

THE MANAGEMENT OF THE INFORMATICS PROJECTS, TRENDS AT MONDIAL LEVEL

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Abstract: In this work will widely analyse and discuss some problems of the management of the informatics projects, such as: the management processes versus the implementation processes; management's functions – the prevision, the structure, the coordination, the control; the importance of planning phases in achievement and the management of the informatics projects; the description of the projects management methodology; Microsoft Solution Framework (MSF) with the particularization of the phases by Envisioning and Planning; MSF team model; the define of the informatics project aim and the modality of pursuance and control using trade off triangle; the planning suppose the answer at the two questions– How to build? When to build?

Keywords: Informatics Project, Management, Core Team Process, MSF

1. FOREWORD

The assembly of work processes which are carried on in any human system consist of two main categories: implementation and management processes. Implementation processes characterize by the fact that the work power who proceed directly on work objectives by means of work resource less either in indirect way by the help of the special categories of work means.

Management processes in contrast with implementation processes characterize mainly as a force of work that proceed on other components, a majority of human resources regarding realization of the highly possible of the efficiency. Within the framework of management processes limit more parts which correspond to the functions or managements attributes: prevision, structure, coordination, training and the evaluation control.

The management relationships can be as the relationships which are established between the system components and the other systems's components in the processes of prevision, structure, coordination and the evaluation control of the firm.

Management's functions are:

- The prevision– the assembly of work processes by means of establish the main objectives of firm.
- The structure designates the ensemble of management processes through that are establishment and the limit of physical and intellectual work processes and their parts and sharing of the realization of prevision objectives.
- The coordination – the assembly of work processes through which the staff's actions and their decisions are concurred in the previsions and the previous established organizational system.
- The control – Assessment – the assembly of processes through which are measured the firm performance, subsystems and its parts are measured by the objectives and standards required initially.

2. INFORMATICAL MANAGEMENT PROCESSES AND THE MATERIALS WHOT STAY SUPPORT IN EXERTION THE MANAGEMENT FUNCTIONS

Despite the proliferation of technology in modern business, executives and managers still question IT value. Numerous surveys have shown aligning

business and IT is a priority for executives. How do we stack up against the competition? Are we allocating resources properly? What does all this investment get us? These questions are not without merit when you consider half of all IT initiatives fail to meet business objectives (source: Gartner Group). The need for comprehensive IT management becomes more apparent when you take into account 90% of all IT projects are delivered late (source: Aberdeen Group) and 50% of all IT projects are delivered over budget.

Our principal scope of the article is to show the importance of planning phase for succeeded projects that were completed on time and on budget with all of features and functions initially specified. From point of management informatics projects view we can say that nowadays there are two basic directions of management who are relied on following structural frame: Microsoft Solution Framework (MSF) is developed from Microsoft Corporation and Rational Unified Process (IBM) experts.

Mainly MSF uses two Team Model and Process Model and three disciplines: Project Management Discipline, Risk Management Discipline and Readiness management Discipline). A simple view of the MSF Process Model Life cycle is shown in Fig.1.

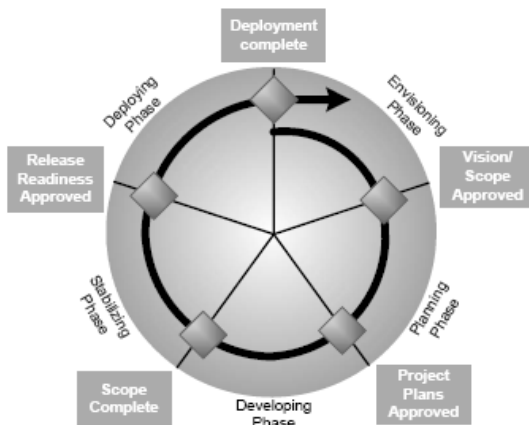


Fig. 1. MSF Process Model Life

As part of this article we will describe two stages included in development of informatics projects namely: Envisioning and Planning with accent on planning, and the materials that will accrue after this phase, all this constituting the base of planning and structure an informatics project even the instrument of structure and control- assessment of carry on informatics projects.

3. ENVISIONING PHASE - TEAM ORGANIZED

Envisioning, in short words means, identify key stake holders, organizing core team, gather high level requirements, scope management, change management.

