

*High performance. Delivered.*

**TU München**  
**Applied Software Engineering**  
**Prof. Bernd Brügge**  
**Lecture Software Engineering II, SS 2006**

**Accenture Exercise 3 – Project Organization**

# Exercise 3: Project Organization

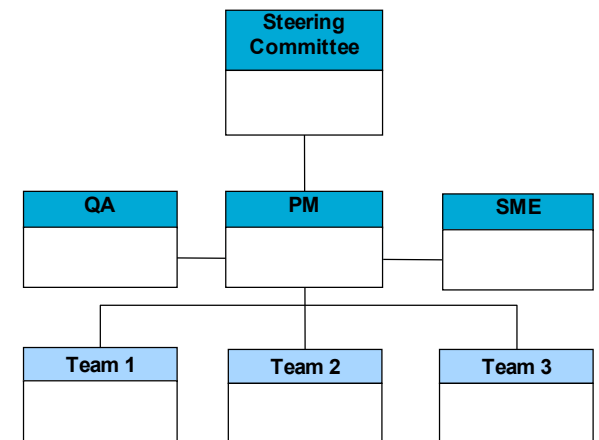
---

<b>Date</b>	<ul style="list-style-type: none"><li>• 31 May 2006</li><li>• 15:00 - 16:30</li></ul>
<b>Contents</b>	Based on a project case example... <ul style="list-style-type: none"><li>• Develop a project team structure</li><li>• Staff resources</li></ul>
<b>Methods</b>	<ul style="list-style-type: none"><li>• Case based</li><li>• Group work (results will be developed in small groups during exercise)</li><li>• Selected groups will present their results to the auditorium</li><li>• Discussion / feedback of these results with the instructor</li></ul>
<b>Instructor</b>	<ul style="list-style-type: none"><li>• Markus Popp</li><li>• (Consultant, Accenture Munich)</li></ul>

# Key success factors for setting up a Project Organization

---

- **Team sizing**
- **Skill identifying**
- **Team assembling**
- **Role assignment**
- **Skill development**
- **Communication structure set-up**



# Project Organization

---

1/3

Organizations can be separated into project based organizations and line organizations.

This activity defines the organization of the project and the identification of roles and responsibilities. The roles are mapped to the work identified during the planning activity for example by a “work breakdown structure”.

An organization consists of organizational units and interactions between them. The smallest organizational Unit is a participant. A group of participants can be organized into a division, department, or team. This organization has dynamic width and breadth. The breakdown of the organization into organizational units can occur according to several different categories (see following slides).

# Project Organization

---

2/3

Organizational Units can be set up in two different ways:

## Vertical set up (Generalist Set-Up)

A vertical set up is normally used for projects working with participants characterized by generalized know-how in dynamic organizations

(e.g. database specialist: data modeling, database design, design / implementation / test of the database access)

## Horizontal set up (Specialist Set-Up)

A horizontal set up is normally used for projects working with participants characterized by specialized know-how in static organizations

(e.g. system analyst, designer, programmer, tester)

# Project Organization

---

3/3

There are typical questions / alternatives in setting up a project organization:

- Setup the organization by functional or by technical views?  
(e.g. client- / server- / host-team against trading- / clearing- / settlement-team)
- How much should roles be combined or separated?  
(e.g. software development manager and functional architect)
- How many hierarchical levels should be implemented?
- Are there any spanning activities?  
(e.g. functional / technical architect)

# Exercise

---

- Define possible Solutions for a project team structure of the *Advanced Developer Telecommuting with Arena Services*
- Assign the resources to the team structure of the *Advanced Developer Telecommuting Project*
- Develop solutions to level the existing resource overload of the *Advanced Developer Telecommuting Project*
- Documents with information to complete the exercise tasks:
  - Project Agreement
  - Problem Statement
  - Leveling Template
  - Ressource Allocation Plan
  - Availability Times
- 30 minutes time

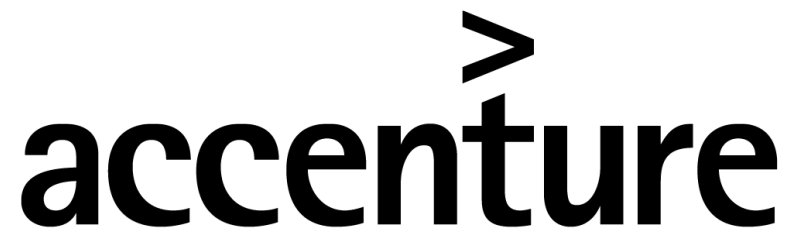
# Present solutions

---

- Present your solution for the team structure, the staffing and the leveling of the *Advanced Developer Telecommuting* each in 5 minutes
- Explain why you have chosen the presented solution
- Present the assumptions you made

# Present Example solution

---



*High performance. Delivered.*

**TU München**  
**Applied Software Engineering**  
**Prof. Bernd Brügge**  
**Lecture Software Engineering II, SS 2006**

**Accenture Exercise 3 – Project Organization**