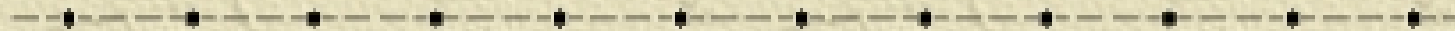


Chapter 1

Conventional Software Management



Introduction

✦ Three analyses of the state of the software engineering industry as of mid 1990s yielded:

◆ Software Development is still highly unpredictable

- Only about 10% of software projects are delivered successfully on time, within initial budget, and meets user requirements
- ✂ → The management discipline is more of a discriminator in success or failure than are technology advances
- The level of software scrap and rework is indicative of an immature process.

✦ Behold the magnitude of the software problem and current norms!

✦ But is the ‘theory’ bad? “Practice bad?” Both?

✦ Let’s consider....

I. The Waterfall Model

- ✦ Recognize that there are numerous variations of the ‘waterfall model.’
 - ◆ Tailored to many diverse environments
- ✦ The ‘theory’ behind the waterfall model – good
 - ◆ Oftentimes ignored in the ‘**practice**’
- ✦ The ‘practice’ – some good; some poor