**《软件项目组织与管理》课程作业**

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# Chapter 12

## 12.1 Practice 1

**【Answer】**

**We can divide outsourcing according to the type of service:**

1. Offshoring

Also known as offshore outsourcing, it means outsourcing IT services to a distant location to benefit from lower labor costs, more favorable economic conditions, time zones, or a larger talent pool. Time differences we are talking about here are at least 5 or 6 hours.

Extreme time differences can definitely come in handy for companies that need to provide uninterrupted tech or customer support, and for those who run constant updates and maintenance work.

2. Nearshoring

Nearshore outsourcing is very similar to offshoring, albeit with one important difference: this is that nearshoring means outsourcing software development or other IT functions to a location that is much closer to your home — usually in the same time zone or one within a couple of hours of it.

Nearshoring enables much smoother communication compared to offshoring. What’s more, countries that are located close to each other share cultural crossovers that can simplify communication.

3. Onshoring

Also called homeshoring refers to delegating a number of business processes to a different location within national borders. Usually the chosen location has lower labor and operational costs.

While cost savings are the main reason to onshore, skill shortages can also drive businesses to look for talent in alternative locations.

Occasionally, the term “homeshoring” is also used to describe a situation in which employees work from home.

4. Multisourcing

This term describes outsourcing business processes to multiple vendors, thus diversifying the risk in vendor operations.

**The main reasons of outsourcing can be Reduced expenses; Access to global talent pool; significant time savings; ability to upscale fast; uninterrupted workflow.**

1.Reduced Expenses

You get to enjoy significant cost savings when you outsource to a country with lower production costs: a lower cost of living for employees, meaning lower salaries, as well as lower infrastructure and operational costs.

2.Access to Global Talent Pool

Outsourcing allows you to reach professionals that may be in short supply or unavailable locally.

3.Significant Time Savings

When you partner with an outsourcing vendor, you don’t have to advertise for, interview, select, and train new in-house employees, all of which can be very time-consuming. You can only improve the qualifications of your employees and give various materials, such as on [Studocu.com](https://www.studocu.com/uk) for further study.

4.Ability to Upscale Fast

You’ll be able to work with new clients and take on new projects without having to spend time on the processes described above.

5.Uninterrupted workflow

Your business will function round the clock thanks to the time difference between the in-house team and the outsourcing vendor’s team

Some organizations can benefit from outsourcing. For activities whose technical requirements are not at the same level or with sufficient funds and insufficient time, outsourcing can help organizations complete difficult or urgent activities within the scope of their needs.

## 12.2 Practice 3

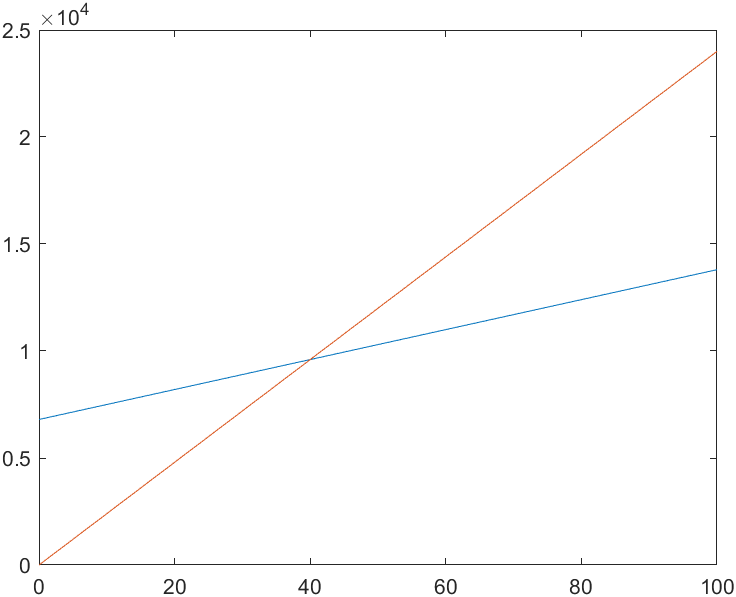
**【Answer】**

f1=6800+70d

f2=240×d

f1=f2时：d=40

Same at the 40th day



The red line is lease, the blue line is purchase.

It’s cost-effective at the 30th day.

## 12.3 Practice 5

**【Answer】**

<https://www.proquest.com/docview/2405752799/F0B66708C8CC471FPQ/1>

The RFP of this case contains information such as project objectives, organizational background, basic needs, and technical requirements. Its purpose is to solicit solutions for the design, development, testing, and production of the Medium Unmanned Underwater Vehicle.

