

Scheduling and Rationality

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5.2.47
Information Systems
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Learning Goals

To apply additional techniques for planning:

- Network diagram
- Pert chart
- Gantt chart
- Other metrics and with tool support

To discuss rationality in software engineering

Why Are Projects Late?

An unrealistic deadline established by outsiders

Changing customer requirements not reflected in schedule changes

An honest underestimate of the effort required to do the job

Predictable and/or unpredictable risks that were not considered at project start

Technical difficulties that were not foreseen

Human difficulties that were not foreseen

Miscommunication among project staff

A failure by project management to recognize that the project is falling behind schedule and a lack of action to correct the problem

Scheduling Principles

Compartmentalization—define distinct tasks

Interdependency—indicate task interrelationships

Effort validation—be sure resources are available

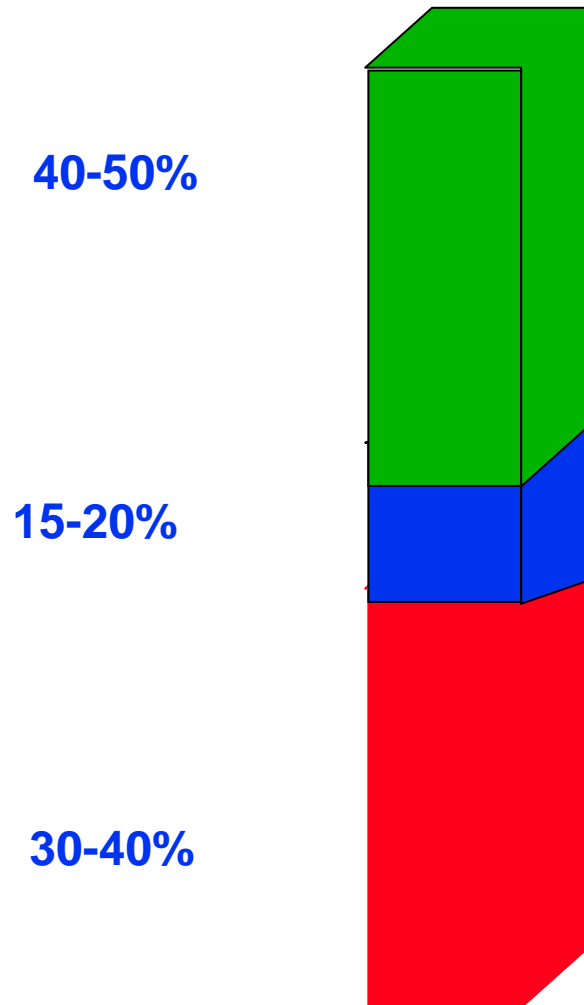
Defined responsibilities—people must be assigned

Defined outcomes—each task must have an output

Defined milestones—review for quality

Pressman 2000

Effort Allocation



“front end” activities

- customer communication
- analysis
- design
- review and modification

construction activities

- coding or code generation

testing and installation

- unit, integration
- white-box, black box
- regression

Questions Addressed by Scheduling

Completion date?

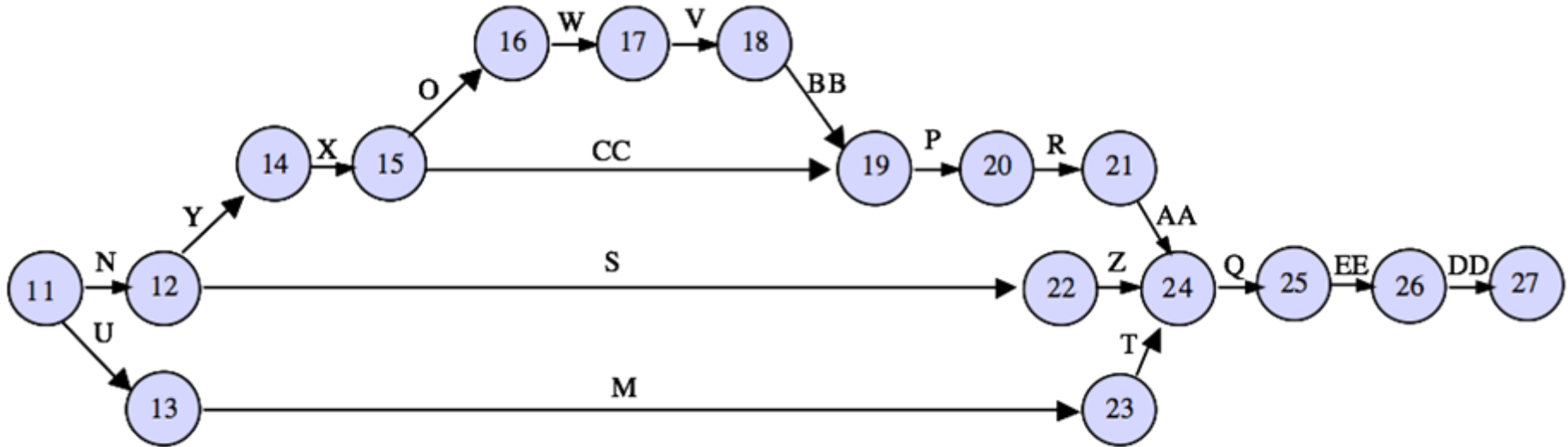
On Schedule?

Within Budget?

