

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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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 Project Leadership and Team Building in Global Project Management Pranav Bhola,2017-01-20 Engineering businesses today run through projects Projects are successful when we have effective project leadership which builds effective teams and teams All these attributes increase the performance of the organization and enable it to achieve competitive advantage Project management is the need of today s businesses for acquiring business development and attaining business performance in local as well as in global markets as business performance is driven by 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 **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* Gerry Kendall,Steven Rollins,2003-04-01 Official reference material for the Portfolio Management Professional PfMP Credential Examination This comprehensive book presents a road map 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 The Project Program Management Office PMO is the fastest growing concept in project management today and is key to effective implementation of project management across the organization To keep pace with customer expectations competition and economic conditions in the fast paced global economy organizations must do more using fewer resources *Advanced Project Portfolio Management and the PMO* shows you how to turn your PMO into a value machine Effective Project Management Robert K. Wysocki,2019-04-08 The popular guide to

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