An RFP is a document that a business, non-profit, or government agency creates to outline the requirements for a specific project. The RFP process helps solicit bids from vendors and identify which one is best qualified to complete the project.

With a good RFP, we can:

Secure offers from different vendors. These proposals make it easier for you to compare skills and rates to find the right partner for your project.

Understand your options. Defining the scope of your requests and requesting detailed information about pricing and services will help potential vendors deliver bids that meet your needs.

Assess the background of bidding vendors. A well-defined RFP will help you save time when researching each bidder.

Organizations create RFPs for the following reasons:

By detailing your organization’s needs in an RFP, you can gauge how well each vendor understands your project.

RFPs help government agencies and non-profits ensure transparency. It shows the public they are accountable for project goals and vendor choices.

Writing an RFP encourages organizations to create benchmarks to measure project success.

Sending out an RFP is a pretty standard operating procedure: potential clients determine a rough scope of the job to be done, assess the timeline and budget available, then reach out to vendors asking them to propose a solution (and themselves) as the best fit. They’re usually followed by a question-and-answer period and the more useful details you can include up front, the less back and forth there will be with the vendors later.

Here is a handy list of key points to write an RFP. The steps below are straightforward and should be enjoyable to think through; after all, the end product is that you get to describe all the ways someone can help make your life easier with an awesome website.

Of course, not every one of these items in this list needs to presented in this order, or grouped together this way, or at all. It does represent the most important things vendors care about and we grouped them together in the way that makes the most sense to us.

1. Brief Project Overview

Introduce your organization and the purpose of the RFP. State not only what you want the service provider to do but also why: what is the central “pain point” your organization has? If it’s a website redesign, what about the current one isn’t working for your purposes? This is high level, so be brief. The details will come below and a birds-eye view is fine.

2. Your Organization’s Background

Describe your organization, what it does, and what you do. There’s a good chance we’ve never heard of you and may not be able to figure that out by visiting your existing web site (which may be why you need a new website). Additionally, tell us a little about your values. What makes you unique? Why does what you do matter?

3. Project Goals & Target Audience & Goal Conversions

Explain what you plan to accomplish or what outcome you have in mind. What are the three most important things that, if done well, will make the redesign a success in your eyes? Do you know of any quantitative metrics that will help, such as increased sales or more newsletter subscribers or better-qualified leads? Think in terms of what you want visitors to the site to do, not just what you want them to see.

In addition to determining project goals, you’ll want to think about who your website is meant to serve. Which target audiences will be most reliant on your organization’s new website? Are some audiences higher priority than others? It can help to rank the groups in order of importance. For a nonprofit, a list of target audiences could look like this:

Prospective program participants

Prospective donors

Corporate partners

Event attendees

Volunteers

Potential hires

Press & media

To take the next step, pair each target audience with a goal conversion – i.e. the action that you want them to take. Conversions are a great way to measure site visitor engagement, and they’re important to consider because the goals differ for each type of site visitor. For example, you may want a prospective program participant to sign up for an event series, while you’d want a potential hire to submit a job application. In the B2B space, sample goal conversions include encouraging consumers to reach out to your sales team, request a product demo, or place an order through your eCommerce platform.

4. Sitemap and Information Architecture

One of the main reasons people reach out to NMC for a redesign, beyond a dated visual aesthetic, is that the content is poorly organized or hard to find. As much as the visual design impacts visitors' perception of your company, the information in turn reflects how well you've thought through your major site sections and navigation schema. If you already have a good idea how you'd like to reorganize it, include that here. (If not, that's OK too! Expect it to be one of the first things you'll do during the discovery phase with your vendor.)

The sitemap will help you determine which new content you need to write and what from the existing site will be migrated. Much of it may be outdated or irrelevant, so new copy will need to be written (especially if you're introducing a new product, service, or initiative). What does make it over to the new site will have to be imported into the content management system; be sure to let the vendor know whether that's something your team plans to do or whether you expect the vendor to handle it. Giving the vendor an idea of what content is moving helps them understand the size and scope of the site.

5. Scope of Work and Deliverables

Here’s where you want to provide more detail about the project. To the extent you can, describe all the services you know that you’ll be hiring a web team for. For example, with a web redesign project, you might be paying for:

Project management

Content strategy

Copywriting

Illustration

Information design

Visual design

Search engine optimization

Front-end coding (HTML/CSS, animations)

Back-end coding (CMS, 3rd party APIs, custom software/features)

Custom software or app development

Mobile device optimization

Accessibility audit

Testing & quality assurance

Paid search placement/advertising

Software training

And more

For a task like Information Design, maybe the deliverables are a sitemap and wireframes. For Visual Design, it might be source files in Photoshop or Sketch format. Something like Project Management doesn’t really have a deliverable but it’s a non-trivial part of the process and doing it well is a valuable part of successful projects. Aim to be explicit about what's important to be delivered but it’s OK if you don’t know exactly what’s involved.

