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MSc in Technology, Innovation & Entrepreneurship

Report in the module of:

MANAGING KNOWLEDGE DRIVEN ICT PROJECTS

with subject:

Project Management Case Study: Jackson's Timber Products

By
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Thessaloniki – 23 April 2008

ABSTRACT

By taking the responsibility to accomplish this project, we foresee a great challenge that motivates us to make a survey and research for different models and applications, regarding the field of IT Project Management. It is true that – in such cases – where customized solutions have to be given, there is no a "wrong-right" relationship. However, there are a number of similar cases already applied, there is relevant experience and there is useful material that can be adopted and incorporated in our customized philosophy.

In this group work assignment, we have considered it crucial to make a survey prior to finalizing our proposal to the company. In references and bibliography, the last two sections of the assignment, we demonstrate a number of resources that have been used as guides and support material.

We have decided to follow a roadmap, as this, would illustrate with clarity our thoughts and findings, in the path to obtain what we have defined as our aim: ***to give value to our customer, the Jackson's Timber Products company.***

This roadmap includes 15 essential stations, upon which we base our efforts. It defines the components of the matrix and identifies the dimensions, where the whole project takes place.

A number of assumptions have been made, in areas where no clear objectives were given. We have seen this assignment's tasks, both as an opportunity and a challenge to investigate and study in a number of resources, models and cases in order to conclude and make our proposal.

SUMMARY

Purpose – Our purpose is to make a research in the area of IT Project Management, trying to investigate different models, studying in relevant material, experiencing and brainstorming, aiming to suggest a complete solution to our customer (Jackson's Timber Products).

Design/Methodology/Approach – The report is consisted of two parts. The first part is a group work assignment, where a number of tasks is requested to be performed. The second is an individual part, where a Risk Management plan is requested to be constructed. Both parts are based in relevant literature, as presented in the appendixes, references and bibliography of this report.

Findings – An implementation of RUP framework, in combination with agile programming, is our final proposal as a promising IT solution to the customer. Software development is only one part of the whole project. Therefore, we have decided, that it is necessary to apply much more components, in order to change existing environment and drive the company to a new status.

Research limitations/implications – All material processed are derivatives and conclusions of research made by various groups of authors/scientists on this issue. We have tried to include material that has approached the issue in various ways, in order to cover the subject in a broaden manner. Personal experience was used as well, brainstorming elements and conclusions of our joined work.

Practical Implications – This report is aiming to help, our customer and it is the first part of our proposal describing how we can implement a computerized system to improve company's operations. It is in our customer's discretion to accept or not the proposal.

Originality/Value – This report was prepared as the third paper to submit for the MSc in Technology, Innovation and Entrepreneurship course (University of Sheffield – CITY Liberal Studies). The relevant module for which is submitted is the ***"Managing Knowledge Driven ICT Projects"***, with module director ***Dr. Dimitris Dranidis***.

Keywords – Project Management, RUP, Rational Unified Process, phases, iterations, tasks, planning, manager

Paper type – Group work Assignment (75%) / Individual Assignment (25%)

TABLE OF ACRONYMS

DET	Data Element
EI	External Inputs
EIF	External Interface File
EO	External Outputs
EQ	External Enquiries
FP	Functional Points
FTR	File Types Referenced
KLOC	Thousands Lines of Code
LIF	Logical Internal Files
LOC	Lines of Code
PC's	Personal Computers
PM	Personal Months
PMI	Project Management Institute
RET	Record Element Type
RUP	Rational Unified Process
SDLC	Software Development Life Cycle
UAF	Unadjusted Function Points
VAF	Value Adjustment Factor
WBS	Work Breakdown Structure

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INTRODUCTION

"Management is concerned with one thing: ***results"***

As mentioned in the abstract of this report, we are trying to focus in a number of principles that, if followed, we believe that the project's targets would be met successfully.

Below, we present these stations-principles accompanied with a small description, in order to be clearer. [1]

- **Thoroughly evaluate project feasibility:** A project feasibility assessment should be performed, as this will help us to avert project failure later. An initial planning is necessary to investigate potential issues regarding the status of the project.
- **Clarify the project objectives and scope:** Before initiating the IT project, there are some factors that should be described, such as proposed timelines, cost, quality and scope, deliverables. Failure to do so, may lead to confusion and false expectations.
- **Make a single sponsor accountable for project success:** In this case, the project manager should be the project sponsor. He will be the person, who will monitor the progress and have responsibility for the success of the overall implementation. It is necessary for this individual, to be supported by the company's executives as well as the rest of the project team.
- **Appoint a full time project manager:** Project manager, in our case, is the project's sponsor as well, two roles that are not contradictable; instead, both are involved in the same manner. Project manager will follow a day-by-day schedule and will oversee the execution and delivery of the project.
- **Establish a project management team that can exercise real authority:** Project manager should form the team, which will develop and evolve project's parts. This team will have all the resources available to keep up with the main schedule of the project.
- **Create a detailed project plan:** A comprehensive project plan should be developed as a guide to all major activities, roles, deliverables, timelines and costs.

- **Secure committed staff resources:** All staff involved should be strongly committed to the project, to ensure that the project plan will be implemented as scheduled.
- **Obtain commitments from suppliers:** Most of the times, the involvement of external vendors is unavoidable. Therefore, project manager should contact all potential vendors and ensure that their cooperation will be definite.
- **Divide project into manageable segments to reduce complexity:** Breaking the project into smaller parts can be very helpful. This segmentation and assignment to team members may create an efficient environment. The SDLC methodology we followed, have helped us to apply this component.
- **Establish clear performance measures and report progress regularly:** One major issue is how to assess project performance. We establish indicators, evaluate tasks' results and apply corrective actions to align future performances.
- **Take decisive, corrective action sooner rather than later:** Evaluation of the project's overall performance should be done on a day-by-day basis. Team must be prepared for any change requested, according to the customer's needs and in alignment to the original plan.
- **Establish and manage a formal-change control mechanism:** Effective project management, depends on the diligent management of inevitable changes. Therefore, we propose to exist a separate individual who will handle changes and manage to incorporate and communicate them to the project members. That is why we appoint the Configuration/Change/QA manager in the project team.
- **Proactively manage risk:** Project manager, needs to foresee a number of significant risks and controversial issues, that can prevent the team from going ahead. A risk list – risk assessment should be formulated and be revised throughout the project. Risk management and mitigation is a team issue. All members are involved, giving their own expertise for the common good.
- **Develop a communication program to promote organization-wide acceptance of the program:** Ongoing communication between project's members is a necessity and a crucial parameter for the project to succeed. The most important resource in our project is the individual. Communication is the tool to preserve an effective environment and guarantees future outcomes.

► **Celebrate successes:** Each milestone's accomplishment and any relevant major outcome should be celebrated accordingly. Such actions will foster team coherence, freshen team spirit and reload with energy project's participants.

Therefore, keeping these 15 axes active throughout project's evolvement, we will increase our chances to accomplish it with success, delivering real value and adding competitive advantage to our customer.

