄 Get the key people the pay and the rewards

􀂄 Invest the time to give everyone a detailed understanding

of the application being developed (Brown)

􀂄 Encourage technical training and staying current (Brown)

􀂄 Maintain 40 hour weeks to avoid burnout (Brown)

7

7. Provide Dual Career Ladders

􀂄 Don’t force great technical people into management just

to make more money Reifer

**Principles IV - Directing**

8. Provide an Opportunity to Excel

􀂄 People love the opportunity to be part of a successful

endeavor

9. Lead by Satisfying Goals

􀂄 Let people satisfy their personal and work goals thru the

project if possible

8

10. Keep your Key People Focused

Reifer

**Principles V -Controlling**

11. Focus on Significant Deviations

􀂄 Learn to leave it alone if things are going great

􀂄 Defects should be tracked at each phase of the

development

12. You Cannot Control what you Cannot Measure

􀂄 Measure performance against schedule, industry

9

standards, etc.

􀂄 “Program management without clear progress

management might just as well be called “let’s pretend’” -

Brown

Reifer

**Principles V –Controlling (cont.)**

11. Make Risk Abatement Your Goal

􀂄 Identify the risks and start alternative paths immediately

􀂄 “If your not managing risk, you’re managing the wrong

thing”

􀂄 Rear Admiral Bill Carlson

14 Match Technology Risk and the Expected Benefit

10

14. Reifer

**The 4 P’s of Project Management**

􀂄 Effective project management focuses on the 4-Ps:

1. People — the most important element of a

successful project

􀂄 Highlighted in well-known book “Peopleware”, by

DeMarco

P d t th ft t b b ilt

11

2. Product — the software to be built

􀂄 Understanding the objective and especially

scope are essential

**The 4 P’s of Project Management II**

3. Process — the set of framework activities and

software engineering tasks to get the job done

􀂄 Ensures repeatability of results from project to

project

4. Project — all work required to make the product a

reality

12

􀂄 Entails all the management for planning,

monitoring and controlling the project