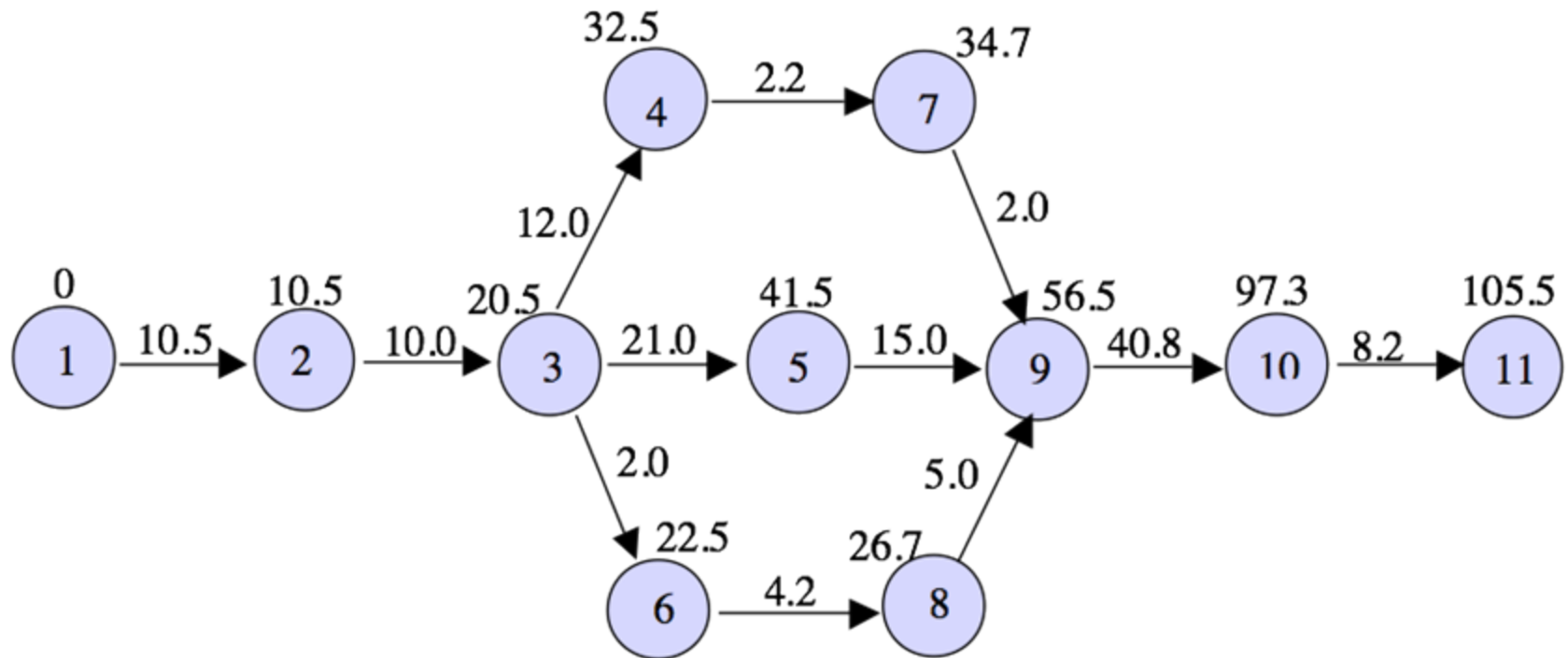
Critical Activities?

How can the project be finished early at the least cost?

