

EMGT 545  
Fall 2004

# The Project Planning: Process of Developing Project Plan at Trillium Software Inc.

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# Agenda

- Project Objectives
- Literature Research on Project Plan
- Case Overview
- Results and Data Analysis
- Recommendations
- Conclusion



# Overview

The objective of our team project is to analyze process of developing project plan at Trillium Software Inc. (TSI).

- About TSI
- About Project
- About Strategy used



# Project Planning

- Sets goals and directions to complete a project in time, cost and required quality.
- Involves many activities to manage scope, time, cost, resource, quality and risk.
- Tools to help in planning
- Project planning and controlling



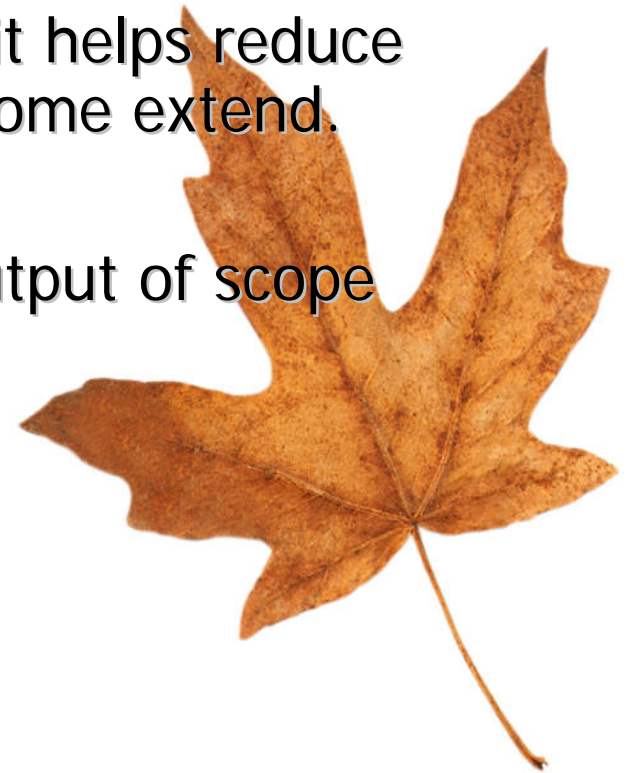
# Project Plan

- Project plan is a formal document, listing elements like, scope, implementation plan, schedules, cost analysis, resource requirements, potential problems etc.
- Project plan acts like a driver for project execution and control
- Can vary from organization to organization
- Tools that can be used for creating project plans include, templates, past experience, data of previous similar projects, WBS.



# Scope

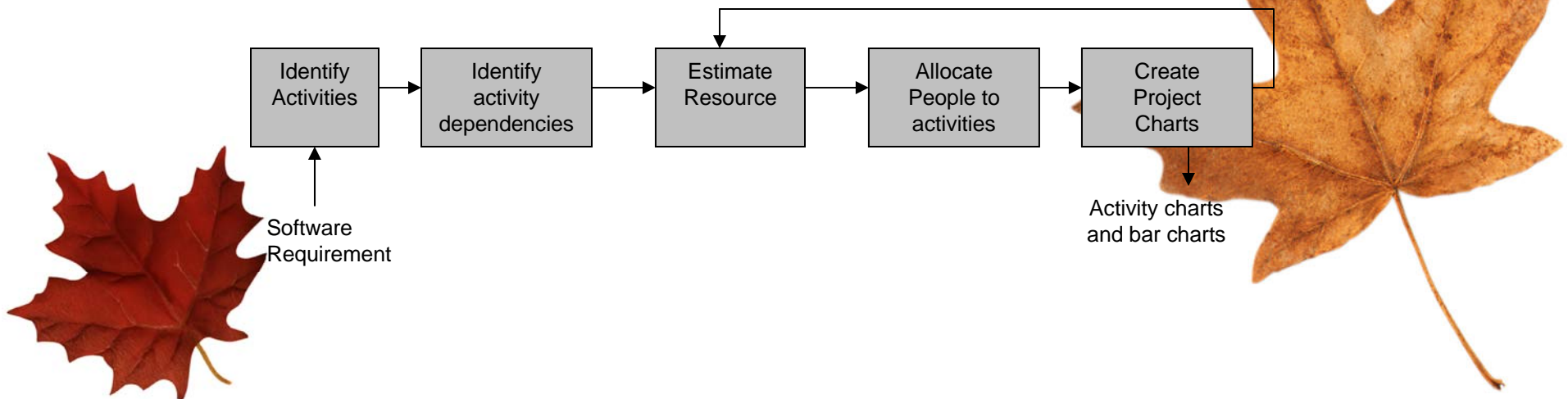
- Project plan should clearly define the scope of project. It should clearly mention the goals and what is out of scope of the project.
- Clear scope helps in focusing on goal, it helps reduce confusion and state of uncertainty to some extent.
- WBS ( Work Breakdown Structure): Output of scope management





