

# Managing Death-March Projects

## 1 Day Seminar/8 hours

Date: **21 April 2008**  
Location: **St. Petersburg**

Date: **23 April 2008**  
Location: **Moscow**

Speaker: **Ed Yourdon**

**8 PDU** for PMI (*Project Management Institute*) certification

### **About Ed Yourdon**

Edward Yourdon is an internationally-recognized expert witness and computer consultant who specializes in project management, software engineering methodologies, and Web 2.0 development.

Yourdon is the author of over 550 technical articles; he has also written 27 computer-related books since 1967. Among his recent books are *Death March* (1997), *Case Studies in Object-Oriented Analysis and Design* (1996), *Mainstream Objects* (1995), and *Object-Oriented Systems Development: An Integrated Approach* (1994), as well as two earlier OO books co-authored with Peter Coad. He is a keynote speaker at major computer conferences around the world, and served as the conference Chairman for Digital Consulting's CASE WORLD and SOFTWARE WORLD conferences from 1990 through 1995.

According to the December 1999 issue of *Crosstalk: The Journal of Defense Software Engineering*, Ed Yourdon is one of the ten most influential men and women in the software field. In June 1997, he was inducted into the Computer Hall of Fame, along with such notables as Charles Babbage, Seymour Cray, James Martin, Grace Hopper, Gerald Weinberg, and Bill Gates. He was awarded a Certificate of Merit by the Second International Workshop on Computer-Aided Software Engineering in 1988, for his contributions to the promotion of Structured Methods for the improvement of Information Systems Development, leading to the CASE field. He was selected as an Honored Member of *Who's Who in the Computer Industry* in 1989. And he was given the Productivity Award in 1992 by *Computer Language* magazine, for his book *Decline and Fall of the American Programmer*.

### **Seminar Description:**

Historically, all software projects have involved risk and pressure — but many of the projects in today's chaotic business environment involve such intense pressure that they require non-standard, radical management techniques. This seminar is a survival guide for managers and project team members who are about to embark upon a "mission impossible" effort.

### **Who Should Attend:**

- Project Managers
- Team Leaders
- Systems Analysts
- Software Architects, Designers
- Software Developers
- End-users, Project Stakeholders
- Senior Management Staff

**Seminar Outline:**

- 1. Introduction.** Definition and characteristics of an Death-March project. Why are Death-March projects occurring today? Why would anyone want to be involved in such a project?
- 2. Death-March Politics.** Identifying the owners, customers, shareholders, and stakeholders in the Death-March project. Determining the basic nature of the project: "mission impossible" (we succeed and live happily ever after) versus kamikaze project (the project succeeds but we'll all be dead at the end) versus suicide mission (overwhelming political forces want the project to fail, and we're the sacrificial lambs). Levels of commitment to an Death-March project: the parable of the chicken and pig discussing a bacon-and-eggs breakfast.
- 3. Death-March Negotiations.** Identifying acceptable tradeoffs between schedule, budget, staff resources, quality, and other constraints. Tools for rational negotiation of tradeoffs. What to do when rational communication is impossible.
- 4. Death-March Peopleware issues.** Hiring and staffing issues for an Death-March project: putting the best possible people on the project. Identifying loyalty and commitment issues: to oneself, one's family, the project, the company, etc. The importance of communicating the urgency, priorities, constraints, and risks of the project. Team-building issues: team roles, helping the team "gel," keeping teams together from one Death-March project to another, etc. The manager's role in an Death-March team: hands-on managers who live in the project "war-room," versus hands-off managers who allow the team to manage its own day-to-day affairs.
- 5. Death-March Processes.** Formal versus informal processes: the contrast between the SEI process model, and the "mad-world" model popularized by the shrink-wrap software industry. The importance of getting the project team to "own" the process they use in the project. The importance of prototyping (in case anyone has forgotten!). Using simulation models to explore the impact of different process strategies before the project begins.
- 6. The Dynamics of Processes.** Models of software development processes: mental models, spreadsheet models, static versus dynamic models. Visual models. An example: Tarek Abdel-Hamid's Software Process model. New research from Ray Madachy.
- 7. Simulators and "war games" for modeling death-march projects.** The concept of war-games. Benefits and advantages of conducting war-game exercises. Techniques for conducting software development war-games with simulation models.
- 8. Death-March Project Control.** Management styles for different types of Death-March projects: innovative, high-intensity but "traditional" application development, etc. Measuring, managing, and controlling progress. The importance of a "daily build" to establish credible progress milestones in large, complex Death-March projects. The essence of risk management, distilling the key ideas published by Charette, Jones, Thomsett, etc.

**Price: 11 350**

**Discounts****Group Booking Discounts:**

**10%** off when booking **3** or more persons

**14%** off when booking **7** or more persons

**Additional Discount:**

**5%** off if payment is received in full by April 4, 2008

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