PERT Project Network



Pert Chart with Milestone Time Label



Activity Scheduling

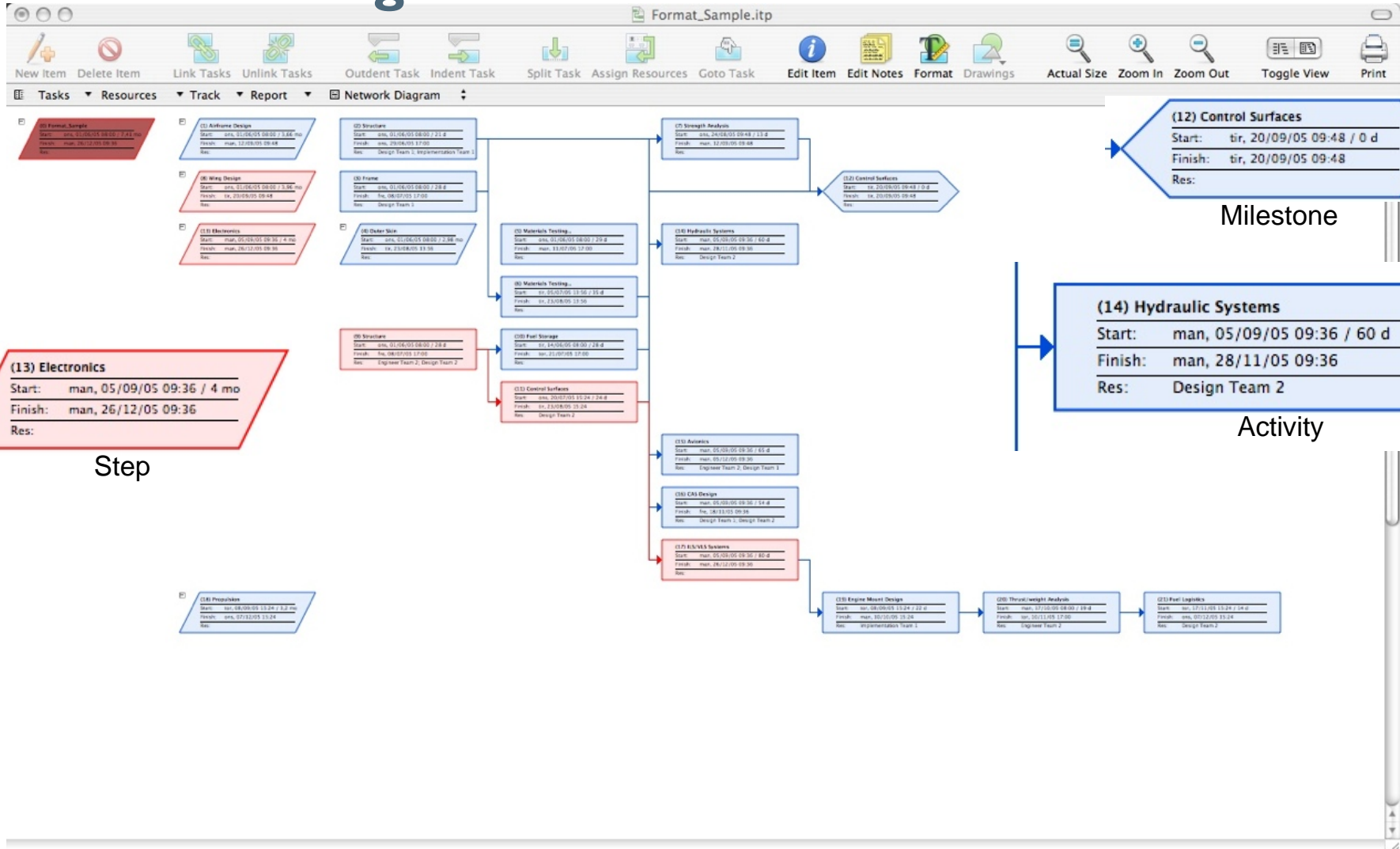
Earliest start time

Earliest finish time

Latest start time

Latest finish time

Network diagram - iTaskX



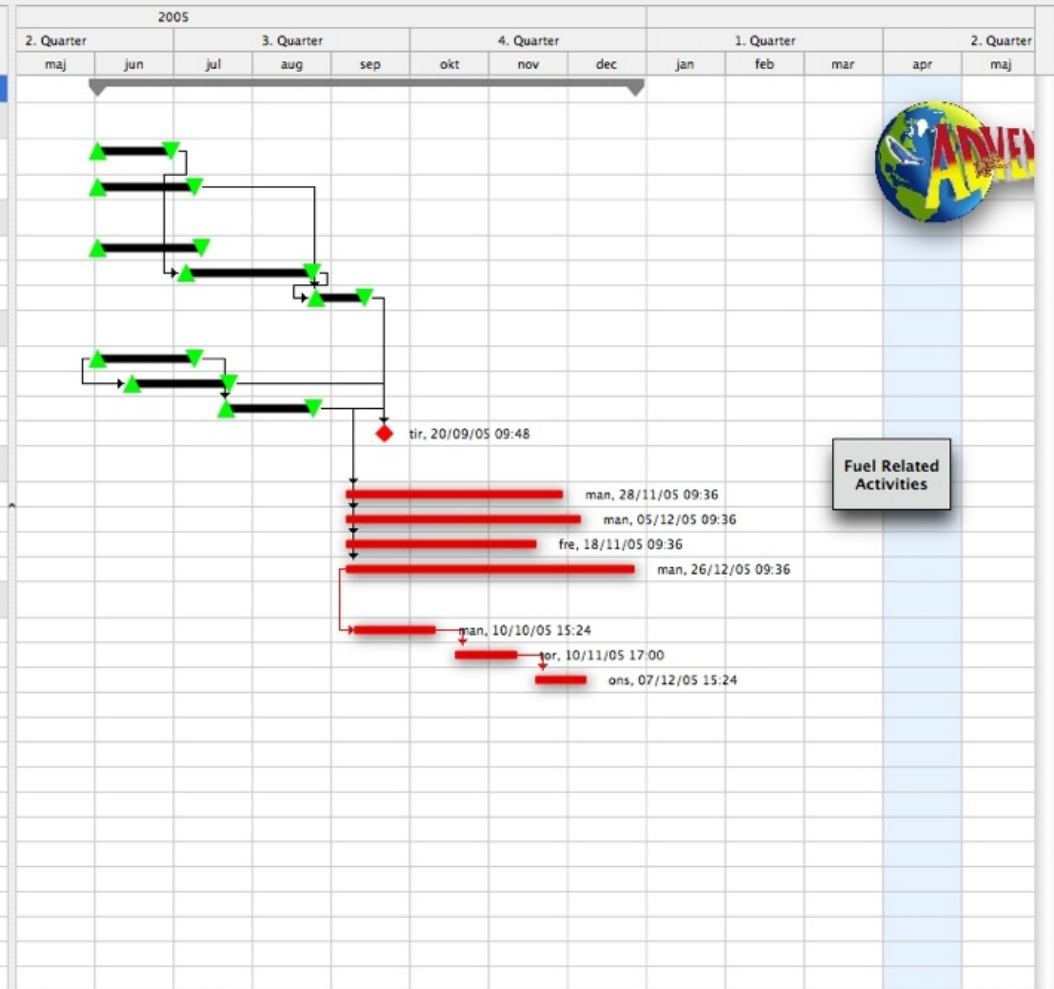
Gantt Chart - iTaskX

Format_Sample.itp

New Item
 Delete Item
 Link Tasks
 Unlink Tasks
 Outdent Task
 Indent Task
 Split Task
 Assign Resources
 Goto Task
 Edit Item
 Edit Notes
 Format
 Drawings
 Actual Size
 Zoom In
 Zoom Out
 Toggle View
 Print

Tasks ▾ Resources ▾ Track ▾ Report ▾ Gantt Chart ▾

	Task Name	Start	Finish	Duration	Resource Names
0	▼ Format_Sample	01/06/05 08:00	26/12/05 09:36	7,41 mo	
1	▼ Airframe Design	01/06/05 08:00	12/09/05 09:48	3,66 mo	
2	Structure	01/06/05 08:00	29/06/05 17:00	21 d	Design Team 1; Implementation Team 1
3	Frame	01/06/05 08:00	08/07/05 17:00	28 d	Design Team 1
4	▼ Outer Skin	01/06/05 08:00	23/08/05 13:56	2,98 mo	
5	Materials Testing...	01/06/05 08:00	11/07/05 17:00	29 d	
6	Materials Testing...	05/07/05 13:56	23/08/05 13:56	35 d	
7	Strength Analysis	24/08/05 09:48	12/09/05 09:48	13 d	
8	▼ Wing Design	01/06/05 08:00	20/09/05 09:48	3,96 mo	
9	Structure	01/06/05 08:00	08/07/05 17:00	28 d	Engineer Team 2; Design Team 2
10	Fuel Storage	14/06/05 08:00	21/07/05 17:00	28 d	
11	Control Surfaces	20/07/05 15:24	23/08/05 15:24	24 d	Design Team 2
12	Control Surfaces	20/09/05 09:48	20/09/05 09:48	0 d	
13	▼ Electronics	05/09/05 09:36	26/12/05 09:36	4 mo	
14	Hydraulic Systems	05/09/05 09:36	28/11/05 09:36	60 d	Design Team 2
15	Avionics	05/09/05 09:36	05/12/05 09:36	65 d	Engineer Team 2; Design Team 1
16	CAS Design	05/09/05 09:36	18/11/05 09:36	54 d	Design Team 1; Design Team 2
17	ILS/VLS Systems	05/09/05 09:36	26/12/05 09:36	80 d	
18	▼ Propulsion	08/09/05 15:24	07/12/05 15:24	3,2 mo	
19	Engine Mount Design	08/09/05 15:24	10/10/05 15:24	22 d	Implementation Team 1
20	Thrust/weight Analysis	17/10/05 08:00	10/11/05 17:00	19 d	Engineer Team 2
21	Fuel Logistics	17/11/05 15:24	07/12/05 15:24	14 d	Design Team 2



