

A CASE STUDY ON SOFTWARE PROJECT MANAGEMENT IN INDUSTRY – EXPERIENCES AND CONCLUSIONS

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Abstract

In this paper we present and discuss the findings of two case studies on software project management in industrial software development projects and the conclusions drawn from it. These studies were motivated to improve software project management capabilities. First, we describe how these studies were organized and performed. In the main part we present our findings and conclusions showing that there are strong deficits in project management quality. Based on these findings we briefly describe the structure of an improvement program aiming to remove or reduce those deficits.

Keywords: project management, case study, software project management improvement

1. INTRODUCTION

Many software projects are faced with a common situation: They fail in developing the required functionality within their schedule and planned budget; the results often lack the required quality. Thus, during the last years several companies have started initiatives to improve their software development. These initiatives mostly focus on improving the software processes and the technology used during software development. One area often underestimated but crucial for every software development project is project management. Project management is one of the key factors influencing the project success or failure.

In this paper we present and discuss the findings of two case studies on project management in industrial software development and the conclusions drawn from it. These studies were motivated by the company's goal to improve software project management. Before an improvement program could be developed, we first had to identify the strengths and weaknesses mainly focusing on project management. We also wanted to get an overview of the problems project managers have to face in industrial software projects contributing to schedule and budget overruns as well as to software systems with poor quality. Thus, at the very beginning a project management assessment was performed using on-site interviews with software project managers. The results of this first case study have been summarized in an assessment report (Lichter et al., 1996). To verify the qualitative data collected during the assessment a second investigation was performed by measuring quantitative data of a software development project.

Based on the results of both studies we are currently implementing a process improvement program mainly focusing on project management aspects. The key elements of this program will be presented.

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competitive advantage which is possible through successful project management Development of new products and other competitive products and services is done through the implementation of projects Projects are deployed for process improvements which further add to the profitability and growth of the business This book discusses the aspects of project management processes project leadership and team building in context to project management together which improves business performance

Project Management for Flat Organizations Laura Burford,2012-09-01 A flat organization believes the formal processes and controls used by many hierarchical organizations are too involved require too much overhead cost and are too complex and or time consuming This book is ideal for the project manager team member manager or project sponsor with limited or no formal project management experience working within a flat organization It offers clear understandable discussions about project management processes provides practical ideas and suggestions answers common questions and explains ways to address common pitfalls Project Management for Flat Organizations provides common sense solutions to the unique challenges of organizations with flat hierarchical structures It explains project management theory and offers simple and cost effective project management processes tools and techniques that can be applied immediately This guide includes instruction and templates required to deliver projects efficiently and successfully with minimal risk and investment It also enables users to develop a framework specific to the needs of their organization This is a go to guide you will want to keep on your desk for easy reference when working on projects

Digital Project Management Taylor Olson,2015-10-01 The digital world is growing and changing at a rate that can seem overwhelming to those project managers who have to keep up with it to build customer facing solutions and applications It s rare for project managers working in this field to be provided with much direction or a process by which to carry out a project and there has been almost nothing available specific to these types of projects in the literary marketplace Digital Project Management The Complete Step by Step Guide to a Successful Launch was developed to fill this gap by providing the knowledge best practices and proven steps to successfully manage digital projects from end to end and was created to be easily adaptable to different project types and technological advances

Advanced Project Portfolio Management and the PMO Gerald I. Kendall,Steven C. Rollins,2003-04-15 Advanced Project Portfolio Management is a comprehensive book which presents a roadmap for the achievement of high value enterprise strategies and superior project management results It provides methods for best project selection faster completion optimal project portfolio management and how to explicitly measure the PMO for rapidly increasing project ROI

Successful Development of Green Building Projects Tayyab Ahmad,2023-06-20 Focusing on office buildings this book explores how Green Building GB development can be managed to achieve successful project outcomes The book starts by highlighting the special requirements of GBs which distinguish them from traditional buildings The book then presents a detailed discussion of the success conditions for GB projects Highlighting 73 success conditions which have been categorised within 20 broad themes the book reports on the findings from interviews with GB stakeholders

from Australia Hong Kong Pakistan Singapore the United Arab Emirates and the United Kingdom The book demonstrates how the complexity design methodology and team collaboration prevalent in the delivery of successful GB set them apart from traditional building projects The book also demonstrates that success in GB delivery is generally associated with socio technical conditions The research reported in this book will allow project decision makers such as clients and project team members to consider the wide range of identified success conditions to optimise project performance across its development stages and achieve successful project outcomes Theoretically the findings can inform future research focused on GB development resulting in the more efficient development of GB projects that can reduce the effects of climate change and resource depletion

