

List of questions and what was answered by the class:

1. Why is System Project Management hard?

- Interdisciplinary nature of systems (N. Svensson)
- Definition of the project often poor (ill-defined in terms of specifications and functionality)
- underfunding (Sashi Somavarapu)
- Organizational factors: Managing of people of different functions, with different objectives leads to people pulling to different directions (M. Stevens)
- Compressed schedule - too little time to do things right E.g. at Raytheon a "Spiral" product development process leads to faster development, but higher extra effort, difficult to plan for. (E. Butler)
- Because they are unpredictable (M. Usan from a very fragmented audio line)

2. What is most difficult to track in a project?

- Keep track of the exact hours spent on a particular project because many people work in a multi-project environment (L. Curhan)
- Track progress: Almost impossible. Milestones are poorly defined and whether they have been met or not is often subjective and can be "gamed" (E. Butler)
- Time left to complete the tasks (reverse view from the endpoint of the project) (Mike Nolan)

3. What do you do if progress is slow and a project starts to go awry?

- Prioritize (Don't know the name of this student, sorry)
- Have people work overtime or bring in more resources (Frank Lanni)
- As above and talk to management (W. Shen)

4. Why are task dependencies showing higher up in the triangular upper right of the DSM more difficult to

handle?

- Because they have the biggest iterative loops (how many steps you have to go back) (Prithvi)