CST416 Software Enterprise IV: Process and Project Management **Spring 2010**

Lab 2: Project Tracking **January 27, 2010**

Team Members:_____

Objectives:

- Understand and apply Earned-Value Analysis (EVA).

Instructions:

1. Work in groups of 2 *with a person not from your team* for this lab.
2. For the EVA, you will need to download a spreadsheet-based tool from the class website.
3. Submit a word file that has your question answers for parts I, II, and III.
4. Answer all questions posed in all sections to receive full credit! There will also be a journal entry on EVA.

Activities:

I. Earned Value Analysis (EVA)

This activity asks you to analyze some EVA charts in a spreadsheet tool using hypothetical data.

Each of the 3 EVA charts (Project1, Project2, and Project3 on each worksheet tab in Excel), shows the state of some project after 3 of 4 3-week iterations. Pretend these are your projects and you are heading into the 4th and final iteration on each. For **PROJECTS 1 and 2 ONLY**, answer the following questions:

1. Is your project ahead, behind, or on schedule? Over, under, or on budget?
2. Is your project trending positively or negatively?
3. What do you think it will take to have these projects finish exactly on time? (To state another way, where do you think the dark blue line will end up if you assume the red line meets the cyan line at week 12?)

II. Earned Values with Values!

Activity I tracks costs and how much *work* got done, and assumed work == value. Instead, let's compute actually earning value.

Each of the worksheets has 2 hidden rows between rows 8 and 11. Unhide these rows in Excel. You should now see 2 additional rows of data – for targeted business value and actual business value created, and these should be displayed on your charts. This data reflects that sometimes *rate* (amount of work) does not mean *progress* (earn the expected business value). This is what we discussed in class as the difference between being task-oriented versus being product-oriented.

Revisit your answers to 1-3 above for part I. Does this new data change your analysis projects 1 or 2? What does it say about the decisions the project manager made in each project? Which do you think is more important, the *rate* data or the *progress* data?

III. Project Tracking in Jazz

Jazz has a number of project tracking reports built-in, and some that we have added as customized reports. For your 2 separate projects, export an image of the "Burndown", "Open vs. Closed Work Items", "Customized Burnup Analysis", and "Customized Earn Value Analysis" for sprints 1-4 (last semester). You can export by viewing the report (under Reports->Shared Reports->Work Items) and clicking on the Export icon in the upper right. You can export to word or ppt and then cut-and-paste from that document into your lab solution file. You can also get them off your online dashboards. Place the images side-by-side in a table as shown on the next page (you can cut-and-paste this table into your doc and then just replace the images). Now, analyze which projects trended better from *task* and *product* standpoints. Which reports do you find most useful for analyzing project progress?

IV: Journal entry

We will be creating a journal to capture your thoughts on each technique we practice. This will happen online in Moodle, but the site is not quite setup to do it yet. In the interim, I want you to write down answers to these questions:

1. Do you think EVA is a useful technique to do on real software projects?
2. Do you think EVA will benefit your capstone project? How will it, how will it not?

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