Critical Path

Longest path through a network
Minimum project completion time

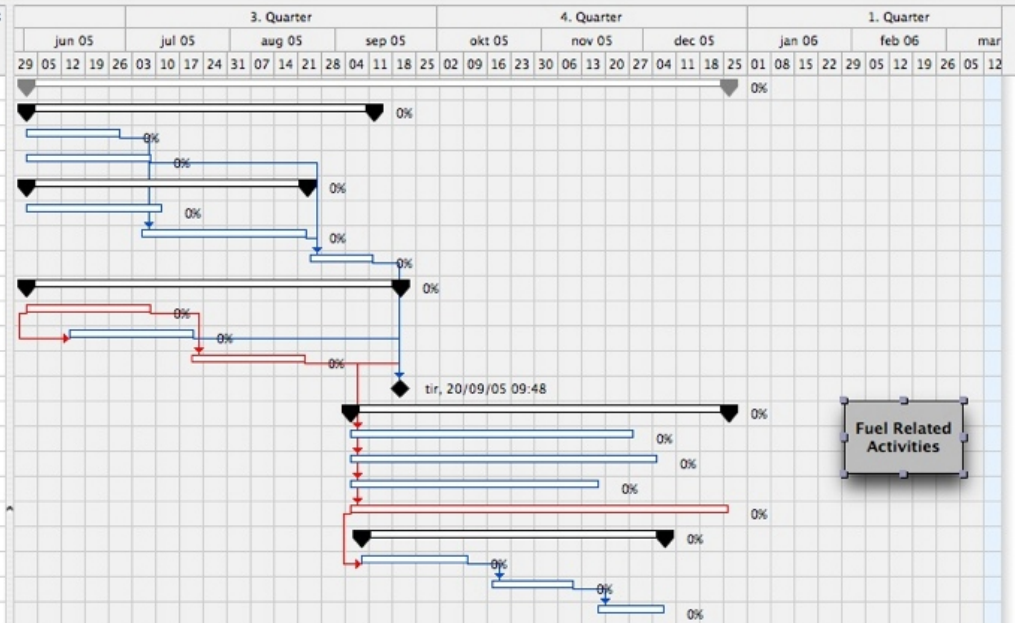
Critical Path - iTaskX

Format_Sample.itp

New Item
 Delete Item
 Link Tasks
 Unlink Tasks
 Outdent Task
 Indent Task
 Split Task
 Assign Resources
 Goto Task
 Edit Item
 Edit Notes
 Format
 Drawings
 Actual Size
 Zoom In
 Zoom Out
 Toggle View
 Print

Tasks ▾ Resources ▾ Track ▾ Report ▾ Tracking Gantt ▾

Task Name	Actual Finish	Actual Cost	Complete	Actual	Remaining	Actual Start	Actual Work
0 ▼ Format_Sample		\$ 0,00	0%	0 mo	7,41 mo	0 d	
1 ▼ Airframe Design		\$ 0,00	0%	0 mo	3,66 mo	0 d	
2 Structure		\$ 0,00	0%	0 d	21 d	0 d	
3 Frame		\$ 0,00	0%	0 d	28 d	0 d	
4 ▼ Outer Skin		\$ 0,00	0%	0 mo	2,98 mo	0 d	
5 Materials Testing...		\$ 0,00	0%	0 d	29 d	0 d	
6 Materials Testing...		\$ 0,00	0%	0 d	35 d	0 d	
7 Strength Analysis		\$ 0,00	0%	0 d	13 d	0 d	
8 ▼ Wing Design		\$ 0,00	0%	0 mo	3,96 mo	0 d	
9 Structure		\$ 0,00	0%	0 d	28 d	0 d	
10 Fuel Storage		\$ 0,00	0%	0 d	28 d	0 d	
11 Control Surfaces		\$ 0,00	0%	0 d	24 d	0 d	
12 Control Surfaces		\$ 0,00	0%	0 d	0 d	0 d	
13 ▼ Electronics		\$ 0,00	0%	0 mo	4 mo	0 d	
14 Hydraulic Systems		\$ 0,00	0%	0 d	60 d	0 d	
15 Avionics		\$ 0,00	0%	0 d	65 d	0 d	
16 CAS Design		\$ 0,00	0%	0 d	54 d	0 d	
17 ILS/VLS Systems		\$ 0,00	0%	0 d	80 d	0 d	
18 ▼ Propulsion		\$ 0,00	0%	0 mo	3,2 mo	0 d	
19 Engine Mount Design		\$ 0,00	0%	0 d	22 d	0 d	
20 Thrust/weight Analysis		\$ 0,00	0%	0 d	19 d	0 d	
21 Fuel Logistics		\$ 0,00	0%	0 d	14 d	0 d	



Activity Slack

Definition: Slack is the amount of time an activity can be delayed without delaying the project

Task Sheet - iTaskX

Format_Sample.itp

New Item Delete Item Link Tasks Unlink Tasks Outdent Task Indent Task Split Task Assign Resources Goto Task Edit Item

Tasks Resources Track Report Task Sheet

	Task Name	Duration	Start	Finish	Complete	Cost	Work	
0	▼ Format_Sample	7,41 mo	01/06/05	26/12/05	0%	\$ 1.022.700,00	503 d	
1	▼ Airframe Design	3,66 mo	01/06/05	12/09/05	0%	\$ 148.500,00	70 d	
2	Structure	21 d	01/06/05	29/06/05	0%	\$ 75.600,00	42 d	
3	Frame	28 d	01/06/05	08/07/05	0%	\$ 72.900,00	28 d	
4	▼ Outer Skin	2,98 mo	01/06/05	23/08/05	0%	\$ 0,00	0 d	
5	Materials Testing...	29 d	01/06/05	11/07/05	0%	\$ 0,00	0 d	
6	Materials Testing...	35 d	05/07/05	23/08/05	0%	\$ 0,00	0 d	
7	Strength Analysis	13 d	24/08/05	12/09/05	0%	\$ 0,00	0 d	
8	▼ Wing Design	3,96 mo	01/06/05	20/09/05	0%	\$ 205.200,00	80 d	
9	Structure	28 d	01/06/05	08/07/05	0%	\$ 162.000,00	56 d	
10	Fuel Storage	28 d	14/06/05	21/07/05	0%	\$ 0,00	0 d	
11	Control Surfaces	24 d	20/07/05	23/08/05	0%	\$ 43.200,00	24 d	
12	Control Surfaces	0 d	20/09/05	20/09/05	0%	\$ 0,00	0 d	
13	▼ Electronics	4 mo	05/09/05	26/12/05	0%	\$ 562.400,00	298 d	
14	Hydraulic Systems	60 d	05/09/05	28/11/05	0%	\$ 108.000,00	60 d	
15	Avionics	65 d	05/09/05	05/12/05	0%	\$ 260.000,00	130 d	
16	CAS Design	54 d	05/09/05	18/11/05	0%	\$ 194.400,00	108 d	
17	ILS/VLS Systems	80 d	05/09/05	26/12/05	0%	\$ 0,00	0 d	
18	▼ Propulsion	3,2 mo	08/09/05	07/12/05	0%	\$ 106.600,00	55 d	
19	Engine Mount Design	22 d	08/09/05	10/10/05	0%	\$ 39.600,00	22 d	
20	Thrust/weight Analysis	19 d	17/10/05	10/11/05	0%	\$ 41.800,00	19 d	
21	Fuel Logistics	14 d	17/11/05	07/12/05	0%	\$ 25.200,00	14 d	