6. Timeline

You may not know how long something will take to do, but you likely do have a timeline you have to accomplish it within. Is there some hard deadline you need to hit, such as the launch of a new product or ad campaign? Maybe you have a big trade show coming up and need the site live by then? Be sure to mention any firm dates beyond the vendor selection process.

Be advised: web sites vary widely in their time to completion. Even very simple sites can take as much as 8 weeks; it can take time to assimilate your organization’s goals, values, and unique market proposition. In other cases for complex sites or web applications, 9-12 months is not unusual. Be up front about your timeline, and your vendors will be honest about its likelihood.

7. Technical Requirements

This is a pretty broad subject but your goal here is to describe what limitations or requirements you know in advance. A website is, at its core, a technical software product, so these are the details that may most materially impact the schedule and deliverables. Some examples of technical requirements include:

**E-commerce:** Do you expect to sell products or charge credit cards? A nonprofit may only want to accept simple (or recurring) donations but retail merchants require shopping carts, user accounts, inventory control, and shipping calculators. If you're accepting donations or selling things, are there any additional rules that should be incorporated, such as discounts for certain users, gift cards, etc. All of these details will help vendors recommend the best tools for the project.

**Content Management Software:**Do you require something specific, such as Drupal or Wordpress? Are you open to alternatives you may not be familiar with? (There are literally thousands of off-the-shelf CMS software options.) The vendor may also have developed an in-house solution that will meet your needs well. Large projects can require writing custom a platform for your company. It's also totally acceptable here to say you have no preference and are open to recommendations from the vendors.

**Backend Programming Language:**For custom web software development, is your system compatible only with a specific language, such as PHP, or Ruby, or Python? Do you have an existing infrastructure that the vendor needs to be fluent in?

**Legacy Browser Support:**How many visitors are still on old browsers, such as Internet Explorer 11 (released October 2013)? Do they need to be supported? To make a website perform or display in a legacy browser almost always requires additional development time.

**Third-Party Software Integrations:** Does your organization depend on 3rd party services for things like email newsletters, marketing automation, CRM / contact management, inventory control, intranet, accounting / Quickbooks, or inventory management? If so, be sure to include the ones for which synching / integration with the website is essential and describe how you expect it to work. For example, when someone subscribes to a newsletter, the contact should be added automatically to Highrise or Salesforce. If someone purchases a product and opts in, she should be added to our Mailchimp database, etc. Sometimes this functionality will be included out of the box and sometimes the vendor will have to write something custom.

**User Accounts:**Do you require membership management on your site? This would be for allowing people to access special or hidden content on your site, perhaps after submitting an email address or paying to view a whitepaper. A simpler example would be password-protected pages that anyone can see with the same password and does not require a logged in account.

**Accessibility:** Do you require the website to be accessible to blind or limited-vision users? This is an increasingly common item in RFPs, and it's important to know that accessibility requirements fall on a spectrum and you should know just how far you want to take it (or leave it to the web agencies to make a recommendation). For websites whose audience skews older, larger default text and click areas will inform the design. Government & public sites often require Section 508 compliance.

**Mobile Responsive Design:**This is pretty much a no-brainer nowadays and should be included by every firm you speak with. But it's worth at least mentioning in your RFP, especially for more custom projects, just to make sure it's on the agencies' radar. Additionally, you can keep an eye out to see if they try and upcharge you for something that should be included in most modern web projects.

8. Principal Point of Contact

Usually, most writers of the RFP are the ones who will lead the project. If not, or if there are other team members involved, specify who they are. Have you or they worked on a similar web project before? Also, do you have final authority for making decisions or is there a committee that the designs will be presented to?

Additionally, you may want to think about how you expect your project to be managed by your web vendor. Do you want to use a digital task-management tool like [Asana](https://asana.com/) or [Basecamp](https://basecamp.com/)? Would it be helpful to schedule weekly calls to check in and offer feedback? Do you favor a truly collaborative approach, or something more hands-off?

If you’re not sure, it’s also okay to leave project management decisions up to your partner. In most cases, they’ll be happy to guide you through whatever programs or systems that they typically use for projects of a similar size. Whether you have an approach in mind or not, setting expectations up-front makes for a smoother working relationship from day one.

