VIETNAM NATIONAL UNIVERSITY

HO CHI MINH CITY UNIVERSITY OF TECHNOLOGY

FACULTY OF COMPUTER SCIENCE AND ENGINEERING

Software Project Management (CO3012)

Lab 3

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Question 1.

Question 1's MS project file attached in the folder.

Question 2.

Question 2's MS project file attached in the folder.

Question 3. Lập danh sách rủi ro của dự án và đưa ra các giải pháp để giải quyết khi rủi ro xảy ra. Chú ý đến rủi ro liên quan về thời gian, chi phí, nhân sự.

1. Lack of technically trained personnel

This is an obvious risk from the start of the project. As a result, instead of being passive like other objective risks, project managers can actively offer solutions.

How to solve:

- Spend a portion of the budget on training personnel from the start
- Set aside a buffer for additional personnel
- Create a separate training program for the project
- Organize cross-training sessions between experienced members and newcomers - Requests for too many changes

2. Imprecise requirements

An unclear requirement is a requirement that is not clearly defined, stated, or understood. It may be ambiguous, vague, incomplete, or contradictory, making it difficult for the stakeholders to determine what exactly is expected or required. Unclear requirements can lead to misunderstandings, errors, delays, rework, and other issues during the development process. Therefore, it is important to identify and clarify unclear requirements as early as possible to ensure that the project is on track and meets the stakeholders' needs and expectations.

How to solve:

- Create some hypothetical cases for customers to refer to, then use the available samples
- Create a software prototype (prototype), obtain a detailed description, and send it to the customer

3. Risks come from customers

This risk arises when the client makes changes that are out of order. Many project managers become entangled in these erratic requirements, causing the project to fail.

How to solve:

- There is a written contract signed by the customer for specific requirements when the project is received.
- Inform customers of the possibility of delays if they follow unexpected changes.
- If you want to change, create a specific process and clear procedures (signatures of important clues involved). Clear compensation for non-contractual changes should be negotiated.

4. Employees leaving the project

Employees leaving the project" refers to the situation where one or more team members or employees working on a project decide to leave before the project is completed. This can be due to various reasons such as better job opportunities, personal reasons, or dissatisfaction with the project or the work environment.

How to solve:

- Ensure that all personnel are responsible for an important aspect of the project
- Hold an annual meeting (outside of work) to foster solidarity and teamwork
- Rotate personnel into different areas of work on a regular basis
- Have at least one and two employees available to provide timely backup for the project at all times
- There is a mechanism in place to store and manage all employees' work documents

5. Many external decisions have an impact on the project

During the project's implementation, several objective decisions (laws, partners, company regulations, etc.) may have a detrimental impact.

How to solve:

- Create a list of bad decisions, together with pertinent details.
- Consult with personnel who will be directly affected by these actions. Identify this as a required risk and plan for long-term mitigation if necessary.

6. Performance is not guaranteed

"Performance is not guaranteed in project" refers to the situation where the actual performance of the project does not meet the planned or expected performance. In other words, the project fails to achieve the desired outcomes, objectives, or goals.

How to solve:

- Clearly define performance standards and return them to the client for assessment.
- Ascertain that everyone on the project is aware of the precise standards for individual performance.
- Create performance samples for critical transactions.
- If possible, test with sample data.

7. Vendor risks

Vendor risks include issues with third-party vendors, contractors, or suppliers.

How to solve:

- To mitigate these risks, you should conduct due diligence on potential vendors, establish clear contractual agreements, and use project management tools to monitor vendor performance.

Extra exercise.

Extra exercise's MS project file attached in the folder.