# Scheduling

- Who does what and when! (Use WBS)
- Tools: PERT/CPM/ CCPM/ Gantt charts/ RIM
- Resource allocation
- Planning for communication



# Cost

- Find the cost of project, in terms of human and other resources.
- Cost Estimation tools:
  - Top-down estimating
  - Bottom-up estimating
  - Parametric modeling
  - Computerized tools
- Baseline: Baseline is the original approved plan  $\pm$  approved scope changes.





# Quality Planning

- Address quality standards associated with project
- Quality Planning tools:
  - Benchmarking
  - Flowcharting
  - Test plan
  - Use cases
  - Bug tracking system
  - Quality control engineers / department
- Cost of quality: The cost incurred to ensure quality.



# Risk Analysis

- Identify potential problems
- Risk Identification
- Risk Analysis
- Risk Response Planning
- Risk Monitoring and Control

**REVIEW ALL ELEMENTS TIME TO TIME...**

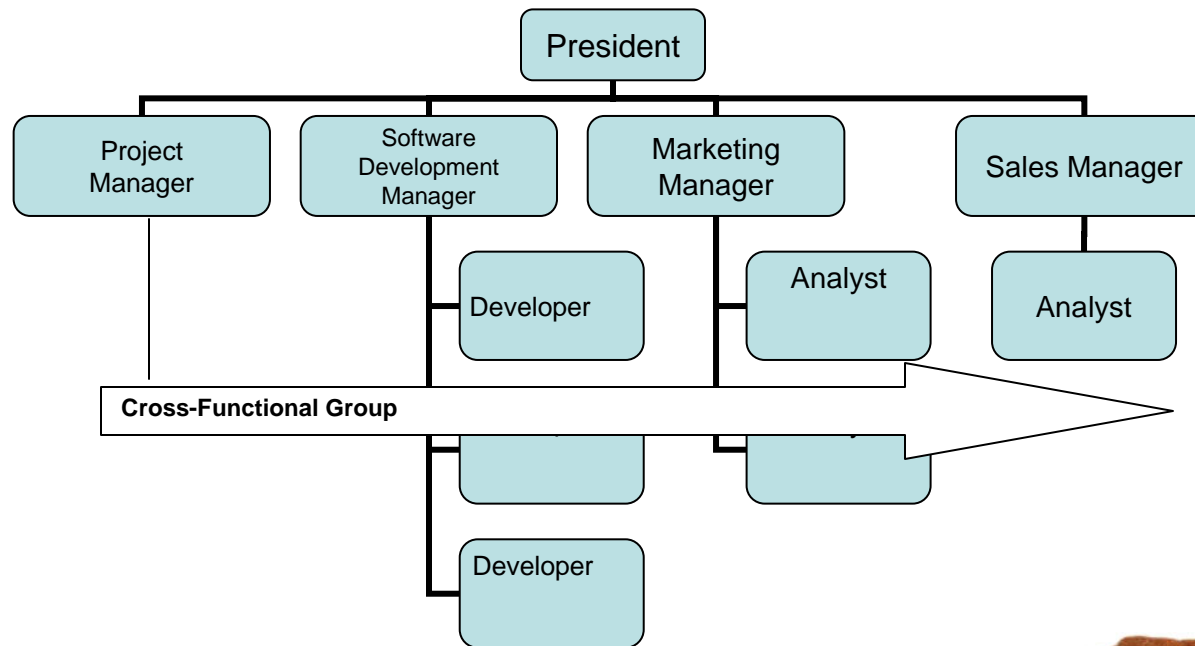


# Case Overview

- Trillium Software Inc.,
  - Small-Size Company
  - Custom Software Development with the Focus of Business Process Management

