

---

# CONTENTS

*FOREWORD by Roger S. Pressman*

xiii

*PREFACE*

xv

---

## **CHAPTER 1** *GETTING STARTED*

1

- Goals and Scope 1
- Understanding the Enterprise 2
- Review of Software Management Fundamentals 3
- Theory versus Practice: Which Is It? 6
- Emphasizing Practitioner Roles 7
- Setting Realistic Expectations 8
- How Do You Know Whether You Will Be Successful? 13
- Recognizing Bad Smells and Trusting Your Blink 13
- Separating the Controllables from the Noncontrollables 14
- Surveying the Tools of the Trade 15
- Line Management Tools and Techniques 16
- Project Management Tools and Techniques 17
- Digging Deep to Find the Root Cause 18
- Questions to Be Answered 18
- Summary of Key Points 19
- References 20
- Web Pointers 20

---

## **CHAPTER 2** *INDUSTRIAL CASE: ORGANIZING FOR ERP WITHIN A LARGE INFORMATION TECHNOLOGY SHOP*

23

- Learning Objectives: Putting Project Management to Work 23
- Setting the Stage: The Three-Headed Dragon 23
- Options, Recommendation, and Reactions during the Transition to ERP 26
- Outcomes and Lessons Learned When Introducing Matrix Management 32
- Exercise: If You Were King, What Organizational Changes Would You Make to Breakdown the Silos? 33
- Summary of Key Points and Lessons Learned 35
- References 35
- Web Pointers 36

---

## **CHAPTER 3** *INDUSTRIAL CASE: WHAT IS A REASONABLE COST AND SCHEDULE FOR A TELECOMMUNICATIONS PROJECT UPGRADE?*

37

- Learning Objectives: Establishing Realistic Cost and Schedule Goals 37
- Setting the Stage: Can We Do It for the Target Cost? 37

Options, Recommendations, and Reactions While Striving to Satisfy Key Clients	41
Outcomes and Lessons Learned Using Incremental Development	49
Exercise: How Do You Get Your Bosses to Believe Your Estimates?	50
Summary of Key Points and Lessons Learned	51
References	52
Web Pointers	52

---

**CHAPTER 4** *INDUSTRIAL CASE: GETTING BACK ON TRACK WITHIN A  
MANUFACTURING ENVIRONMENT* 55

---

Learning Objectives: Getting Back on Track	55
Setting the Stage: Recognizing and Addressing the Trouble Signs	55
Options, Recommendations, and Reactions While Attempting to Restore Order	57
Outcomes and Lessons Learned Associated with Your Get-Well Plan	63
Exercise: When Trying to Get a Software Project Back on Track, What Do You Focus On?	64
Summary of Key Points and Lessons Learned	69
References	69
Web Pointers	70

---

**CHAPTER 5** *INDUSTRIAL CASE: STAFF TURNOVER HAVING AN IMPACT IN  
FINANCIAL FIRM* 73

---

Learning Objectives: Addressing Staffing Issues	73
Setting the Stage: Understanding the Learning Curve	73
Options, Recommendations, and Reactions While Building a Modern Test Organization	76
Outcomes and Lessons Learned While Addressing Test Issues	81
Exercise: What Nonfinancial Incentives Would You Use to Reduce Staff Turnover?	82
Summary of Key Points and Lessons Learned	83
References	84
Web Pointers	85

---

**CHAPTER 6** *INDUSTRIAL CASE: ACQUIRING SOFTWARE FOR PIPELINE  
OPERATIONS* 87

---

Learning Objectives: Developing Requirements Using Multidisciplinary Teams	87
Setting the Stage: How to Avoid Gold Plating and Other Common Maladies	87
Options, Recommendations, and Reactions When Specifying Requirements	89
Outcomes and Lessons Learned Relative to the Use of Feature-Based Specifications	97
Exercise: When Managing Requirements, What Are the Traps to Watch Out For?	97
Summary of Key Points and Lessons Learned	99
References	100
Web Pointers	100

<b>CHAPTER 7</b>	<b><i>INDUSTRIAL CASE: LAUNCHING SOFTWARE APPLICATIONS SALES ON THE INTERNET AND SOCIAL MEDIA</i></b>	<b>102</b>
	Learning Objectives: How Do You Transition a Start-Up from R&D to Doing Business? 102	
	Setting the Stage: Capitalizing on the Opportunities 102	
	Options, Recommendations, and Reactions as You Get Ready for Your Product Launch 104	
	Outcomes and Lessons Learned as Your Product Hits the Street 111	
	Exercise: How Do You Satisfy Business and Customer Needs When Selling Software? 112	
	Summary of Key Points and Lessons Learned 114	
	References 115	
	Web Pointers 115	
<b>CHAPTER 8</b>	<b><i>GOVERNMENT CASE: MANAGING THE ACQUISITION OF A LARGE DEFENSE PROJECT</i></b>	<b>117</b>
	Learning Objectives: What to Do When a Contractor Is behind Schedule, over Budget, and Performing Badly 117	
	Setting the Stage: Who Do We Blame? 117	
	Options, Recommendations, and Reactions Resulting from an Independent Assessment 121	
	Outcomes and Lessons Learned When the Truth Is Exposed 126	
	Exercise: When Addressing Software Cost and Schedule Problems, How Do You Determine Their Root Causes? 127	
	Summary of Key Points and Lessons Learned 129	
	References 129	
	Web Pointers 130	
<b>CHAPTER 9</b>	<b><i>GOVERNMENT CASE: TOO MUCH GOVERNANCE/OVERSIGHT HINDERS PROGRESS IN HEALTH CARE</i></b>	<b>132</b>
	Learning Objectives: How to Handle Extreme Governance Requirements Under Pressure 132	
	Setting the Stage: Governance and the Competitive Environment 132	
	Options, Recommendations, and Reactions Aimed at Validating the Architecture of a New Pharmacy System 136	
	Outcomes and Lessons Learned When Dealing with Customer Demands for Change 139	
	Exercise: How Much Oversight Is Enough within a Constrained but Competitive Contractual Environment? 141	
	Summary of Key Points and Lessons Learned 143	
	References 144	
	Web Pointers 144	
<b>CHAPTER 10</b>	<b><i>GOVERNMENT CASE: NEW CONCEPTS FOR AIR TRAFFIC CONTROL</i></b>	<b>147</b>
	Learning Objectives: Making the Transition to Agile Methods 147	
	Setting the Stage: Change Management within Conservative Organizations 147	