As described in detail in a later part of this assignment, we have decided to follow the Rational Unified Process framework as our software development process. We justify our decision accordingly, and we point out that we have adopted a more lightweight philosophy. As the project is considered a small one, based in a number of outcomes and assumptions we have done, we finally adopt a **tailored RUP framework with agile programming methodology model (object-oriented programming-JAVA).** [2] [15]

In addition, we have adopted the PMI philosophy (Project Management Institute); therefore, our plan is significantly affected by its basic characteristics. Moreover, we combine and adapt many of its suggestions to the current project. [3]

Our focus is at the ***nine (9)-project management's knowledge areas***, in which we have decided to stay focused. We consider knowledge areas to be the cornerstones of every project. [4]

Therefore, the whole project is evolved in the following areas:

- ***Project Scope Management*** (controlling the planning, execution, and content of the project as well as pay special attention to both product and project scope)
- ***Project Time Management*** (managing everything that affects the project's schedule)
- ***Project Cost Management*** (cost estimating, budgeting and control)
- ***Project Quality Management*** (no project is a good project, if the product does not meet customers' expectations)

- ***Project Human Resources Management*** (ensure that the project team will get their work done and also hiring and managing competent people)
- ***Project Communications Management*** (focusing on who needs what information and when with the help of communication)
- ***Project Risk Management*** (focusing on how to anticipate risks, handle them and take advantage of any opportunities arise)
- ***Project Procurement Management*** (collaborate with vendors and purchase goods and services)
- ***Project Integration Management*** (aiming to ensure the coordination of all previous knowledge areas and their inter-affection)

IT project management, is a combination of two major areas so, we have tried to joint these elements in a way that would benefit our customized solution. As a result, right below, we are giving our "map". The "map", where it is illustrated the skeleton of the proposal (*Figure 1*).

All tasks requested in this assignment, are covered in the map below. We have concluded though, that in order to complete the tasks, we had to follow these processes and keep up with the knowledge areas. This map was inspired by the "PMI Body of Knowledge Book". We have tailored it to the specific project's needs. [5]

Jackson's Timber Supplies
Mapping of the Project Management Process Groups and the Knowledge Areas

Knowledge areas	Initiating Process Group	Planning Process Group
Project Management Integration	**1. Assessment & Preliminary Plan (Project Initiation)** **2. Develop the Project Charter** 2.1 Prepare Project Statement of Work (SOW) 2.2 Examine Enterprise Environmental Factors 2.3 Examine Organisational Process Assets **4. Software Development Process** 4.1 Choose Software Development Life Cycle Framework & Methodology (tailored RUP framework with agile programming methodology) 4.2 Description of Phases / milestones / deliverables	**5. Develop Project Management Plan** 5.1 The Software Development Plan
Project Scope Management	**3. Develop Preliminary Project Scope Statement**	5.1.1 Define Software Scope (Scope Planning & Scope Definition) 5.1.2 Create & Develop WBS 5.1.2.1 Create the GANNT Chart 5.1.2.2 Dependency Analysis 5.1.2.3 Resource Usage Matrix
Project Cost Management		5.1.3 Resource Planning 5.1.4 Cost Estimating 5.1.5 Cost Budgeting 5.1.6 Cash Flow
Project Time Management		5.1.7 Activity Definition 5.1.8 Calendar of activities
Project Human Resource Management		5.2 Human Resource Planning
Project Quality Management		5.3 Quality Planning
Project Communications Management		5.4 Communications planning
Project Procurement Planning		5.5 Plan Purchases and Acquisitions
Project Risk Management		5.6 Risk Management Planning

Figure 1. Mapping of the process groups and knowledge areas of the project

INITIATING PROCESS GROUP

1. Assessment and Preliminary Plan (Project Initiation)

Description of current situation

In order, to understand the current framework of company's operation, we have proceeded in a number of actions, further to the information given by the managing director and the employees. [6]

Having available a significant feedback and descriptions of how the subsystems work, first of all we have constructed three flow charts of (*Appendix A*):

(a) the sales system
(b) the stock orders system and
(c) the stock control system

Next, we have made the organizational chart of the company (*Appendix B*), as we consider it important to clarify and illustrate the current formal set up of the departments. In addition, this map would help us to get a full picture of the company's size as well as the possible re-arrangements of its future standing.

Useful information was extracted from the interviews. We have mapped users' requirements in a list, in order to structure them and make comparisons (*Appendix C*). Putting all interviews' feedback in a one-page illustration would help us to get an overall picture of what the customer would expect from us.

The data given were adequate, but we will need additional interaction with key employees, throughout the project's phases. Detailed requests are described in all phases, and we support the idea that, ***bottom line of every project is the customer's involvement and satisfaction.***

Our aim will be to change and improve the company's working environment and processes by solving current problems and giving it the ability to seize business opportunities.

Problem emergence - Problem recognition

Company: Jackson's Timber Supplies

The company is specializing in supplying very best timber products in a variety of customers. It is in the market since 1903, following a long road until nowadays, where employs around 60 people with an annual turnover of approximately 5 million pounds. Last decade the company is facing a strong competition from national building supplies companies. It is a family business, which is managed by the grandson of the owner, who is the managing director.

Although the company survived and developed throughout the years, it is still relying in a number of bureaucratic procedures that are old and ineffective. This - comparing to the fact that the environment is continuously changing - is the main reason of serious internal problems.

The issue is that, the company is not running as efficiently as it could and there are certain bottlenecks and breakdowns in information flow, causing the company to run at much less than its peak efficiency. The main trouble areas focused are: (a) ***the stock control system***, (b) ***the stock order system*** and (c) ***the customers' order-invoicing system***.

There is though a positive attribute, which is the true human contact between the company and its customers, in their day-to-day contacts. This, by itself, represents a good strategy and supports the company's image so far.

On the other hand, its broaden business environment includes a variety of entities that, either interact on a daily basis with the company, or the company is being affected by them. Excluding customers, furthermore there are the (*Appendix D*):

- Local authorities (who are possible customers in parallel)
- Local suppliers
- International suppliers
- A variety of competitors (private or national companies)

Problem articulation

So far, it is realized, that there is no backbone in the company's information system. There is no connectivity between the departments (e.g. Accounts Section and Yard) and as a result, the information concerning customers, suppliers or other entities, are not shared in an efficient manner. Instead, handwritten ways-traditional manual systems are still preferred, with high risk of failure. In addition, the majority of daily procedures are depended on the human factor, with the absence of late technology.

Although there is a partial use of some software applications, these are restricted to specific procedures such as customer invoicing and stock control. The first seemed to work well, while the second is still depended in the human factor, as it is used mostly as a calculator than as an integrated application.

This framework creates daily inefficiencies while there is no space for improvements. As a result, company remains in a low level of administrative flexibility, facing severe inadequacies in its effort to compete and bettering its services.

Project's objectives

In order for the company to stay competitive and increase its effectiveness, the goal should be ***to develop and establish an internal information system***, which will interconnect all departments and guarantee a continuous flow of information between them.

Moreover, the main target should be to accommodate the daily flow of information in an intelligent system, using technology (a relational database approach). Focus should be given to the problematic areas of: (a) stock control and (b) order invoicing.

We will not forget though the vision of the managing director, that the company sometime in the future, should integrate all of its business activities into one information system. In addition, the demand is that the system should be easily upgraded at a low cost.

The project will be considered completed, by the time an internal information system will operate successfully within the company.

2. Develop the Project Charter

2.1 Project statement of work

Project name: We propose the project name to be "Jackson's Timber Information System – JTIS".

Project Manager: Our company, will organize and supervise the project management and for this reason, a full time project manager will be appointed for our customer.

Business Justification: We have identified the business need to be, the necessity of getting advantage of the technological advancement. In addition, the market demands combining with the increase of competition and the future uncertainties, almost compel the company to adopt a more flexible scheme of internal operations.

Relation to Organization Mission and Goals: The solution provided will be fully complied with the company's mission, which is *"to be proud of the professional service offered to its customers and the supply of the very best timber products"*. The new system will guarantee support to each employee involved, help on their daily operations and feedback to the upper management for effective decision-making, protection from risky actions and most of all improvement in the human touch with the customers.

Product Scope Description: The final product is consisted of three parts. First is ***the software product***. There will be a central database accommodated in a client-server system. In the database will be stored information regarding these entities:

1. **Customers' data**
2. **Suppliers' data**
3. **Products' data**
4. **Users' data**
5. **Stock data**
6. **Stock orders' data**
7. **Sales orders' data**

The system will handle the combination of them, and in result will give useful information in different cases.