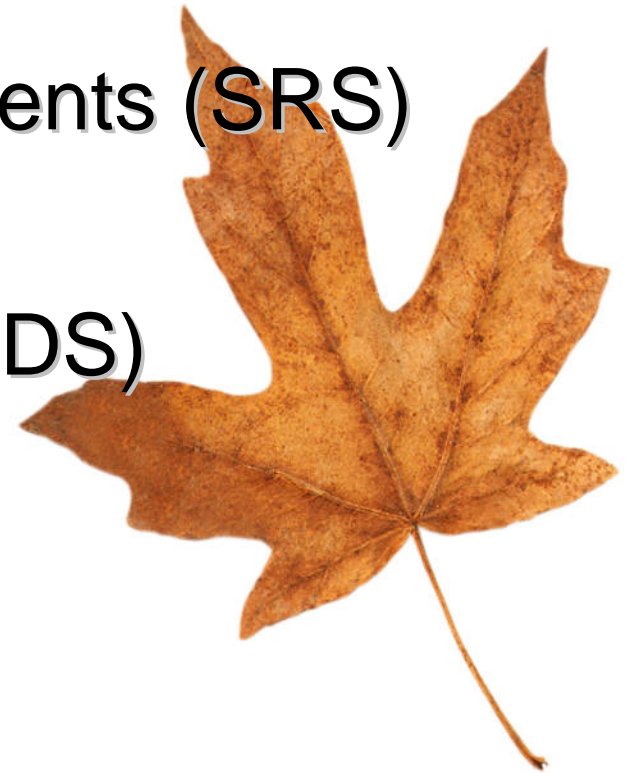


# Organizational Structure



# Project Planning in TSI

- Initial Requirements Gathering – Vision Document
- Defining Technical Requirements (SRS)
- Defining Technical Design (SDS)



# Project Planning in TSI (Cont.)

- Scope Management
  - After the completion of technical documents
  - Change Orders
- Cost Management
  - Person-Hour
- Resource/Scheduling Management
  - Software Developers





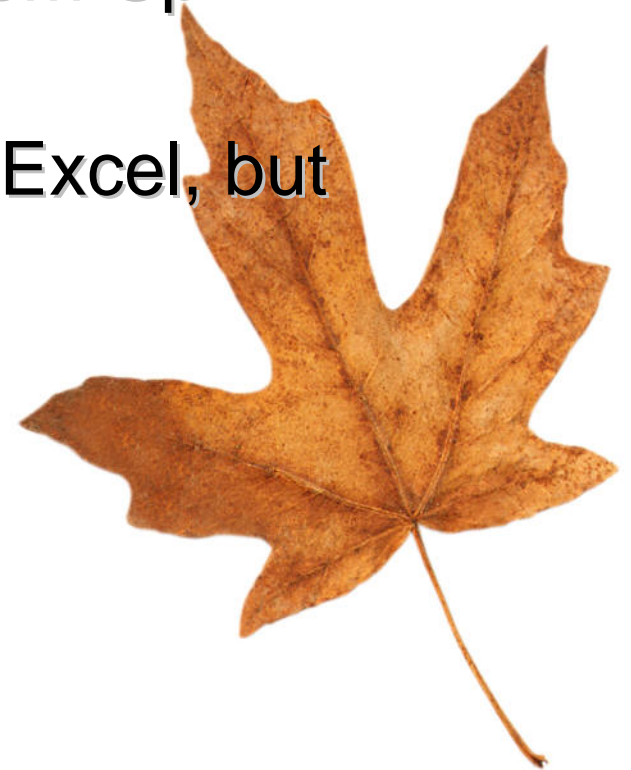
# Project Planning in TSI (Cont.)

- Quality Planning
  - Test Cases
  - Test Plans
- How about the other managements?