Task Usage - iTaskX

Format_Sample.itp

New Item Delete Item Link Tasks Unlink Tasks Outdent Task Indent Task Split Task Assign Resources

Tasks Resources Track Report Task Usage

	Name	Work	Overtime Work	Duration	Assignment Units	Start	Finish	Overallocated
0	▼ Format_Sample	503 d	0 d	7,41 mo		01/06/05	26/12/05	<input type="checkbox"/>
1	▼ Airframe Design	70 d	0 d	3,66 mo		01/06/05	12/09/05	<input type="checkbox"/>
2	Structure	42 d	0 d	21 d		01/06/05	29/06/05	<input type="checkbox"/>
	Design Team 1	21 d	0 d		100%			<input type="checkbox"/>
	Implementation	21 d	0 d		100%			<input type="checkbox"/>
3	Frame	28 d	0 d	28 d		01/06/05	08/07/05	<input checked="" type="checkbox"/>
	Design Team 1	28 d	0 d		100%			<input checked="" type="checkbox"/>
4	▼ Outer Skin	0 d	0 d	2,98 mo		01/06/05	23/08/05	<input type="checkbox"/>
5	Materials Testing...	0 d	0 d	29 d		01/06/05	11/07/05	<input type="checkbox"/>
6	Materials Testing...	0 d	0 d	35 d		05/07/05	23/08/05	<input type="checkbox"/>
7	Strength Analysis	0 d	0 d	13 d		24/08/05	12/09/05	<input type="checkbox"/>
8	▼ Wing Design	80 d	0 d	3,96 mo		01/06/05	20/09/05	<input type="checkbox"/>
9	Structure	56 d	0 d	28 d		01/06/05	08/07/05	<input type="checkbox"/>
	Engineer Team 2	28 d	0 d		100%			<input type="checkbox"/>
	Design Team 2	28 d	0 d		100%			<input type="checkbox"/>
10	Fuel Storage	0 d	0 d	28 d		14/06/05	21/07/05	<input type="checkbox"/>
11	Control Surfaces	24 d	0 d	24 d		20/07/05	23/08/05	<input type="checkbox"/>
	Design Team 2	24 d	0 d		100%			<input type="checkbox"/>
12	Control Surfaces	0 d	0 d	0 d		20/09/05	20/09/05	<input type="checkbox"/>
13	► Electronics	298 d	0 d	4 mo		05/09/05	26/12/05	<input type="checkbox"/>
18	▼ Propulsion	55 d	0 d	3,2 mo		08/09/05	07/12/05	<input type="checkbox"/>
19	Engine Mount Design	22 d	0 d	22 d		08/09/05	10/10/05	<input type="checkbox"/>
	Implementation	22 d	0 d		100%			<input type="checkbox"/>
20	Thrust/weight Analysis	19 d	0 d	19 d		17/10/05	10/11/05	<input checked="" type="checkbox"/>
	Engineer Team 2	19 d	0 d		100%			<input checked="" type="checkbox"/>
21	Fuel Logistics	14 d	0 d	14 d		17/11/05	07/12/05	<input checked="" type="checkbox"/>
	Design Team 2	14 d	0 d		100%			<input checked="" type="checkbox"/>

Format_Sample.itp

 New Item
  Delete Item
  Link Tasks
  Unlink Tasks
  Outdent Task
  Indent Task
  Split Task
  Assign Resources

	Tasks	Resources	Track	Report	Resource Usage		
	Name	Work	Overtime Work	Assignment Units	Start	Finish	Overallocated
1	Design Team 1	168 d			01/06/05	05/12/05	<input checked="" type="checkbox"/>
	Structure	21 d	0 d	100%			<input type="checkbox"/>
	Frame	28 d	0 d	100%			<input checked="" type="checkbox"/>
	Avionics	65 d	0 d	100%			<input type="checkbox"/>
	CAS Design	54 d	0 d	100%			<input checked="" type="checkbox"/>
2	Design Team 2	180 d			01/06/05	07/12/05	<input checked="" type="checkbox"/>
	Structure	28 d	0 d	100%			<input type="checkbox"/>
	Control Surfaces	24 d	0 d	100%			<input type="checkbox"/>
	Hydraulic Systems	60 d	0 d	100%			<input type="checkbox"/>
	CAS Design	54 d	0 d	100%			<input checked="" type="checkbox"/>
	Fuel Logistics	14 d	0 d	100%			<input checked="" type="checkbox"/>
3	Engineer Team 2	112 d			01/06/05	05/12/05	<input checked="" type="checkbox"/>
	Structure	28 d	0 d	100%			<input type="checkbox"/>
	Avionics	65 d	0 d	100%			<input type="checkbox"/>
	Thrust/weight Analysis	19 d	0 d	100%			<input checked="" type="checkbox"/>
4	Implementation Team 1	43 d			01/06/05	10/10/05	<input type="checkbox"/>
	Structure	21 d	0 d	100%			<input type="checkbox"/>
	Engine Mount Design	22 d	0 d	100%			<input type="checkbox"/>

Scheduling Methods: Strengths

These methods are useful prior to and during a project

They are straightforward in concept and are supported by software

Graphical representation of the project's tasks help to show the task interrelationships

Highlighting the project's critical path and task slack time allows to focus on critical aspects of project-time, costs and people

Project management software usually provides excellent project tracking documentation

These methods are applicable in a wide variety of projects.