Second, is ***the hardware product***. For the new system, it would be necessary to introduce a number of new hardware parts. ***A central server***, which would be established in the main office, where the sales and accounts offices are located. ***A client pc*** for each station that would be part of the new system. In *Appendix E*, at the end of this assignment, we are giving a diagram suggestion, where these stations to exist (there are 9 client pcs in total).
In addition, a number of hardware parts are suggested, necessary for the networking of the processes such as, two Ethernet switches with wireless interface to cover the connection between the main office and the warehouse.

Third, ***an internal network*** should be constructed, in order for the stations to be interconnected. This is mostly part of the hardware product, but necessary to be implemented autonomously, and in close coordination with the other two products.

2.2 Enterprise environmental factors

It is crucial to identify all environmental factors that may affect the development of the project. This is an effort to register systems that exist, and evaluate their possible degree of influence.

Company culture & structure: As mentioned previously, we have already made the organizational chart of the company in order to illustrate the formal structure of the company (*Appendix B*). Jackson's Timber Supplies, is a family company where still keeps the family-friendly environment. It employs around 60 people in both the administrative and technical services. Charles Jackson is the company's owner and CEO. There is a team of Directors, which consists the upper management, a team of Managers that are the middle level management and a number of employees who, we assume, belong to the lower managerial level.

Industry standards: We assume that the company is obliged to comply with the relevant governmental directives about the timber products. As these are raw materials for the construction and building industry, it is necessary to apply some pre-defined standards. In

addition, the industry market and local authorities, oblige the company to import wood from sustained sources.

Infrastructure: Company is located in an owned site where is operating all departments. There are two main buildings, ***the main office,*** where all administrative services are taking place and ***the shed,*** where the products are stored and the technical jobs are done as well. Existing facilities include a number of technical machines, which are used mostly for the fabrication of timber products. ***In the administration, there is a small pc system only in the customer's invoicing section.*** No other technological parts exist. This small system should be incorporated to the new information system and a bridging product will be implemented in order to secure the connection between them. All data stored so far will be fully acquainted and transferred to the new databased system.

Existing human resources: We assume that the current technical staff is highly qualified. Most of the employees belong to the technical department, due to the nature of the company's product. A number of them found to have special technical skills and are well related with the technology. As proposed above, a number of computers will be established in the technical area of the company. We assume that no problems will be faced in the phase of training these people to manipulate the system. In any case, the involvement of such staff will be minimum to the new system.

On the other hand, the administration staff, which would have major involvement in the new system, found to have no relevant prior experience or background. Small exemptions exist. In addition, although some of them mentioned to have technical skills, it would be necessary to prepare all staff for intensive training.

Personnel Administration: As the current environment is mostly family-friendly, we assume that there are no official procedures about employee performance reviews or special training programs. Anything relevant to such issues is single, and with no further reviews. Procedures followed are mostly internal and according to each Director's/Manager's criteria.

Marketplace conditions: Last decade the market conditions have become more competitive and uncertain. Since company operates from 1903, it has already a good reputation and a

strong background in the specific industry. Competitors, either from the private or the public sector, are changing. Therefore, conditions are rapidly changing and the company is facing severe consequences from this situation. The company is making business in an uncertain and risky environment.

2.3 Organisational process assets

The organizational process assets are a number of additional factors that, if used correctly, may contribute to the project's success. Any previous learning and knowledge from similar projects or guidelines, policies, plans and additional inside information, have to be considered.

But as we have realized the company has no previous experience from similar projects, therefore, we will based on the documentation that is related to the existed non-computerised system. It is necessary to gather documentation from the company's management, which is the following:

- Any document that has to do with employees' internal rules and regulations (labour issues, safety, health etc)
- Documentation from the departments, where describing their current processes regarding daily operations (all departments involved in the project is requested to submit this valuable information)
- Documentation about financial controls and procedures (reports requested, reviews, statistical information)
- Additional documentation that the company's management will consider as important and have to be included
- Historical information which derived from the current system (any kind may be useful)

Our aim will be to study this material and take into consideration any information related to the new system. We will utilize our prior experience as project managers, our team's core competencies and the material given by the company's stakeholders.

3. Preliminary Project Scope Statement

Project & product objectives: The project's objectives are to organize with the use of technology the two major systems of (a) stock control and (b) order-invoicing. The new system should improve current procedures and give special focus to the day-to-day operations. Moreover, the new system will guarantee the efficient flow of information and diminish any bottlenecks experienced so far. The product's objective should be to be easily established, user friendly, inexpensive, easily upgraded and adapted to the company's needs.

Product requirements & characteristics: The product requires two parts to be processed,

1. The design, implementation and testing of the software.
2. The preparation and establishment of the relevant hardware in the agreed stations, where the software will be accommodated.

Product acceptance criteria: Final product, as a whole, should be easily established, at no causing any troubles in the daily operations of the company. The whole product has to be at low cost, easily modified and upgraded if necessary, and under logical cost demands. Referring to the software part, which is the most important, any requested changes or/and improvements should be delivered in the nearest time. Reaction in time and costs should be the minimum possible.

Project boundaries: Initially the project should be focused in the two systems, as requested by the company's managing director.

Project requirements & deliverables: The project requires a team, which will prepare and establish the software. In addition a team, which will handle the hardware preparation and establishment in the company's infrastructure. This team will also make the appropriate network installments because the interrelated offices and stations is planned to be connected between them via a network. In addition, the cooperation of some insiders will be necessary. This will normally take place in the phase prior to the final set up of the deliverables.

To be more specific, the end deliverables should be:

- A software product (includes: the database, the code to handle the database, the interface for the users, additional functions adapted to each user's needs according to their tasks and duties)
- A number of hardware products (includes: equal number of PCs to users' stations, relevant peripherals, extra accessories and wires)
- Establishment of a network (wired/wireless) to secure the interconnection between the PC stations)

At the end of the project, we will have completed three core tiers:

- The Graphic user interface tier (the front-end part of the application, done by visual development languages, Java)
- The Application middle tier
- The Database tier (the back-end part of the application, done by Java as well)

Project constraints: A number of possible limitations-constraints should be considered. Anything that may restrict our options during the project is a constraint. We are giving some possible areas below, that might affect the project and should be faced proactively.

- Resource constraints (over assigned team-members)
- Tight deadlines
- Budgetary limitations (managing director's willingness to support)
- Government regulations (databases and handle of customers' personal data)
- Software limitations
- Scope limitation (e.g. being required to use a particular existing software or merge it with the new one)
- Hardware requirements
- Other possible constraints arise throughout the project

All the above are based in the three universal constraints faced on each project and these are, (a) time, (b) cost and (c) scope, which constitute the "Iron Triangle of project management" (*Figure 2*). Each constraint must remain in balance with the other two. Relevantly, we may achieve quality, which is the desired target as well. [7]

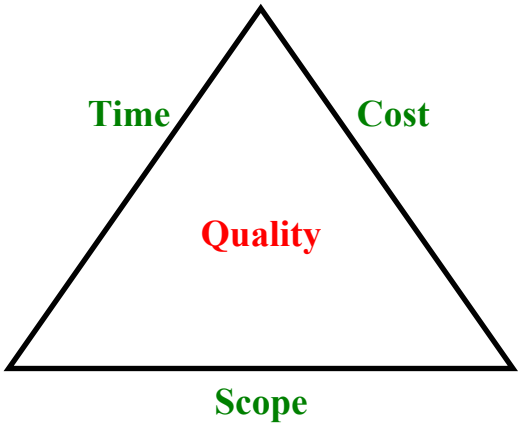

Figure 2. The Iron Triangle of Project Management

Cost and time constraints are fairly popular on each project. **Scope** is the constraint that needs special attention. It has two parts, (a) ***the product scope***, which is the finished deliverable and (b) ***the project scope***, which is all the required work to create the deliverable.