9. Budget: Assets ("Parts") & Service ("Labor")

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10. Ongoing Support / Retainer

When the web project is done and launched, what then? It’s pretty typical to engage the vendor in an ongoing retainer agreement for support, training, ongoing development, strategy and search engine optimization, or more. Realistically, the launch of a website is only the beginning of a process: beyond fixing bugs or adding features moving forward, you must also consider how will you'll drive traffic to the new site. Websites are ongoing efforts that adapt to new technologies and use cases — or, in the best case scenario, must be scaled to accommodate huge amounts of traffic! If the post-launch marketing and advertising piece is important to your project, look for full-service web firms that will not only design and build the site but also work with you on maximizing its value afterwards.

11. Analytics

How do you plan to track inbound visitors and the success of your content? You’ll want to ask the vendor how best to manage and track these data after (or indeed, before) the project has launched. Google Analytics is a popular choice because it's free and works well but there are other many options that offer additional functionality, such as Crazy Egg, which generates heat maps to help increase conversions. Your marketing automation tool, such as HubSpot or Pardot, may also have a tracking script that augments the traffic data gathered from the site.

Also, how involved do you want the agency with the analytics: do you want them to just setup and you will manage it going forward? Or is it something they should actively manage and report against in the future.

12. Web Hosting

Do you have a web host in mind already? If not, ask for options. The vendor will have clear preferences at various price points. For example, NMC has its own infrastructure at AWS and hosts many of our clients there. Some, thought, have needs that are better suited for a host like WP Engine or they may come to us with a hosting relationship already in place. Based on your previously outlined technical requirements, the partner can recommend the best fit for your needs, but if you have a preference (or mandate) let that be known upfront.

Additionally, hosting is a broad term that typically covers a number of different pieces of a scope. So, it's important to also make sure that whoever your vendor recommends takes security and updates seriously. Check with them to get an idea of things like:

Who handles site backups?

Is there an automated process for the recovery files and the database? Is this included, or an extra fee?

Is a caching or content delivery network (CDN), which help with performance, included in the fee?

What security safeguards are in place?

Is there a guaranteed level of uptime?

For open source CMS' like WordPress and Drupal, does the host also manage the ongoing core and plugin/module updates (these are important!)?

13. Web Design Examples for Websites RFP

This one's easy: which websites do you like or admire, and why? It can be the overall experience or specific, discrete elements like a single contact form or image. Include examples of "best of breed" websites within your industry so the vendor can get a feel for the market leaders. Excellent example sites from other, unrelated industries are useful too.

You can typically find lists of [website examples and trends](https://www.newmediacampaigns.com/blog/examples-of-great-non-profit-web-design) by industry by Googling around, and these are a great starting point to get an idea of what others are doing.

14. Criteria for Selection

You’re going to get a lot of different proposals back and each company will have different strengths, reputations, and capabilities. Some will compete on low cost; others on best quality; still others on more features. Figure out what you want in a vendor: cheapest option? Fastest delivery? Highest quality? Is a distributed team OK, or do you need every member to be local to your headquarters? Are sub-contractors OK or only full-time in-house staff? You’re balancing the expertise of the team with the limitations of your budget but in the end, you want the best work (and partner) that you can afford. No doubt several of these are typically important, so weight them according to what matters most to you.

Remember, the goal of the proposal you receive back is to evaluate the quality of vendor fitness for your project. Some questions you might ask the proposer to include in the reply:

Examples of similarly-complex projects (to assess technical capability)

Client references and whether email or phone is better (to assess credibility)

Project timeline with major tasks and milestones (to assess process)

Project budget by line item (to assess process)

Plan for mobile / responsive design (to assess familiarity with current trends)

15. Format & Proposal Timeline

Does the proposal need to be submitted in a particular format, such as MS Word or PDF? Do you require signed & notarized hard copies? Does it need to be single-spaced with no staples (we've actually seen this a few times, believe it or not)? Is it OK for the vendor to use freelancers or sub-contractors or does every member of the team need to be full-time? What's the timeline for submitting the proposals? Typically, there's a deadline for receipt, for selecting semi-finalists, for scheduling interviews and for final selection. Do the semi-final interviews need to be in-person or is remote OK? This is all standard fare but it can be easy to overlook.

Finally, how much detailed information do you require about the vendor? If you need granular details, such as the names, titles, and bios of the vendor's team working on it, be sure to ask. For large teams, who will be available to work on the project may change depending on the vendor's production schedule.