Options, Recommendations, and Reactions during the Transition to Agile Methods on a Large Project Being Developed Globally	149
Outcomes and Lessons Learned as You Scale Agile Methods for Use	154
Exercise: How Do You Mechanize the Agile Notion That Software Requirements Are a Learning Exercise Rather Than a Specification Process?	155
Summary of Key Points and Lessons Learned	158
References	159
Web Pointers	160

---

**CHAPTER 11** *GOVERNMENT CASE: ADDRESSING CYBER CRIME ON THE INTERNET* **163**

---

Learning Objectives: How to Get Help in Covering Unbudgeted Tasks	163
Setting the Stage: The Quick Update Cycle	163
Options, Recommendations, and Reactions to Approaches to Handle Frequent Requests to Refresh Network Defenses	165
Outcomes and Lessons Learned Related to Getting Budget Relief	170
Exercise: How Do You Quickly Change a Software Product and Keep Customers Happy at the Same Time?	171
Summary of Key Points and Lessons Learned	175
References	175
Web Pointers	176

---

**CHAPTER 12** *ACADEMIC CASE: HOW BEST TO EDUCATE THOSE ENTERING INDUSTRY* **178**

---

Learning Objectives: Getting New University Hires Up-to-Speed Quickly	178
Setting the Stage: What Does Industry Need from Universities?	178
Options, Recommendations, and Reactions When Recruiting at Universities	182
Outcomes and Lessons Learned Based on Recruiting Results	184
Exercise: What Education and Training Do You Provide for New Software Hires?	186
Summary of Key Points and Lessons Learned	189
References	190
Web Pointers	190

---

**CHAPTER 13** *ACADEMIC CASE: RESEARCH AGENDAS THAT MATTER TO INDUSTRY* **191**

---

Learning Objectives: Sponsored Research Agendas	191
Setting the Stage: Research versus Teaching: A Dilemma?	191
Fact-Finding	193
Options, Recommendations, and Reactions Based on Research Discussions	193
Organization	194
Project	194
Process	195

Product	196
Recommendations	196
Outcomes and Lessons Learned Based on University Performance	197
Exercise: How Do You Stimulate Pursuit of Software Research in Academia That Has a Near Rather Than Far-Term Impact?	199
Summary of Key Points and Lessons Learned	201
References	202
Web Pointers	202

---

<b>CHAPTER 14</b>	<b><i>PULLING IT ALL TOGETHER</i></b>	<b>205</b>
-------------------	---------------------------------------	------------

---

Software Management Secrets of Success	205
Gaining Insight and Advantage in Practice	206
Ten Management Techniques to Rely On	207
Ten Problems to Be Wary of When Pursuing Success	211
Things You Can and Cannot Do in General	212
If I Were King: My Six Wishes	213
Summary	214
References	214
Web Pointers	215

---

<b>APPENDIX A</b>	<b><i>ACRONYMS AND GLOSSARY OF KEY TERMS</i></b>	<b>217</b>
-------------------	--	------------

---

Acronyms Used within the Book	217
Key Terms Used within the Book	221

---

<b>APPENDIX B</b>	<b><i>RECOMMENDED READINGS, REFERENCES, AND RESOURCES</i></b>	<b>227</b>
-------------------	---	------------

---

Recommended Readings	227
References	228
Other Resources	229

---

<b>APPENDIX C</b>	<b><i>SAMPLE SOLUTIONS</i></b>	<b>231</b>
-------------------	--------------------------------	------------

---

Chapter 2: Industrial Case: Organizing for ERP within a Large Information Technology Shop	231
Chapter 3: Industrial Case: What Is a Reasonable Cost and Schedule for a Telecommunications Project Upgrade?	233
Chapter 4: Industrial Case: Getting a Project Back on Track within a Manufacturing Environment	236
Chapter 5: Industrial Case: Staff Turnover Having an Impact in Financial Firm	240
Chapter 6: Industrial Case: Acquiring Software for Pipeline Operations	243
Chapter 7: Industrial Case: Launching Software Applications Sales on the Internet and Social Media	245
Chapter 8: Government Case: Managing the Acquisition of a Large Defense Project	248
Chapter 9: Government Case: Too Much Governance/Oversight Hinders Progress in Health Care	251
Chapter 10: Government Case: New Concepts for Air Traffic Control	253

**xii**    **CONTENTS**

Chapter 11: Government Case: Addressing Cyber Crime on the Internet	<b>256</b>
Chapter 12: Academic Case: How Best to Educate Those Entering Industry	<b>258</b>
Chapter 13: Academic Case: Research Agendas That Matter to Industry	<b>260</b>

*INDEX*