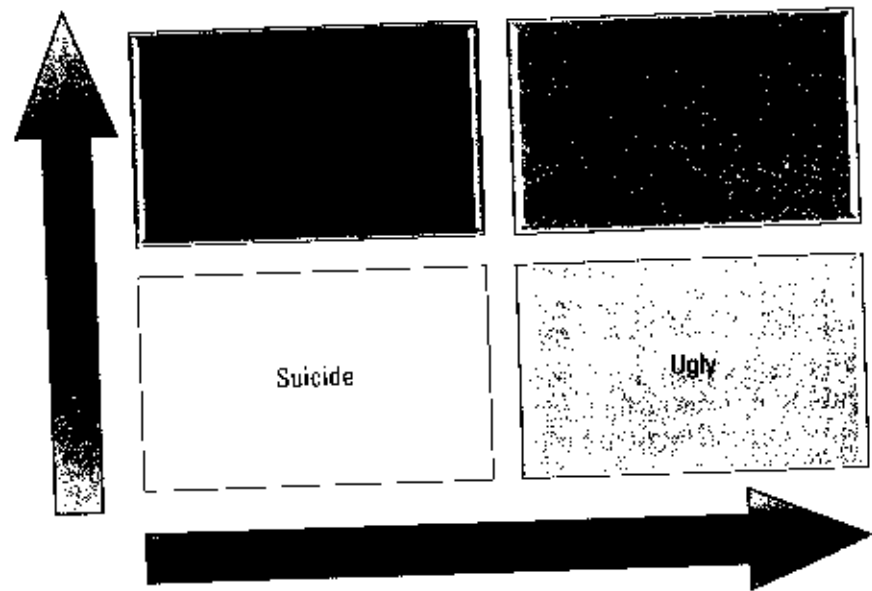


Death March

Edward Yourdon's book *Death March* describes the complete software developer's guide to surviving "mission impossible" projects. MIS projects are challenging, and project managers are expected to achieve the impossible by pulling off a successful project even when pitted against impossible challenges. In *Death March*, infamous software developer Edward Yourdon presents his project classification displayed here. Yourdon measures projects based on the level of pain and chances for success.

- **Mission Impossible Project:** This project has a great chance of success and your hard work will pay off as you find happiness and joy in the work. For example, this is the type of project where you work all day and night for a year and become the project hero as you complete the mission impossible and reap a giant promotion as your reward.
- **Ugly Project:** This project has a high chance of success but is very painful and offers little happiness. For example, you work day and night to install a new accounting system and although successful, you hate accounting and dislike the company and its products.
- **Kamikaze Project:** This is a project that has little chance of success but you are so passionate about the content that you find great happiness working on the project. For example, you are asked to build a website to support a cancer foundation, a cause near to your heart, but the company is nonprofit and doesn't have any funds to help buy the software you need to get everything working. You patch the system together and implement many manual work-arounds just to keep the system functioning.
- **Suicide Project:** This project has no chance of success and offers you nothing but pain. This is the equivalent of your worst nightmare project. Word of caution, avoid suicide projects!¹³

Analyze your school and work projects and find a project that would fit in each box. What could you have done differently on your suicide project to ensure its success? What can you do to avoid being placed on a suicide project? Given the choice, which type of project would you choose to work on and why?



LEARNING OUTCOME REVIEW

Learning Outcome 9.1: Describe the seven phases of the systems development life cycle.

The seven phases in the SDLC are:

Planning—involves establishing a high-level plan of the intended project and determining project goals.

Analysis—involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system.

Design—involves describing the desired features and operations of the system including screen layouts, business rules, process diagrams, pseudo code, and other documentation.

Development—involves taking all of the detailed design documents from the design phase and transforming them into the actual system.

Testing—involves bringing all the project pieces together into a special testing environment to test for errors, bugs, and interoperability and verify that the system meets all of the business requirements defined in the analysis phase.

Implementation—involves placing the system into production so users can begin to perform actual business operations with the system.

Maintenance—involves performing changes, corrections, additions, and upgrades to ensure the system continues to meet the business goals.

Learning Outcome 9.2: Summarize the different software development methodologies.

The oldest and the best known project management methodology is the waterfall methodology, a sequence of phases in which the output of each phase becomes the input for the next. In the SDLC, this means the steps are performed one at a time, in order, from planning through implementation and maintenance. The traditional waterfall method no longer serves most of today's development efforts; however, it is inflexible and expensive, and it requires rigid adherence to the sequence of steps. Its success rate is only about 1 in 10.

There are a number of different software development methodologies including:

Agile methodology aims for customer satisfaction through early and continuous delivery of useful software components developed by an iterative process with a design point that uses the bare minimum requirements.

Waterfall methodology follows an activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.

Rapid application development methodology (RAD) emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process.

Extreme programming (XP) methodology breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.

Rational unified process (RUP) provides a framework for breaking down the development of software into four gates.

Scrum uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.

Learning Outcome 9.3: Explain project management and identify the primary reasons projects fail.

A project is a temporary or short-term endeavor undertaken to create a unique product, service, or result, such as developing a custom e-commerce site or merging databases. Project management is the