

Iterative Project Management

Chapter 3 - Controlling an Iterative Project
Modified considerably by Instructor
Two Classes



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Objectives – Major sections:

- Introductory Remarks
- Variables that Shape Projects
 - Scope; time; cost; quality
- Stakeholders – the Real Drivers of project success
- Controlling the Project as a Whole
- The Unified Process Phases

0. Introductory Remarks

- **Big point behind iterative development** is this approach provides for
 - **enabling** stakeholders to **evaluate** progress, replan, if necessary, and
 - **empowering** management to take **full control** over projects maximizing the chances of success.
- Managing **iterative** projects is **challenging** because all of the disciplines: project management, requirements, analysis, design, implementation, and test are **interleaved** such that there are no real clear cut boundaries from one to the other.
 - Very different from methodologies from the past that are still in large part subscribed to...
 - This perceived inability to plan in accustomed ways can cause some to 'retreat' to waterfall style while citing this as proof that iterative approaches do not work
- **Just like any other approach, we need training and practice.**