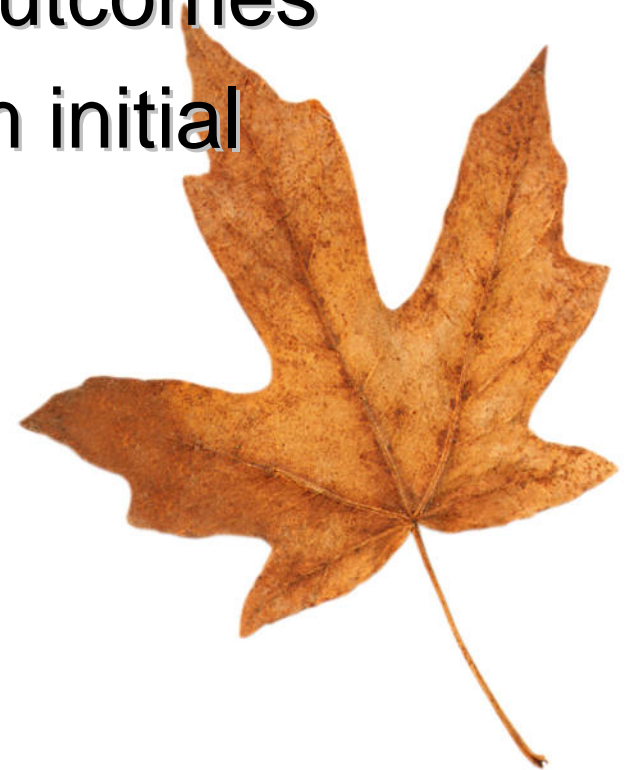
# Results & Data Analysis

- Document plan checklist:
  - ✓ Scope document
  - ✓ Cost estimation uses the Bottom-Up estimating method
  - ✓ Scheduling and Milestones in Excel, but made by individual
  - ✗ Quality plan
  - ✗ Risk Analysis



# Results & Data Analysis

- Project have four parties involved
- Project terminated successfully
- Customer satisfied with the outcomes
- But, project was delayed from initial schedule



# Results & Data Analysis

## *Causes*

- Time waiting due to customers and EDI personnel
- Lack of good communication and commitment among different parties
- Incompetent technical skill of customer
- Underestimating man-hours for development process
- No formal schedule and milestones as a whole project
- No anticipation of potential risks/difficulties
- No quality plan



# Results & Data Analysis

## *Effects*

- Team developers spend longer time, as expected, gathering information from customers
- Needs of extra time
- Developers don't realize the impact of depended/related activities from others
- Individuals play many roles in the project
- Each developer has to check and test the code of each other



