

Final Term
Software Project Management
Marks: 50

Read the file Attached and answer the following

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Q No. 1: What were the results of survey conducted by CHAOS in 1995. (10)

ANSWER:

A survey conducted by the Standish Group (1995) called CHAOS drew attention to what many called the software crisis when it reported that only 16 percent of the application development projects were successful in terms of being completed on time and within budget. Moreover, about 31 percent of the projects were canceled before completion, while 53 percent were completed but over budget, over schedule, and not meeting original specifications. The average cost overrun for a medium-size company surveyed was about 182 percent of the original estimate, while the average schedule overrun was about 202 percent. That is, the results of the survey suggest that a medium-size project estimated to cost about \$1 million and take a year to develop actually cost about \$1.8 million, took just over two years to complete, and only included about 65 percent of the envisioned features and functions.

While the CHAOS studies focused on IT projects in the U.S., a study of 800 senior IT managers from the U.K., United States, France, Germany, India, Japan and Singapore conducted by Tata Consultancy Services (2007) provides a more global view and reports dire results similar to the CHAOS studies:

- 62% of the IT projects failed to meet their schedules
- 49% experienced budget overruns
- 47% experienced higher than expected maintenance costs
- 41% failed to deliver the expected business value and return on investment (ROI)

Q No. 2: What is trilogy and what terms and conditions were defined in that? (15)

ANSWER: After years of developing information systems without an overarching organizational view, the FBI found itself with an “improvised” IT infrastructure with more than 50 independent application systems written in different programming languages and running on disparate platforms. In September 2000, Congress approved \$379.8 million for a three year project that was called the FBI Information Technology Upgrade project under the direction of FBI Director Louis Freeh. At this time, the FBI did not have a CIO, documentation of its current systems, or a plan for renovating them .

The FBI Information Technology Upgrade project was eventually divided into three parts and renamed **Trilogy**. The **Trilogy** project centered on upgrading the agency’s 56 field offices and 22,000 agents and support staff with new desktops and servers, Web-enabling a number of the most important investigative database systems, and, most importantly, a Virtual Case File (VCF) system that would automate the antiquated paper-based Automated Case Support (ACS) system

The VCF was envisioned to help FBI agents efficiently share data about cases in progress, especially terrorist investigations. The system would also enable agents anywhere in the United State quickly to search various documents and allow them to connect possible leads from different sources. In addition, the VCF would include a case management system, an evidence management system, and a records management system. The intention was to eliminate the need for FBI employees to scan hard-copy documents into computer files. A custom-developed system was needed since no existing commercial software packages were available that meet the agency’s needs when the project began in 2001. In the spring of 2001, development of the VCF software was contracted to Science Applications International Corp. (SAIC) in San Diego, California and was to be completed by late 2003

Q No. 3: In case study, Matthew Patton was one of the few persons who identified issues in this project. What were his findings? (10)

ANSWER: Matthew Patton identified the following issues in this project;

- Realized that SAIC was not interested in his opinions
- They were trying to design the system layout and then the whole application logic before they had actually even figured out what they wanted the system to do

- Patton argued that the 800-plus pages of requirements were too bloated and complicated.
- Patton complained that SAIC made no attempts to control costs with the 200 programmers who were on staff to “make work” when only a couple of dozen would have been sufficient.
- Company’s attitude was that it’s other people’s money, so they’ll burn it every which way they want to
- Patton also claimed that SAIC attempted to write much of the VCF code that no one was taking security issues seriously

Q No. 4: Why trilogy failed and what were the reasons of its failing? (15)

ANSWER: Four significant areas were identified:

Enterprise architecture, system design, program and contract management, and human resources.

- A matter of its highest priority” in crafting an enterprise architecture to define a strategic view of its goals, mission and needs that could be linked through information technology to its operations and processes. As a result, the FBI could not determine how such investments could be tied to its operational objectives.
- The FBI’s efforts and results in the area of enterprise architecture are late and limited, and fall far short of what is required.”
- The rapid development approach and compressed project schedule presumes success at every stage and did not give adequate consideration to testing
- A major weakness included the lack of “user-vetted prototypes in its applications development processes.
- FBI does not have an adequate human resource and skill base needed to deal with the FBI’s modernization project.
- The FBI hired highly qualified IT professionals “without requiring them to make excessive financial sacrifices, and to borrow personnel from other agencies and even from the private sector.
- Poorly defined and slowly evolving design requirements,
- Contracting weaknesses,
- IT investment management weaknesses,

- Lack of an Enterprise Architecture,
- Lack of management continuity and oversight,
- Unrealistic scheduling of tasks,
- Lack of adequate project integration, and inadequate resolution of issues raised in our previous reports on Trilogy.

Note:

- Plagiarized assignment will not be acceptable.
- Make a Proper Word Document/ PDF or PowerPoint Presentation of this assignment, Picture will not be acceptable.
- Must submit before deadline.