

Tallinn University of Technology

Faculty of Information Technology

PROJECT INFORMATION SYSTEM FOR ESTATE DEVELOPERS

FINAL REPORT

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xxxxxIAPM

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1. Report on delivered results

Planned objectives

Originally the following were goals and deliveries we had to provide

- A. Provide an authorization hierarchy.
 - a. Funding should be accepted or rejected on the predefined level of authority
 - b. It should be possible to track later who is responsible for executing, monitoring and completing each project
- B. Provide the general transparency
 - a. Each project should be traceable
 - b. We should have a set of reports producing a general view
- C. We do need to make the new information system in place by the end of Q2 investing approximately 120 000 EUR into building such

Deliveries:

- A web based information system located on the company internal server with a possibility to enter projects, authorise those and derive reports

Intermediate or other deliveries

- Architecture high and low level documentation
- Database dictionary
- Software code with comments
- Manuals

High level post-analysis

During the project we have identified that there are additional requests which were prioritized over initially planned features and therefore only circa 75% of original plan has been achieved moving the rest to the next version. The main reason for this deviation was the IS owner change (inside the company) during the project. For more details see "Reasons for deviations".

List of delivered objectives

Note for students: here the delivered, added or postponed features are described on the high level to provide a management report! The more detailed list is provided under the schedule analysis chapter. This can correspond to the first and second level tasks of the schedule.

Delivered features and objectives:

We have provided a web based information system for tracking and authorizing estate projects which can be used internally including the following:

1. Maintenance
 - a. Including authorization flow builder
 - b. Including interface configuration to ERP system
2. Forms to add, edit and complete a project
 - a. Including the budgeting
 - b. Including the authorization flow
3. Reporting portal
 - a. tracking individual reports
 - b. tracking projects during the pre-defined periods including open, closed and running projects

Added features:

1. Possibility to use the system outside of the office
2. Interface to suppliers to update budget online and drill to suppliers invoices from individual budgeting rows.

PS: All intermediate or other deliveries are transferred to the customer

List of postponed features:

1. Possibility to have advance authorization flow with fallback scenario (in case the budget is rejected)
2. Reports

- a. Reports on VAT
- b. Reports on deviations between forecast and budget

The overall constraint on the time plan was fulfilled although we spent 10 000 EUR more (agreed during the project implementation with customer follow the meeting on features to be added: 2011-04-20)

Reasons for deviations

1. Owner change during the project implementation phase
2. Incomplete list of specifications acquired from customer (revised after the owner change);
3. Slow data migration process from the old system to the new one, which made some features to be impossible to test, verify and impossible to implement properly;
4. Weak education planning and collaboration with the customer during the first part of the project.

2. Summary on the project schedule

The project was delivered on time although some trade offs were made during the implementation phase. The following list shows the variation of plan vs actual

Originally planned tasks (only producing deviations)

Task	Deviation	Reason
Edit form: budget column	Extra 4 man days causing loss: 250 EUR	Silverlight technology restrictions
Export to Excel for forms	Extra 6 man days and loss: 10 000 EUR including the need to buy a third party control	Reworked as the file turn around via server is very slow
Authorisation flow	Task took 15 days less	The functionality was

maintenance and verifier	and saved 15 000 EUR	simplified in order to include more features (decided by Jan-Erik Bladh, 2011-04-29)
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Note for students: Here and below the cost is stated if the deviation will vary as different resources are involved. If the cost is unified and go by a day it can be skipped (stating in the end of the subchapter the cumulative effect), except other costs (like extra purchases) still should be shown.

It should be at least 10 tasks and reflect changes in the MS project document

Added tasks

Task	Decided by / when / reason	Effect
Interface to suppliers	Jan-Erik Bladh, 2011-04-29, following the revision of features with the new owner	Extra 10 000 EUR and 10 man days of development
Edit form must recalculate sum accounts following ERP CoA	Hilke Crantz, 2011-05-10	Extra 1 man day and 200 EUR
It should be possible to export report to Excel	Barry Larsson, 2011-04-12 following the demo meeting	Extra 1 man day and 240 eur
There should be a possibility to have VAT either calculated or entered	Jan-Erik Bladh, 2011-04-09, following the demo meeting	No addition as re-planned on the early stage

Note for students: here we describe up to individual low level grain tasks, but could name a branch if it entirely added.

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This list should be no less than 10 tasks long. Normally – 30 tasks long

This should be reflected to MS project document

Removed / skipped tasks

Task	Decided by / when	Effect
All reports on VAT	Jan-Erik Bladh, 2011-04-29	Saved 14 man days and 16 000 EUR
Forecast column on project edit form	Jan-Erik Bladh, 2011-04-05	Saved 1 man day and 100 EUR
Styling of reports following Silverlight 4 templates	Deniss Kumlander, 2011-05-02	Saved 3 man days and 2 000 EUR

Note for students: here we describe up to individual low level grain tasks but could name a branch if it entirely skipped.

This list should be no less than 10 tasks long. Normally – 30 tasks long.

This should be reflected to MS project document

PS: Do not forget to keep name of tasks and persons inline with schedule and original project document

3. Problems occurred during the implementation

Note for students: more detailed list of problems including the description of how you solved it (or including the description of your attempt to solve it but failed including the failure reason).

Notice that you started building up this list in the status report(s) released earlier.

1. The start date has been moved slightly forward due unexpected customers' visits producing problems to organize the execution meeting and formulate initial targets.

We started to revise the set of features early trying to skip some less important and keep the schedule as it was promised

2. The agile method been employed produced some problems regarding the project owner involvement as she had no time to participate even in demo meetings

Product owner was reassigned, which produced more accurate feedback but in the result we have ended up re-planning the project (up to 30%) and so spent more money than planned.

3. The release of HTML 5 allows us to implement UI with better usability that envisioned by required certain redesign in reporting packages forcing us to redesign.

We have to plan and monitor changes in technologies in future projects better than we did in this project

4. The planned education for developers (real estate business basics) was not enough to start working efficiently

We tried to highlight this problem early as we believed it will not be enough right from the project start but we failed to deliver the message to the initial project owner.

Notes for students: This part should be at least 17 items long. I would actually expect up to 35

4. Learned lessons

1. The status reports were release once a month instead of one per iteration producing certain delays in decisions and reviews
2. The process of approving features was weak and so we had quite a lot of mess at the end of the project. We had to keep a transparent to all involved parties list of agreements involving a written agreements (avoiding agreements over phone)
3. Testing should start with starting the project instead of starting it a week before end of each iteration (during the beginning phase we should start writing test cases, plan performance test scenario etc)

4. Revise backlog during each iteration demo to highlight differences produced so far between plan and actual in features

Notes for students: At least 10 items