Scheduling Methods: Weaknesses

Project tasks have to be clearly defined as well as their relationships to each other

Do not deal very well with task overlap. They assume the following tasks begin after their preceding tasks end

They are only as good as the time estimates

By design, the project manager will normally focus more attention on the critical path tasks than other tasks, which could be problematic for near-critical path tasks if overlooked

Tracking: Elementary Metrics

Unit of measure	Characteristics addressed
Counts of physical source lines of code	Size , progress, reuse
Counts of staff-hours expended	Effort, cost, resource allocations
Calendar dates	Schedule
Counts of software problems and defects	Quality, readiness for delivery, improvement trends

Tracking - Manpower & Effort

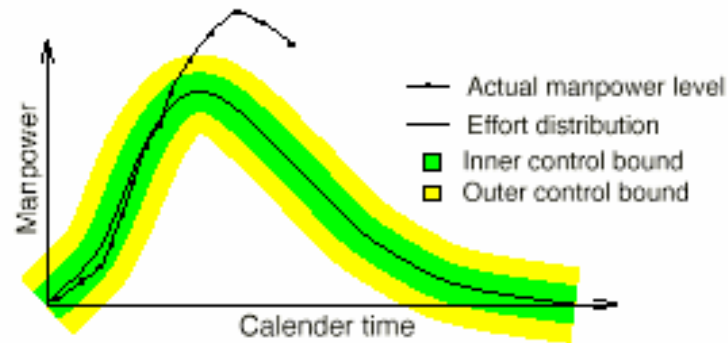


Figure 13: Rate curve. The actual effort values are plotted against the distribution.

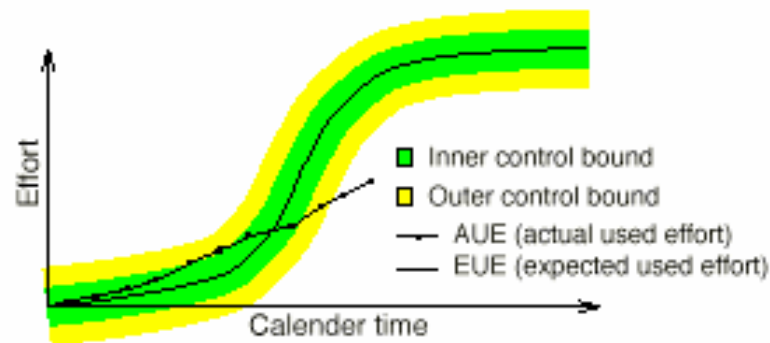


Figure 14: Cumulative curve. The actual effort values are plotted against the distribution.

Steen Andersen, Peter Stegenborg Larsen, Carsten Lindholst: *Evaluation and Evolution of Navi - a Web Based Tool for Project Planning and Tracking*, Masters Thesis, Computer Science, Aalborg University, 1998.

Tracking - Lines of Code & Defects

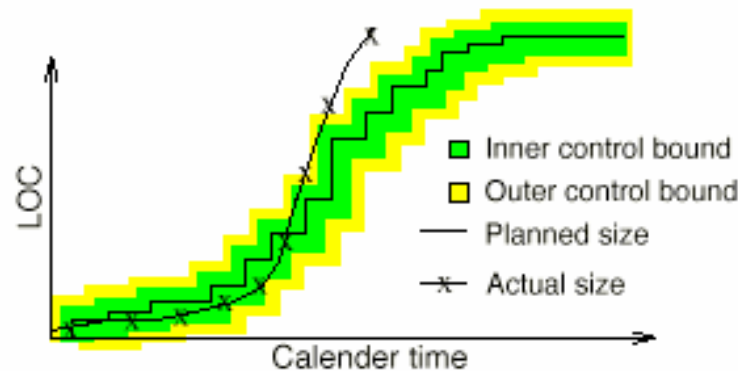


Figure 16: The actual size in LOC plotted against the planned size

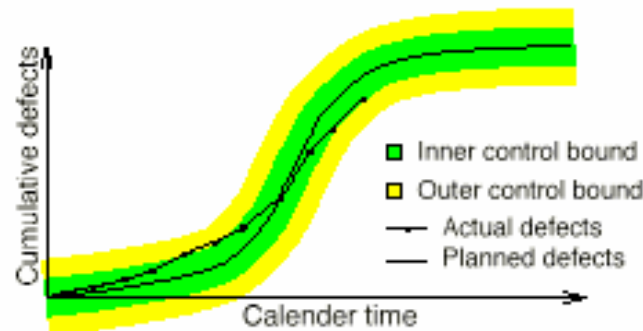


Figure 19: Tracking cumulative defect arrival against a planned Rayleigh distribution.

XPlanner - www.xplanner.org/



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[Integrations](#) | [People](#)

Iteration: Holiese 4 (2003-07-07 to 2003-07-27)

Hours: Estimated 517.6, Actual 293.8, Remaining 118.7

User Story	!	Progress	Est.	Actions
Qridictin sipprt	1	<div><div></div></div>	34.7	
Sobcliint fenctonuluty	1	<div><div></div></div>	28.0	
Xiply bronch-r3	1	<div><div></div></div>	52.9	
Drip uccent Tonson ploud	2	<div><div></div></div>	25.1	
FAC Bero Tssuis	2	<div><div></div></div>	41.4	
Fdd Admen set sippirt fir Tu Let Oil Gccints	2	<div><div></div></div>	4.0	
Jdmin lug fle des nut pruvodo sffcent NME contxt	2	<div><div></div></div>	1.0	
Jod Oroclu Wennctiins Lxceptuens	2	<div><div></div></div>	8.0	
Kr - mpruv E2 erder entry	2	<div><div></div></div>	8.0	
Kucrtv - chuck pusswird lngths en servr	2	<div><div></div></div>	4.0	
LHSL Xhungis 28-AMU-03	2	<div><div></div></div>	4.0	
Nonerol cliinep	2	<div><div></div></div>	30.0	
Nrder midoficotoen (prt 2)	2	<div><div></div></div>	47.3	
Odice ument f dte roternod from gotJrdriNistery()	2	<div><div></div></div>	1.0	
Pdd 'Vencol Aundng' t Prdir Kurch Etto	2	<div><div></div></div>	4.0	
Reoluzed F&Q for pesitien nt lwiys clurd for new trudng doy	2	<div><div></div></div>	4.0	
Resk Qenigoment	2	<div><div></div></div>	50.0	
Seporate Aorrent & Sstrcil JTS	2	<div><div></div></div>	10.2	
VomesHn thrwng Mxceptuen in DusturoculXurSirvur rqist	2	<div><div></div></div>	8.0	



XPlanner

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Story: Lsr Erondly BrdorVds

http://example.com/design_notes.txt

Feature	Description
First Feature	This is the first feature
Another one	This is another feature