The project scope has to be defined and agreed from the beginning. That means we have to control the ***scope creep***. Any change to scope means change to time and cost (*Figure 3*).

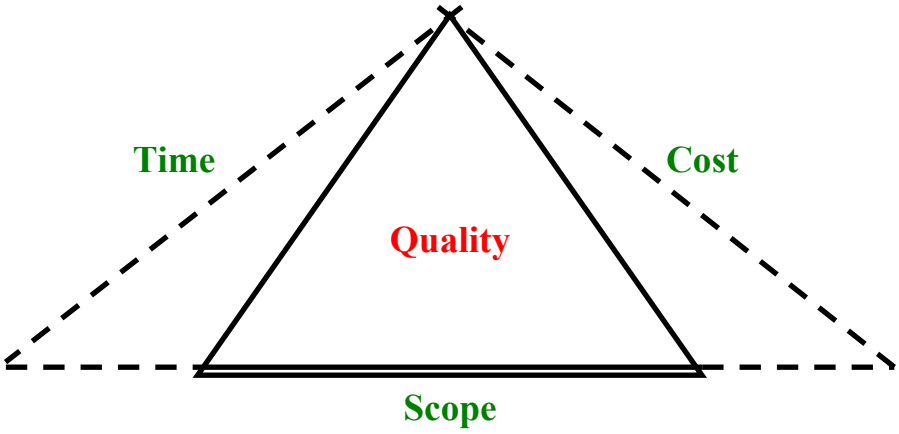

Figure 3. The Iron Triangle: Controlling the Scope creep

All projects normally follow a cycle of phases, which are called process groups. A software project has five (5) process groups.[8] The process groups are the organic parts of the project. These are: (a) the ***initiating*** processes, (b) the ***planning*** processes, (c) the ***controlling*** processes, (d) the ***executing*** processes and (e) the ***closing*** processes (*Figure 4*).

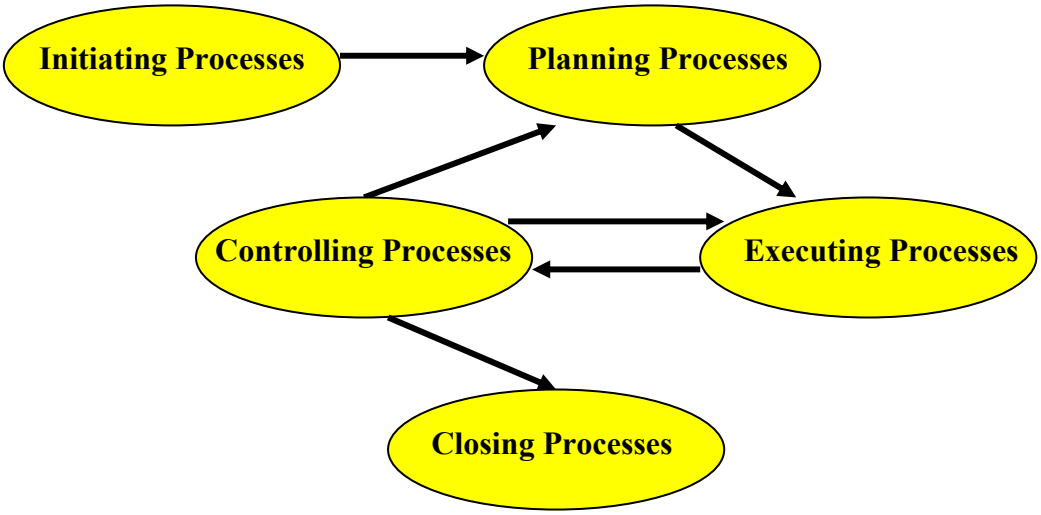

Figure 4. All projects follow repeating sequences called process groups

Information Technology drives many businesses today and it is true that it can create competitive advantage and wealth for a company. Therefore, there is a connection between the speed of technology and a company's bottom line. We will contribute at this case through this project in the company's stability, profitability and differentiation from the competitors in the market.

Project assumptions: We assume that the management of the company agrees with the scheduled tasks and the proposal made. There is a strong willing to invest in technology in order to overcome the experienced problems so far. There is a total agreement in the scheme and we have the authorization to proceed.

Initial defined risks: Possible risks may arise from both internal and external factors. Some identifiable are the shortage of skilled manpower in the company, the unclear requirements from the users, the too many requirement changes afterwards and the link failure between the company's users and the external experts (us) who will prepare the new system.

4. Software Development Process

4.1 Choose Software Development Life Cycle Framework & Methodology (SDLC)

Before proceeding, we have to build a project framework in order to start managing the project. To find which the appropriate framework is, there is a group of questions to answer.

Which is the company's overall strategy and how competitive is it?

We have already discussed the mission of the company. The strategy is derived from the mission. There exist two main points: ***(a) supply customers with the very best timber products and (b) keep services offered in high standards.*** Although the company is, still in business, it is not so competitive due to its dependency on old techniques.

Which is the size of the project scope to be managed?

According to what we have been requested, the project should be constrained in a subsystem, having to do with the stock control and the order-invoicing issues.

The priority of the project

It is of high priority, although it will cover a part of the whole information system. Mostly, because it will cover weak aspects of daily operations. In addition, it was identified that these two subsystems have the greatest responsibility for keeping the company competitive.

How critical is the project to the company

As mentioned above, the completion of the project will make the company more competitive in the market, and is expected to change the day-to-day operations, improving additional functions that so far were bottlenecked. Therefore, the time is a constraint and results have to be appeared as soon as possible.

How flexible the methodology and its components should be

So far, we have concluded that the project is small, with specific requirements. There is no technology-expert staff in the company and as a result, the customer requirements may change during the project. In addition, as mentioned earlier, time is a constraint and

company would like to get results the soonest possible. Cost is a quantifiable factor and according to the owner's request, final costs should be low and within logical frames.

A scholastic survey in a number of available project frameworks, guides us to the Rationale Unified Process (RUP) project framework. Below we argue a number of reasons that justify our choice. In fact, we propose a tailored RUP framework (an agile RUP model), as the current project is small and it is not necessary to cover all the artifacts usually produced.

We will proceed with the most vital artifacts, needed by the customer and the development team. In addition, we will strive to keep iterations as short as possible. Our focus will be to produce a demonstrable, executable release. Customer will be involved in each testing period, which normally takes place after each iteration.

Our strategy includes three major components:

- Tailor the RUP to be as simple as possible
- Focus on frequently producing releases
- Involve the customer to review and accept each release

RUP is a framework that can be used from lightweight to more complex, heavyweight projects. It fits to projects of all sizes. It enhances team productivity and delivers software best practices to the project team, through a set of components. [9] It is suggested also for more agile projects, such we consider the current one.

This framework creates the environment in order to develop the project more rapidly and deliver quality. In addition, it can handle changes successfully. It contains specific processes and is as a roadmap, which followed, may drive us to the solution. The key advantage of RUP is ***reduction of risks***. Another key is ***iteration***. Each phase ends with a deliverable and each increment, results in a working product version. Therefore, customer can see results very quickly. This framework can work with bigger projects, or smaller where quick deployment of partial products is necessary. ***This is the case here***. Currently we are developing a subsystem.