3.1 Core Team Organized

MSF Team Role Cluster identified a set of related functional areas and the responsibilities that are associated with these areas.

The six roles are program management role cluster, development role cluster, test role cluster, release management role cluster, user experience role cluster and product management role cluster.

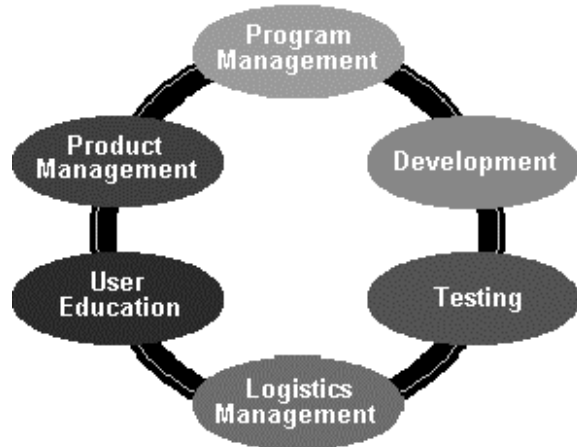


Fig. 2. MSF Team Role Cluster

Some projects are too large or too complex to be handled by a core team in which each role is fulfilled by one individual. The MSF team model accommodates the need for scalability through the notion of sub-teams, which that are created to handle a volume of work or types of work that core team cannot accomplish in the time that is available. Control and communication are maintained by having the member of core function as team leads for sub-teams.

We present here two models: feature team and function team like models for scale up teams. Feature team (Fig. 3) are multidisciplinary sub-teams organized around product feature sets or created to focus on a particular capability.

Feature teams are generally used in situation that call for a group to focus on a specific sub-set of the solution typical situation are:

- The solution in one that permits components to be worked on independently.
- Team members are dispersed across geographical or organizational boundaries, which cause logistical constraints in terms of meeting and working together.
- the solution require additional skill set not possessed by the core team

Function teams (Fig.4) are used to fulfil just one role, but several functions within that role, many roles encompass functional areas that are different enough so that they might be difficult for one person to fulfil, depending on the requirements of the project.

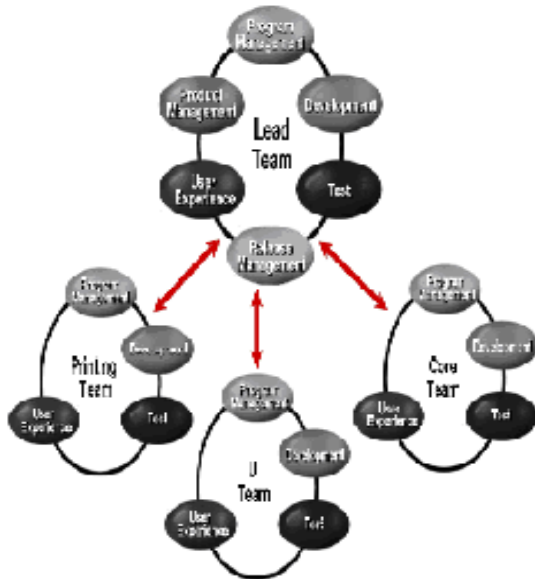


Fig. 3. MSF Feature Team

Example of function team for user experience role cluster is presented in Fig. 4.

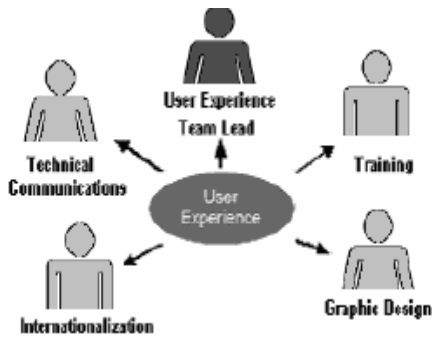


Fig.4. MSF Function Team

Consider using function teams when:

- Project tasks require a larger team effort to fulfilled one ore more functional areas within a single role cluster.
- Project tasks require a more diversified effort to fulfilled the functional areas within a single role cluster.

3.2 Scope management.

Scope management is important because it prevents scope creep, a major reason for project failure and conduct all following planning phases. In addition, it helps team to minimize the impact of changed condition. It does this by identifying the actions called in response to changed conditions and then determines whether these actions fall within the defined project scope. Once the scope has been defined and base lined, the team considers it under change control. Changes to the scope must be reviewed and approved by both the team and the customer.