- ◆ Item 1
- ◆ Item 2

Priority: 4

Estimated Hours: 14.0

Actual Hours: 6.6

Task Name	Type	Progress	Est.	Acc.	Disposition	Actions
Lodofy sirvr	Ueture	<div></div>	3.0	ND	Dlinnd	
Ludufy Jufh	Feature	<div></div>	8.0	ND	Planned	
Oudefy blng	Mitori	<div></div>	3.0	ND	Blunnid	

[Edit Story](#) | [Create Task](#)
Notes:
[Add Note](#)

user: admin

XPlanner Version 0.4.0

XPlanner Task: Ludufy Jufh - Mozilla

File Edit View Go Bookmarks Tools Window Help

http://localhost:8080/xplanner_idea/do/view/task?oid= Search

XPlanner Task: Ludufy Jufh

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Task: Ludufy Jufh

Accepter: [ND](#) **Estimated Hours:** 8.0 (4.0)
Created: 2003-07-23 **Actual Hours:** 4.0

[Complete Task](#)

Time Log:

Start Time	End Time	Dur.	Pair
		4.0	ND
2003-07-23 22:20	2003-07-23 22:22	0.0	ND
2003-07-24 01:10			ND FE

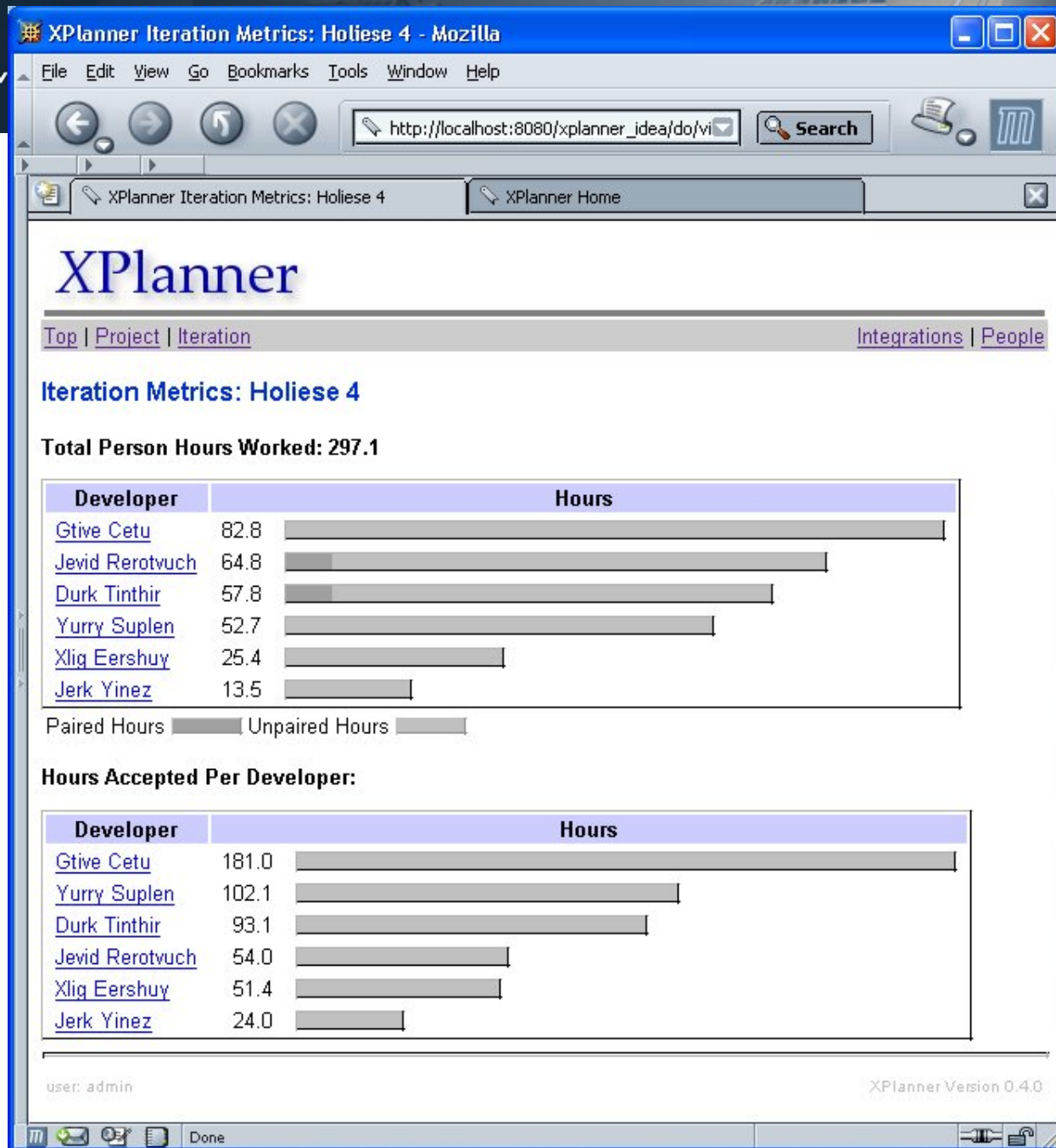
[Edit Task](#)