The best practices that are adopted by the RUP framework are: [10] & [12]

- Develop iteratively
- Manage requirements
- Use component-based architectures
- Model visually
- Continually verify quality
- Manage changes

Recently, after some years of applying this framework to thousands of projects, these six best practices were updated with six new ones, which are: [11]

- Adapt to process
- Balance competing stakeholder priorities
- Collaborate across teams
- Demonstrate value iteratively
- Elevate the level of abstraction
- Focus continually in quality

The RUP's iterative and incremental approach has several advantages, which found to be the following: [13]

- Improved governance: Working software is delivered early, with quality and meets the actual needs of the customer. RUP teams produce tangible results quickly on a regular basis and the results can be tested anytime.
- Regular feedback to stakeholders/customer: Through the interaction between the customer and the team, there is an opportunity of assessing at each phase the outcomes. If something is not accepted, corrections may be introduced at a much earlier point.
- Improved risk management: Following an incremental approach allows higher risks to be addressed early. In such a point, the company and the team may evaluate the outcomes and decide whether to proceed, refocus or even cancel the project.
- Actual requirements implementation: Change is inevitable, as the project would go through its phases. It is unrealistic to believe that requirements would be agreed only in the beginning and nothing will change afterwards. The characteristic of this

framework is the division of project in smaller parts. On each part, a number of iterations are taking place. Changes requested for later parts, are easily scheduled, while changes requested for previous parts can be scheduled as new requirements in future iterations.

- What works early, is discovered: RUP has four phases (inception-elaboration-construction-transition). In the second phase, the goal is to ensure that the architecture works. Therefore, early in the project we have the first results. By that way, we develop the skeleton in the project and mitigate any possible technical risk in the earliest time possible. Through iterations, we can continuously test the architecture and design of the project and secure that customer's needs are satisfied.
- Developers focus on what matters: With the RUP framework, all team is working in an effective environment, doing actual things that have immediate results. Under this principle, people work on what really matters, avoiding bureaucracy and increasing the overall IT productivity.

The unified process is an iterative software development methodology that emphasizes in integrated development phases, component-based architecture and construction, and tireless testing of the components.

The rationale-unified process, as already mentioned, has four phases: ***(a) Inception, (b) Elaboration, (c) Construction and (d) Transition.*** Each phase in the RUP can be further broken down into iterations. Iteration is a complete development loop resulting in a release of an executable product. This product grows incrementally from iteration to iteration and finally becomes the final system. [14]

The benefits of such an approach are:

- Risks are mitigated earlier
- Change is more manageable
- There is a higher level of reuse
- The project team can learn along the way
- There is instant user feedback
- The workload is spread
- There is better overall quality

Adopting the RUP framework, we will easily stay focused in a number of components that are essential for our success. The spirit of RUP, by itself, can guide us in an efficient way throughout the project's life cycle.

Our primary target will be to deliver value to our customer. To obtain this, there is only one path, which unavoidably includes:

- to stay focused in the executable software
- to accommodate changes as early as possible in the project
- to attack major risks early and continuously, before they attack us
- to create an executable architecture at an early time
- to build the new system through smaller components
- to work together as one team
- to incorporate quality from the beginning and not as an afterthought

We believe that this model, in the specific case, will guide us to the successful completion in the most effective manner.

4.2 Describe phases, milestones and deliverables

The RUP development cycle goes through the four phases: Inception, Elaboration, Construction and Transition. Primarily it seems that the four phases have a common mission, to partition the activities by type. However, this is not the concept in RUP. Actually, each phase is a project's state, where in turn the state is defined by the risks we are trying to mitigate and the questions we have to answer.

Briefly, different focus should be given in different phases. Right below, we give a small description about our primary concerns in each phase and then a useful diagram illustrates in a structured way the milestones of each phase (*Figure 5*).

In the Inception phase, our primary concern is to investigate if the project is feasible and financially worthy. In addition, any business risks should be identified and controlled from the beginning. This is the major milestone for this phase.

The objectives at this phase are:

(a) to understand what we have to build,
(b) to identify key system functionality and that means to identify the most critical use-cases,
(c) to determine one possible solution,
(d) to understand the costs, schedule and risks associated with the project and
(e) to decide what process to follow and what tools to use.

In our case we have planned two iterations, since we consider it important to clarify from the beginning the users' requirements and identify correctly the current situation of the company. (*Figure 6*).

The deliverables at this phase are:

(a) the assessment and preliminary plan,
(b) the project charter,
(c) the selection of the SDLC framework and
(d) the development of a preliminary project scope statement.

In the Elaboration phase, we will review the scope of the project based on the requirements and any changes arised. Special care should be given to technical and architectural risks. The major milestone at this phase is to investigate whether we have a detailed plan on how to run the project.

The objectives are:

(a) to get a more detailed understanding of the requirements,
(b) to design, implement, validate and baseline the architecture,
(c) to mitigate essential risks and produce cost estimates and
(d) to refine the development case, implement software tools that are needed for the project.

The deliverables at this phase are:

(a) the use-case description of the majority of requirements,
(b) start implementing user interfaces and initial prototypes,
(c) examine technicalities to resolve possible technical risks,
(d) start the configuration management of the code,
(e) update initial cost estimates and risks list.

At this phase, two iterations should be necessary, as new technology is introduced (*Figure 6*).

In the Construction phase, our primary concern is to get the mass of the work done. At this point project's resources usually reaches the maximum of capacity. The major milestone is to identify, whether we have reached at an acceptable point to issue a beta version of our product. Here, we demonstrate the first usable version of our product, trying to mitigate any logistical risks.

The objectives are:

(a) to minimize development costs and achieve some degree of parallelism,
(b) iteratively develop a complete product.

The deliverables at this phase are:

(a) the alpha/beta releases of product.

At this phase, the iterations should be three, as we aim to incorporate use-cases requirements of the users and proceed with the built and assessment of several internal releases (*Figure 6*).

In the Transition phase, we are dedicated to the final product issue, combining with the logistics of deploying this product to our customer. Therefore, the milestone is to deliver a complete robust product to our customer.

The objectives at this phase are:

(a) to prepare the launch of the product,

(b) to validate that user expectations are met,

(c) to achieve stakeholders' concurrence that deployment was successful and the evaluation criteria have been fully met,

(d) to train users and maintainers to achieve user self-reliability.

The deliverable at this phase is the launch of final product. There should be one iteration (*Figure 6*).