Part of good change control involves making good trade-off decisions. Triangle and trade-off matrix are useful tools for facilitating change in a controlled way.



Fig.5. MSF Trade off Triangle

State of the project art management is to control relationship exists among project variables of resources (people and money), schedule (time) and features (scope).

After we establish the value for each side of triangle, any change to one of its sides requires an adjustment one or both of the other sides to maintain project balance.

4. PLANNING PHASE - PLANNING HOW TO BUILD!

Planning phase means in essence 2 sentences:
 Planning How to build! Planning When to build!

After we have functional specification and technology validation completed, will be able to describe how approaches become plans, how a team of peers builds a plan, how plans are integrated and synchronized.

The Master project plan is comprehensive plan that gather detailed plans from the leads of feature team and core team roles (Fig.6). These plans become master project plan, which explains how the solution will be built.

Type of plan	Driving role
Communications Plan	Product Management
Development Plan	Development
Training Plan	User Experience
Security Plan	Development, Release Management
Test Plan	Testing
Budget Plan	Program Management
User Education Plan	User Experience
Deployment Plan	Release Management
Purchasing and Facilities Plan	Release Management, Program Management
Pilot Plan	Release Management

Fig. 6. Project Plans

The both informatics methodologies which can be used as RUP, MSF model have fundamentally the theory scientific principles of the management but as against with the traditional theory of the management, the planning become a team work where for the each of the plan is assignment a member from project team which prove the present orientation tendency towards the management of the participation. In the next paragraph we describe the same of these plans.

Communication Plan – in most projects success is not only the result of a good technical solution, but also of effective marketing and communications. Potential Audiences- all users, all affected users, management all IT Personal, IT Administrator, Help Desk. Potential Vehicle: face to face meeting, memos, newsletters, intranet, email, voicemail. Potential messages: what happening and why when it will happen, who it will affect, how users will be affected, how users should prepare.

Budget plan – the project budget may or not be set at the beginning of the project, but it always validated by the budget plan. The following items must be considered when a budget must be done: hardware for solution, software for solution, hardware and software for development environment, training courses and other training materials, contractors.

Development Plan must contain data regarding at code solution code, training materials, documentation, marketing materials, updaters master plan and risk document.

Preparing estimates from plans: identify required work based on plans and specifications, create a work breakdown structure, techniques for estimating, bottom- up to determine task duration, use prototype to aid in estimation.

5. PLANNING PHASE – PLANNING WHEN TO BUILD!

In advance the team decided what is was going to build and baseline the functional specification. Once it knew what it was doing to build, it then think about when to performer each task and to come up with a baseline for the master project schedule.

Schedule – is a set of data that describes when the project tasks will be completed by applying resources and task duration in sequence. Scheduling is a team activity when each role contributes schedule information for its own work. When we make effective scheduling we must include: risk – driven scheduling, maintain a fixed ship date in mindset, schedule buffer time as last task prior to a major milestone.

Integrated and Synchronizing the Schedules must resolves conflicts across roles. Over allocated resources, incorrect task relationship assignments outdate resource assignment. The master project schedule serves to establish when the entire solution will be complete.

Still for the planning phase must settled also the estimation methods to the effort of the development, the hazards which can appear and which will be identification, evaluation and well-informed.

The mechanisms of the projects's evaluation will be recurrently and base on events. For the evaluation of the project degree, quality metric included, will be defined metrics. The tools which can be used will cover the following areas: Call and Incident Management, Problem Management, Change Management, Hours Management.

The purpose using them are the improvement and the control of the development processes, of the allocate time and of the use resources and as well as the management of the change in keeping certain conditions by a standard of the quality.

6. CONCLUSIONS

Planning occurs in all type of activities and intuition alone can no longer be relied upon as making decisions. These is one reason why planning has become so important. By providing a more rational, fact-based procedure for making decision, planning allows project manager minimize risks and uncertainty.

This article wanted to show to IT organizations the importance of planning phase especially Master Project Plan with his components and Master Project Schedule to conduct to success project and to increase efficiency.

Optimizing resources – people, funding, assets and processes, integrate decision-making for IT/Business alignment, achieve 100 percent visibility into IT performance.

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