Major Infrastructure Projects Edward Ochieng, Andrew Price, David Moore, 2017-09-16 In this unique and comprehensive textbook the authors examine the challenges faced all around the world with regard to major infrastructure project management and they champion a fresh approach that takes into account the interdependencies between economic social political technological and legislative environments Managing developing and investing in crucial infrastructure is essential to keep up with the challenges of a fast paced and globalised world but affecting and overseeing change requires a deep understanding of complex interlocking systems To this end the book is neatly divided into three key parts project appraisal maximising integrated supply chains and implementing value enhancing practices This is the ideal companion for courses on any aspect of civil engineering and construction project management including modules in infrastructure planning infrastructure management construction management and business management The book will also appeal to practitioners involved in the management of capital and infrastructure projects

Effective Project Management Robert K. Wysocki, 2019-04-08 The popular guide to the project management body of knowledge now fully updated Now in its eighth edition this comprehensive guide to project management has long been considered the standard for both professionals and academics with nearly 40 000 copies sold in the last three editions Well known expert Robert Wysocki has added four chapters of new content based on instructor feedback enhancing the coverage of best of breed methods and tools for ensuring project management success With enriched case studies accompanying exercises and solutions on the companion website and PowerPoint slides for all figures and tables the book is ideal for instructors and students as well as active project managers Serves as a comprehensive guide to project management for both educators and project management professionals Updated to cover the new PMBOK Sixth Edition Examines traditional agile and extreme project management techniques the Enterprise Project Management Model and Kanban and Scrumban methodologies Includes a companion website with exercises and solutions and well as PowerPoint slides for all the figures and tables used Written by well known project management expert Robert Wysocki *Effective Project Management Eighth Edition* remains the comprehensive resource for project management practitioners instructors and students PMBOK is a registered mark of the Project Management Institute Inc

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Dynamic Scheduling with Microsoft Project 2010 Rodolfo Ambriz,John White,2011-05-15 Through the use of best practices helpful screen shots hands on exercises and review questions this book instructs you on how to build dynamic schedules with Microsoft Project 2010 that will allow you to explore what if scenarios and decrease the time you spend making static schedule changes

Software Engineering Process with the UPEDU Pierre N. Robillard,Patrick D'Astous,Philippe Kruchten,2003 This book provides a general introduction to the essentials of the software development process that series of activities that facilitate developing better software in less time It starts with the basic aspects of software process which are the methods tools and the concepts of the software life cycle The second and third parts emphasize the engineering and management disciplines that are the core of any software engineering process The fourth part which is concerned with the quality aspects of software process presents the aspects of process assessment and measurement The last chapter introduces a software process metamodel which is the theoretical foundation for any software process The approach is general and the explanations are not tied to a particular commercial process The book includes an ongoing case study example which does use the Unified Process for Education which is derived from The Rational Unified Process This book thus enables readers to gain experience with some of the basics of the Rational Unified Process the industry s most powerful tool for incorporating the best practices into software development and prepares them to work with any organization s software process The book includes a robust Website with all the sample deliverables and artifacts created from the case study as well as chapter by chapter sections with further up to date readings on process advancements the PDF files for all the figures in the book links to Software Engineering news sites chapter by chapter information on commercial tools industry standards etc

Academy of Management Learning & Education ,2007 [Case Studies on Project Management in Practice](#) Alejandro Romero-Torres,Shankar Sankaran,Joseph Griffin,2025-10-07 This insightful book supports project management learning and competency through case studies drawn from a variety of industries and countries utilising both academic theory and real world examples It addresses a growing need for relevant timely and diverse teaching and professional development resources

Managing the Implementation of Development Projects World Bank,2006 This 12 module CD ROM library of print based learning materials is designed for classroom training of developing country project managers responsible for overseeing the implementation of development and other projects Each module includes performance based instructional objectives module and session outlines with a timetable of activities scripted lectures with corresponding visuals case studies exercises and solution sets with teaching notes self assessment questions and answers and selected readings The resource kit provides enough information and practice to instill a solid understanding of the principles of project implementation and an awareness of good practices

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