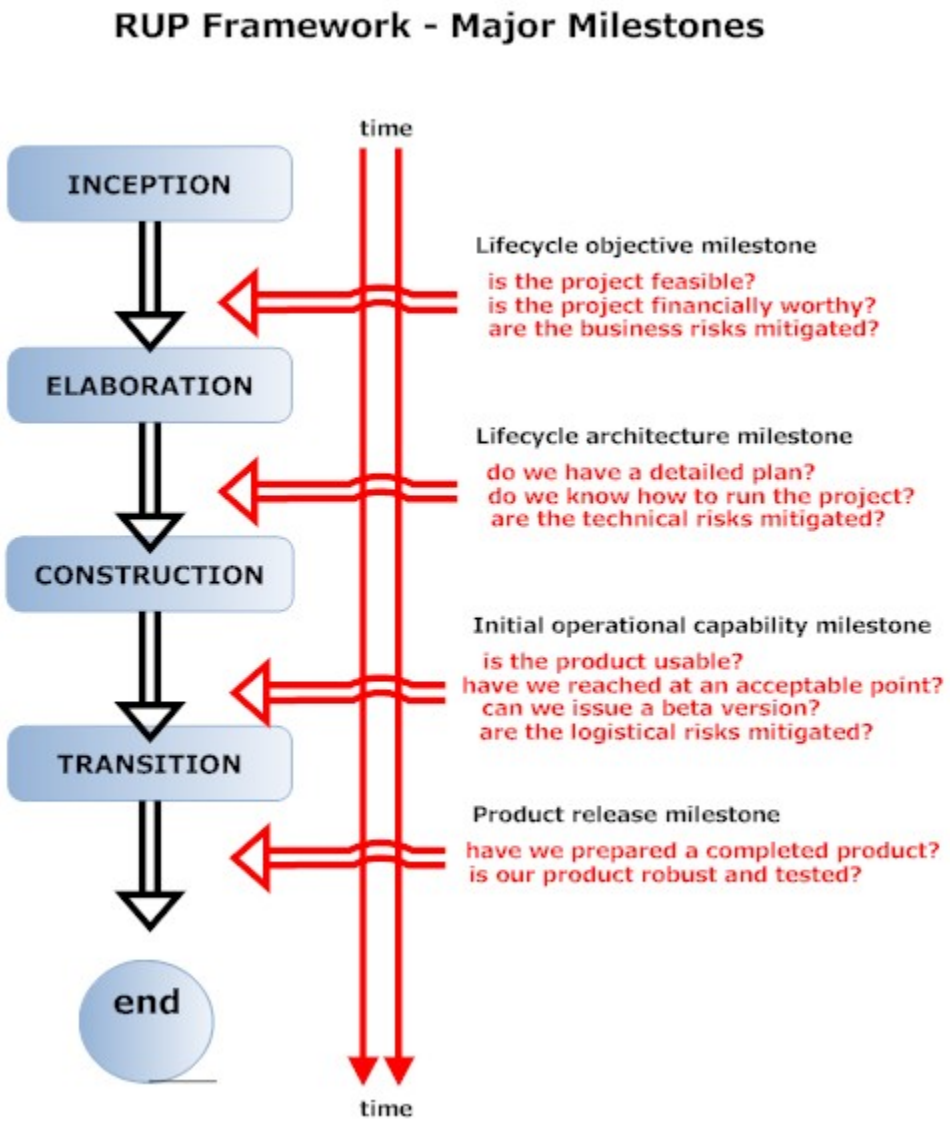

Figure 5. RUP Framework and its major milestones

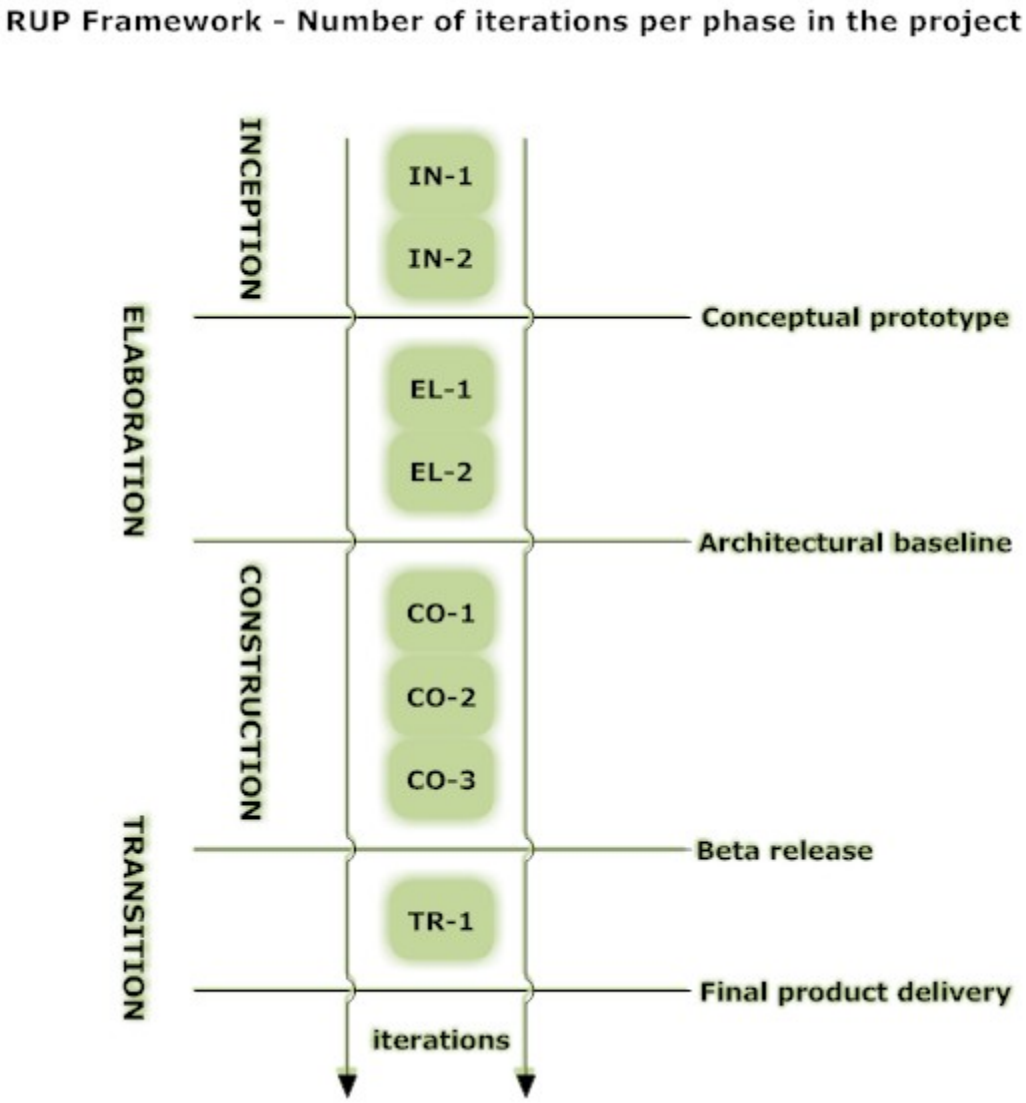

Figure 6. RUP Framework – The iterations per phase in the project

PLANNING PROCESS GROUP

5. Develop Project Management Plan

This is our master plan where the focus is to coordinate all subsidiary plans. As company's request is to give an IT solution, this is an IT software project, so from now on we are concentrating more in the technical elements, trying to be as specific as possible.

This is a proposal of how the above-mentioned proposed system, as described in the project charter, will take place. We have already covered the "Initiating Process Group" where the deliverables were: (1) the Assessment and Preliminary Plan, (2) the Project Charter and (3) the selected SDLC framework and methodology that we will use.

Now we are entering in the "Planning Process Group", where we will present how the proposal will be integrated into a final product. To prove this, we are stacked in the "nine knowledge areas", as the Project Management Institute (PMI) prescribes it. We believe that this multi-dimensional approach will drive us in a more effective model.

5.1 The Software Development Plan

5.1.1 Define the software scope (scope planning and scope definition)

We are based in the preliminary scope statement and expand it with information that is more technical, in order to define the final scope statement.

Software Scope

Problem Statement

There is a need for further computerization of the company since the procedures introduced to the company were established when the company was smaller. Poor stock control and obsolete order invoicing system were identified. Moreover, there is harsh competition by larger public companies that have made business in the area. So far, users find it hard to transfer information efficiently within the company.

Product characteristics and requirements

The company has two major business activities:

1) First, dealing with cut timber, where a part of it is bought and ready for sale, and another part is being prepared by the company.
2) Second, contraction of timber products,
   a) Retail
   b) Wholesale

We are requested to deliver a product that can overcome any obstacles, which constrain information flow through the company. It is necessary to create an expandable solution, in order to make that happen and integrate all systems into one information system in the future.

According to the stakeholders request, the new system should constitute a cost effective solution for the company. There is a need to maintain human contact and keep the family firm profile. In addition, we need to concentrate more on day-to-day work, rather than contract work, due to the formation of a new subsidiary company that will handle contract work.

Product deliverables

The deliverable product is an integrated package that consists of both software and hardware and fulfils user needs. In addition, the maintenance and the installation of hardware components are also included at the final package.

Users of the product

We have planned 9 stations to be established, and we have focused the new product to be applied in the key users plus the management of the company (*Appendix E*).

User's needs

Requirements of the users have been identified since the preliminary analysis made in the beginning of the survey. Our aim is to help their daily operations.