# Recommendations

- Create Project Plan
- WBS

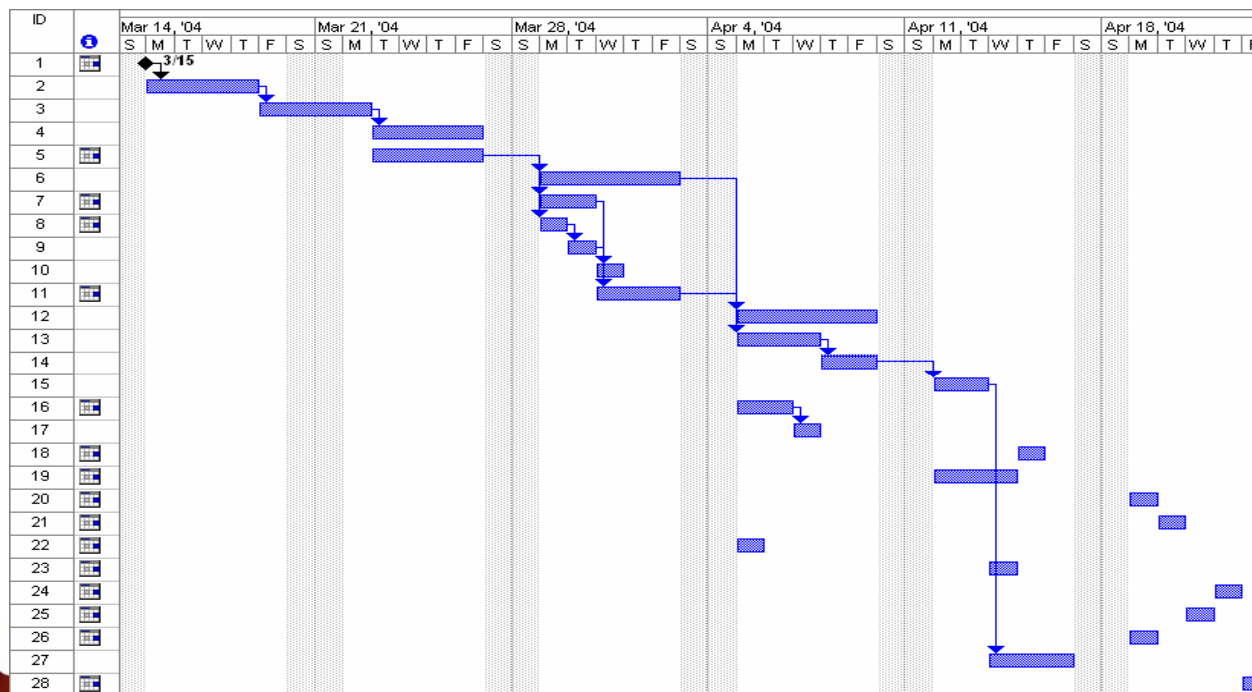
ID	Task Name	Duration	Start	Finish	Predecessors
1	Project Start	0 days	Mon 3/15/04	Mon 3/15/04	
2	Vision Document	4 days	Mon 3/15/04	Thu 3/18/04	1
3	Business Analysis Document	2 days	Fri 3/19/04	Mon 3/22/04	2
4	Software Requirement Specificatio	4 days	Tue 3/23/04	Fri 3/26/04	3
5	Software Design Specification	4 days	Tue 3/23/04	Fri 3/26/04	
6	Import POs	5 days	Mon 3/29/04	Fri 4/2/04	5
7	Export ASNs	2 days?	Mon 3/29/04	Tue 3/30/04	5
8	Query Invoice	1 day?	Mon 3/29/04	Mon 3/29/04	5
9	Send Invoice	1 day?	Tue 3/30/04	Tue 3/30/04	8
10	Export Invoice	1 day?	Wed 3/31/04	Wed 3/31/04	9
11	Workflow Design	3 days	Wed 3/31/04	Fri 4/2/04	7
12	Conflict Resolution Screen	5 days	Mon 4/5/04	Fri 4/9/04	11
13	Inbound PO Screen	3 days	Mon 4/5/04	Wed 4/7/04	6
14	Order Adjustment Screen	2 days	Thu 4/8/04	Fri 4/9/04	13
15	RFI Screen	2 days	Mon 4/12/04	Tue 4/13/04	14
16	Report Criteria Screen	2 days	Mon 4/5/04	Tue 4/6/04	
17	Billing Report	1 day?	Wed 4/7/04	Wed 4/7/04	16
18	Item Report	1 day?	Thu 4/15/04	Thu 4/15/04	
19	Kit Report	3 days?	Mon 4/12/04	Wed 4/14/04	
20	Load Report	1 day?	Mon 4/19/04	Mon 4/19/04	
21	Pack List Report	1 day?	Tue 4/20/04	Tue 4/20/04	
22	Pick List Report	1 day?	Mon 4/5/04	Mon 4/5/04	
23	PO Locator Report	1 day?	Wed 4/14/04	Wed 4/14/04	
24	PO Quantity Report	1 day?	Thu 4/22/04	Thu 4/22/04	
25	Sales History By Item Report	1 day?	Wed 4/21/04	Wed 4/21/04	
26	Sales History By Kit Report	1 day?	Mon 4/19/04	Mon 4/19/04	
27	Refresh Item File Definition	3 days	Wed 4/14/04	Fri 4/16/04	15
28	Quality Assurance	4 days	Fri 4/23/04	Wed 4/28/04	





# Recommendations

- Gantt Chart / Concrete Milestones



# Recommendations

- Responsibility Interface Matrix (RIM)

Own - O						
Participate - P						
Approve - A						
<b>RESPONSIBILITY MATRIX</b>						
	<b>Responsible</b>					
	<b>Business Analyst</b>		<b>Lead Engineer</b>	<b>Software Engineer 1</b>	<b>Software Engineer 2</b>	<b>Software Engineer 3</b>
<b>Activities</b>						
Vision Document	O					
Business Analysis Document	O					
Software Requirement Specification	P	O				
Software Design Specification	P	O				
Import POs			A	O		
Export ASNs			A		O	
Query Invoice			A			O
Send Invoice			A			O
Export Invoice			A			O



# Recommendations

- Risk Analysis
- Using QA engineer and developing a test plan



# Conclusion

- The project plan is an important factor that helps implementing the successful project
- The project plan should be created in the project planning process



**Thank You !**