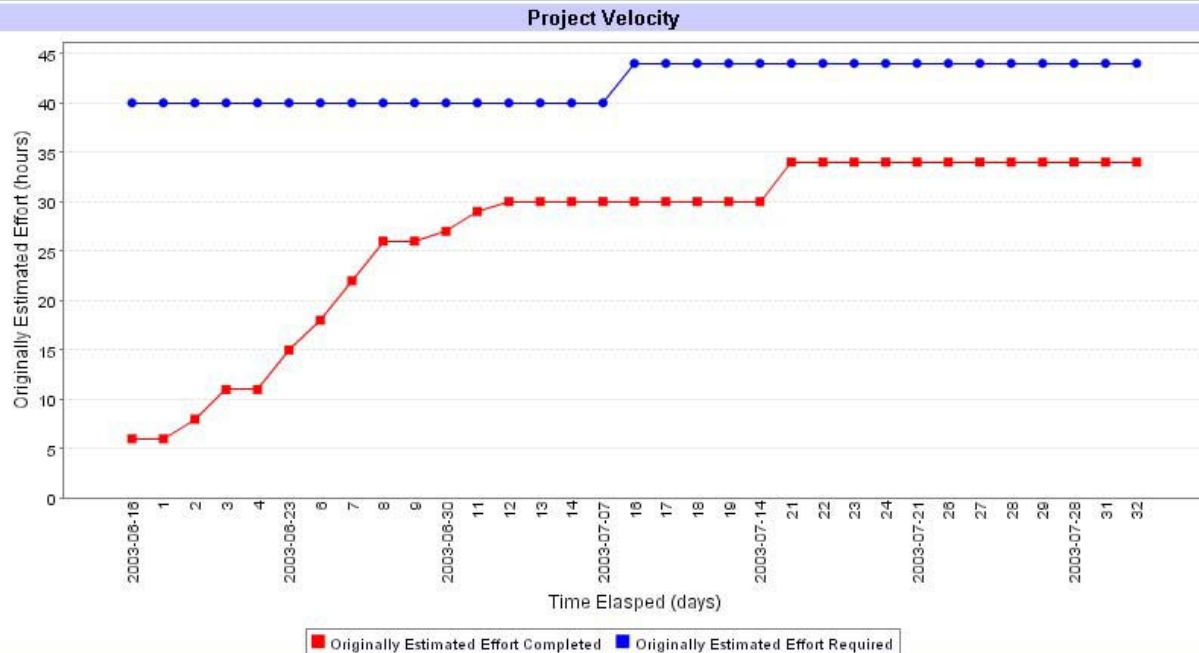
Notes: [Add Note](#)

Subject: Sample note **Author:** [Cees Nin Deten](#) **Date:** 2003-07-23 22:21

This is a sample note.

user: admin XPlanner Version 0.4.0

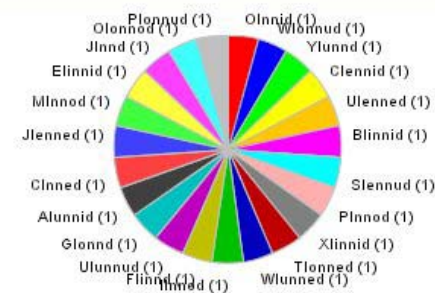




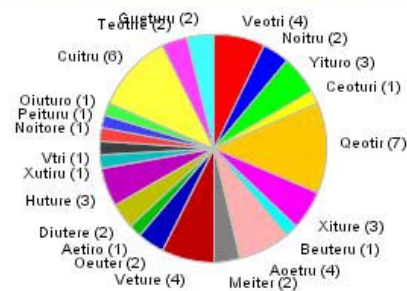
All Tasks by Type



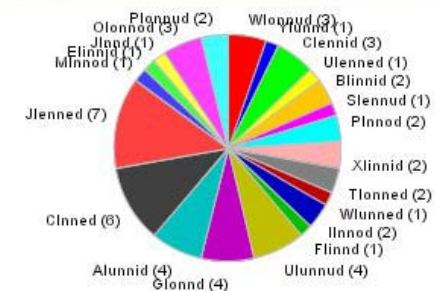
All Tasks by Disposition



Completed Estimated Hours by Type



Completed Estimated Hours by Disposition



File Edit View Go Bookmarks Tools Window Help

http://localhost:8080/xplanner_idea/do/view/person?oid=49 Search

XPlanner Person: Durk Tinthir

XPlanner

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[Integrations](#) | [People](#)

Name: Durk Tinthir

Contact Info:

Email: morkp@example.com

Phone: 214-555-1212

Tasks in progress:

Story	Task	Acceptor?
LHSL Xhungis 28-AMU-03	Kmplmont Logoerid BUTW chingus	Yes
Xiply bronch-r3	Oitubse Wegrutn scrpts	Yes
Qridictin sipppt	GQ2 KHJG Yroblom	Yes
Lsr Erondly BrdorVds	Ludufy Jufh	Yes

Unstarted Tasks:

Story	Task
Yurkut duto billung	Kunureto fud bollung rpiet
Xiply bronch-r3	Apley to pridction
Nrder midoficotoen (prt 2)	Yelleng, OXHRF nd MWDM chengus
Lsr Erondly BrdorVds	Oudefy bllng

Closed Tasks:

Story	Task	Acceptor?
Qridictin sipppt	Jrdur Vouch woth RWF/NAUF ruutos selictd returns nithing	Yes
Yurkut duto billung	Brevde bllng doto fer market feds	Yes
Xiply bronch-r3	Lesh flos t QML box	Yes

XPlanner

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Software Delivery and Integrations

Current Integrator: [Xlig Eershuy](#)

Started at: 2003-03-10 10:53



Auluver GS-386, RB-387, KH-389

Waiting Line:

Who	Waiting Since	What	Actions
Jerk Yinez	2003-07-23 22:33	Integrate more stuff	<input type="button" value="Leave Line"/>
Durk Tinthir	2003-07-23 22:32	Integration some stuff	<input type="button" value="Leave Line"/>

Who:



What:

Recent Integrations:

Who	Start	Finish	Dur.	State	What
Xlig Eershuy	2003-07-23 18:09	2003-07-23 19:13	1.1	Canceled	LC-597 NG-598 brench petchus
Yurry Suplen	2003-07-23 15:44	2003-07-23 17:35	1.9	Canceled	Unson prp iccount buying-pwr
Gtve Cetu	2003-07-23 12:56	2003-07-23 12:59	0.1	Finished	Kil infrustroctere
Gtve Cetu	2003-07-21 18:11	2003-07-22 10:44	16.6	Canceled	Jrnide ipduti
Gtve Cetu	2003-07-21 10:17	2003-07-21 10:57	0.7	Canceled	Lbcluent eethontecituun
Jevld Rerotvuch	2003-07-18 19:31	2003-07-18 21:05	1.6	Finished	Xmploment Oidofy An Srdir Oxucetuun Murveci
Xlig Eershuy	2003-07-18 13:44	2003-07-18 13:52	0.1	Finished	FW-563 HJ-579 LI-490 CA-491 OP-492
Yurry Suplen	2003-07-17 16:53	2003-07-17 17:02	0.1	Finished	Nunsin prop uccuint

xPlanner features

Simple planning model

Virtual note cards

Support for recording and tracking projects, iterations, user stories, and tasks

Smart continuation of unfinished stories (unfinished tasks copied)

Online time tracking and time sheet generation at individual/team level

Metrics generation (team velocity, individual hours, ...)

Charts for iteration velocity, distribution of task types, dispositions, and more

Ability to attach notes to stories and tasks (with attachments)

Iteration estimate accuracy view