Stakeholders through an automated-databased system will get a number of benefits such as:

- Better customers' service
- Easy access to the data
- Efficiency in the daily operations
- Monitoring of the sales and orders systems
- Monitoring of the supplies and shortage
- Increase in productivity
- Minimisation of users' mistakes during day-to-day tasks

Processes innovation and restructure

Due to installation of the new information system, it is suggested the following process changes to be made in the system in order to run more efficiently.

The sales system process description

1. Onsite sales

The customer arrives to the site. At the timber shed the stock clerk fills the order form. He submits the form to the system and the order is recorded to the system, only if the product is in stock. If the goods are in stock, the stock clerk prepares the order and the customer goes to the cashier to pay for the goods and receive the invoice if he is a cash customer, or to sign the invoice if he is an account customer. All data of the order (including the payable price and the discount -if any,) are calculated automatically and are available to the cashier just by search the order by the customer name. Then the cashier prints the invoice in three copies. The first is for the customer, the second is for the cashier and the third one is for the account clerk in order to update the account package. The cashier receives cash or updates the customer's account depending if the type of the customer is cash or account and simultaneously, the stock is being updated automatically and the order closes (*Appendix F*).

2. Telephone sales

The customer rings to the company and sales clerk picks up the phone. He creates a new order if the goods are in stock and submits it to the system. Then, a stock clerk, who deals

exclusively with account clients, receives a notification via e-mail containing the goods of the order that he has to prepare. The rest of the procedure is identical to the one described above.

The stock orders system process description

Process Description:

An account clerk creates a new stock order. He submits the order to the system and automatically the order is sent to the supplier via e-mail. When the delivery arrives, the products are being stored at the relevant sheds and the clerk signs the delivery note. Then, he inputs the order number to the system and he updates the status of the order. Automatically the stock is being updated. Later when the invoice arrives, the account clerk pays for the goods and closes the order (*Appendix G*).

The stock control system process description

Process Description:

An account clerk performs a scan, which products from the stock are very close to the minimum amount in stock. The system returns the results if any. Finally, the clerk makes a stock order as described above (*Appendix G*).

Furthermore, it is worthy to mention, that the proposed information system, which in some terms, establishes the base of a future ERP (Enterprise Resource Planning) system in the company, it would be easy to expand to a complete integrated solution.

With the usage of Java, an object oriented language, as programming language, it will be easy to include more business flows and processes in the future. Moreover, the most important is the addition of new capabilities and features (e.g. the replacement of the out-of -date account package, or the inclusion of contract business), will be feasible at a low cost.

Furthermore, due to the database technology and data storage proposed, implementing a web solution on sales and stock orders and even more e-business and e-marketing are becoming options for the company in order to redefine it's position in the market and further computerize its businesses'.

Users Groups and Roles

User Type	Job description	Rights	Role Description
Common users	Stock clerks, account clerks, cashiers, sales clerks etc.	View, add(users excluded), update, submit, print	Their main task is to create new sales and stock orders and to update them until they are completed. They have access to the data of the orders, the products in stock, the price list, the customers, the suppliers, and the stock shortage. This group of users is not allowed to change data.
Privileged users	All managers	View, add (users excluded), update, submit, print, modify	Their main task is to monitor the business and adjust the prices of the product and the minimum items in stock. They have access to all data and they can change them where alter is permitted.
Administrator users	Database administrator	View, add, update, submit, print, modify, delete	They are in charge of the proper operation of the system. They are also responsible for acquiring backups and perform database maintenance. IT skills are a prerequisite.

5.1.2 Create & Develop WBS

We follow a tailored RUP framework, with a number of iterations (8 in total). The WBS as it is currently represented, as well as the Gantt Chart, both cover the whole process from the beginning of the project. That means, since the time we have received the documentation from the stakeholders and their requests. We followed this as we consider that the WBS should appear as a complete model.

The first WBS covers the normal situation, where customer accepts our proposal. The second WBS covers the second scenario, where the project is requested to be delivered 40% earlier.

5.1.2.1 Create the GANTT Chart

At the end of the assignment, we have attached a print of the Gantt chart. We have tried to illustrate as clear as possible, the outcomes of every iteration, the milestones as well as cost and duration of each task.

Actually, we submit two Gantt charts, for both scenarios.

5.1.2.2 Dependency Analysis

Dependencies are included in the WBS section as well.

5.1.2.3 Resource Usage Matrix

In scenario A, all people is used according to standard calendar. In scenario B, we have increased the working hours from 8 hours to 10 hours per day, for all participants. Our initial proposal predicts that the project will take 82 days approximately to finish while in the second scenario this period is reduced to 53 days. Of, course this is due to customer's request.

5.1.3 Resource Planning

According to the plan, we have scheduled 11 individuals to be involved in the project. This is for scenario A. In case of the application of scenario B, we do not outsource the tasks but instead use our back up staff. As explained in the beginning, we prefer to use staff from inside the company, as these people have already experience and can be productive without negative results.

In scenario B, staff number is increased to 15 individuals. Focus is given to IT expert staff as we consider it the most important resource. To achieve project's completion in a 40% earlier time, we have conclude that tasks involved in the construction phase, had to be backed-up with more individuals.

From the Gantt chart, it is clearly illustrated that we save time mostly from the construction phase. We do not squeeze any iterations or phases; instead we try to follow the initial model using more resources.

5.1.4 Cost Estimating

Below we are giving the FPA analysis and the relevant calculations adopting the Cocomo model. We estimate first the required effort, the staff size and finally the duration of the project. This cost refers to the software part of the project and anything that is related to human factor work. It is not cover the fixed costs of acquiring the hardware parts. This estimation is given in the section of Cost Budgeting.

FPA Analysis

Software Functionality and Functional points

EO, EI AND EQ

1. ***Login***

Description: The user enters the username and password in order to enter the system

FPA:

Component: EI, FTR: 1, Data elements: 2, F. Points: 3

2. ***Main Page***

Description: Quick search

The user enters the search criteria and depending on which radio button is pressed, the user can find quickly customers, products, suppliers and both stock and sales orders. In case the system cannot match the input data with a record from the database, the user receives an error notification.

FPA:

Component: EQ, FTR: 1, Data elements: 6, F. Points: 3

3. ***Sales Orders***

Description: The user, by pressing the sales order button, the orders form is opened where all the sales orders appear. The user can start a new order or he can see the details of an already existing order. The administrator users can also delete an order.

FPA:

Component: EQ, FTR: 1, Data elements: 6, F. Points: 3

Component: EO, FTR: 1, Data elements: 1, F. Points: 4

3.1 Sales Order Details

Description: The user, by pressing the details button, at a specific order from the previous form, all the data of the order appear in detail. The cashier clicks the print button in order to print an invoice and can close the order. This will result the change of its status from running to completed.

FPA:

Component: EO, FTR: 3, Data elements: 16, F. Points: 5

3.2 New Sales Order

Description: The user, by pressing the new order button, he can submit a new sales order. He chooses the customer and the rest of the customer data are filled automatically. The same thing happens with the products where the user chooses an item, quantity and dimensions (dimension field is filled only if necessary and for statistic reasons only) and the system calculates the costs automatically.

FPA:

Component: EI, FTR: 1, Data elements: 7, F. Points: 3

Component: EQ, FTR: 2, Data elements: 8, F. Points: 4

Component: EO, FTR: 1, Data elements: 7, F. Points: 4

4. Stock Orders

Description: The user, by pressing the stock order button from the main form, the stock orders form is opened where all the stock orders appear. The user can start a new order or he can update an existing one. The administrator users can also delete an order.

FPA:

Component: EQ, FTR: 1, Data elements: 6, F. Points: 3

Component: 2 EO, FTR: 1/ 1, Data elements: 1/ 11, F. Points: 4+4=8

4.1 Stock Order Update

Description: The user, by pressing the update button, at a specific order from the previous form, all the data of the order appear in detail. The stock client checks the cargo arrived check button when the goods are delivered and the account client checks the invoice paid checkbox when the financial debts are satisfied. This will result the change of its status from running to completed.

FPA:

Component: EO, FTR: 3, Data elements: 16, F. Points: 5

Component: EI, FTR: 1, Data elements: 3, F. Points: 3

4.2 New Stock Order

Description: The user, by pressing the new order button, he can submit a new stock order. He chooses the supplier and the rest of the supplier data are filled automatically. The same thing happens with the products where the user chooses an item and quantity and the system calculates the costs automatically.

FPA:

Component: EI, FTR: 1, Data elements: 7, F. Points: 3

Component: EQ, FTR: 2, Data elements: 8, F. Points: 4

Component: EO, FTR: 1, Data elements: 7, F. Points: 4

5. Stock Shortage

Description: The user, by pressing the stock shortage button from the main form, the stock shortage form is opened where all the stock products that are in short appear (either they are not in stock or the meters at stock are below the minimum). The user can start a new stock order.

FPA:

Component: EQ, FTR: 1, Data elements: 4, F. Points: 3

6. Products in Stock

Description: The user, by pressing the products in stock button from the main form, the products in stock form is opened where all the stock products appear. The user can start a new stock order and he can change the minimum items at stock.

FPA:

Component: EQ, FTR: 1, Data elements: 4, F. Points: 3

Component: EI, FTR: 1, Data elements: 1, F. Points: 3

7. Product Price List

Description: The user, by pressing the product price list from the main form, the price list form is opened where all the products appear. The user can add a new product and he can change the price of a product.

FPA:

Component: EQ, FTR: 1, Data elements: 2, F. Points: 3

Component: EI, FTR: 1, Data elements: 2, F. Points: 3

7.1 New Product

Description: The user enters a new product to the system

FPA:

Component: EI, FTR: 2, Data elements: 3, F. Points: 3

8. Customers

Description: The user, by pressing the customers' button from the main form, the customers form is opened where all the customers appear. The user can add a new customer or he can alter the details of an already existing one. The administrator users can also delete a customer.

FPA:

Component: EQ, FTR: 1, Data elements: 7, F. Points: 3

Component: 2 EI, FTR: 1, Data elements: 7, F. Points: 2x3=6

8.1 New Customer

Description: The user enters a new customer to the system

FPA:

Component: EI, FTR: 1, Data elements: 7, F. Points: 3

9. Suppliers

Description: The user, by pressing the suppliers' button from the main form, the suppliers form is opened where all the suppliers appear. The user can add a new supplier or he can alter the details of an already existing one. The administrator users can also delete a customer.

FPA:

Component: EQ, FTR: 1, Data elements: 6, F. Points: 3

Component: 2 EI, FTR: 1, Data elements: 6, F. Points: 2x3=6

9.1 New Supplier

Description: The user enters a new supplier to the system

FPA:

Component: EI, FTR: 1, Data elements: 6, F. Points: 3

10. Users

Description: The user, by pressing the users' button from the main form, the users form is opened where all the users appear. The user can add a new user or he can alter the details of an already existing one. The administrator users can also delete a user.

FPA:

Component: EQ, FTR: 1, Data elements: 9, F. Points: 3

Component: 2 EI, FTR: 1, Data elements: 9, F. Points: 2x3=6

10.1 New User

Description: The user enters a new user to the system

FPA:

Component: EI, FTR: 1, Data elements: 9, F. Points: 3

Component: EQ, FTR: 1, Data elements: 2, F. Points: 3

ILF AND EIF

Our system has the following ILFs:

Sales Orders:	3 RET(s), 6 DET(s), F. Points: 7
Stock Orders:	3 RET(s), 6 DET(s), F. Points: 7
Products in stock:	2 RET(s), 3 DET(s), F. Points: 7
Products:	1 RET(s), 2 DET(s), F. Points: 7
Price Lists:	2 RET(s), 1 DET(s), F. Points: 7
Customers:	1 RET(s), 7 DET(s), F. Points: 7
Suppliers:	1 RET(s), 6 DET(s), F. Points: 7
Users:	1 RET(s), 9 DET(s), F. Points: 7

Our system does not have any EIF.

Unadjusted Function Points=EI+EO+EQ+ILF+EIF=172 points

$$\textbf{Value Adjustment Factor} = 0.65 + [(\sum_{i=1,}^{14} Ci) / 100]$$

where: Ci = degree of influence for each General System Characteristic,

i = is from 1 to 14 representing each GSC.

Σ = is summation of all 14 GSC's.

General System Characteristics Brief Description

No	Characteristic	Score	Justification
1	Data communications	3	Web based solution
2	Distributed data processing	4	Read/ Write via intranet
3	Performance	4	Read/ Write via intranet
4	Heavily used configuration	0	No operational restrictions
5	Transaction rate	3	Daily peak transaction period
6	On-Line data entry	3	16 % -23 % of transactions are interactive data entry
7	End-user efficiency	1	Automated transactions from user inputs, remote printing, user friendly GUI
8	On-Line update	4	On-line update of ILF's and data loss protection
9	Complex processing	0	No complex processing
10	Reusability	0	No reusable code
11	Installation ease	0	No special installation required
12	Operational ease	1	The application minimizes the need for paper handling
13	Multiple sites	0	No requirements for multiple sites
14	Facilitate change	2	On- line interactive user processes and synchronized data

Therefore, we conclude that: **Value Adjustment Factor** = 0.65 + (25/100) = 0.9

FP = UAF * VAF= 172 *0.9 = 154,8

For the development of the project **Java**, an object oriented programming language suitable for web application is selected. Therefore the LOC/FP(average) will be 30.

So, **LOC=Fuction Points x (LOC/FP)= 154,8 x 30= 4644 lines or**

KLOC= LOC/1000= 4644 /1000 =4.644 estimated number of derived lines of code.

Basic COCOMO model

Based on the type of the software project, the medium complexity and size, and fixed requirements in a system with transactions including database and central server we are dealing with **a Semi-detached project. So α=3.0, b=1.12, c=2.5 and d=0.35.**

Effort = $aKLOC^b = 3 \times 4.644^{1.12} =$ **16.75 person-months**
Duration = $cE^d = 2.5 \times 16.75^{0.35} =$ **6.7 months**
Staff size= Effort/ Duration= 16.75/ 6.7**= 2.5 persons**

According to the scope of the project and based on the software operations that we have to fulfil we have concluded that we need 2.5 individuals for 6.7 months.

5.1.5 Cost Budgeting

The above calculations refer to the software product. Concerning hardware product there is a fixed cost, which covers the purchase of 9 personal computers and this is 4.500 Euros plus 1 database server 1.500 Euros (operating system included), plus the network installation and the peripheral parts (switches etc) which are needed, it is summed up to 5.000 Euros. Therefore, 11.000 Euros will be the fixed cost for the hardware product in total.

Final cost for the software part and anything has to do with software installations are illustrated in the Gantt charts for both scenarios.

5.1.6 Cash Flow

In the Appendix part we have attached the cash flow of both scenarios.

5.1.7 Activity Definition

Based on our customer's initial expectations and realizing that a period of 6.7 months should be too long, we have decided to hire (5) IT experts for the software product. That will give us the opportunity to complete it in less than half time. The whole project team should consisted of 11 individuals, included the project manager. There are two sub-teams in the project. The first is the management team, which includes the project manager, the architect, the requirements analyst and the configuration manager. The second is the IT

experts team, which includes the IT manager, the network/hardware expert and (5) IT experts who cover the software part of the product mostly and some additional supportive tasks.

Above proposal refers to the normal model (scenario A).
In scenario B we use our back-up staff by increasing the IT experts staff accordingly.

5.1.8 Calendar of activities

In the Appendix part we have included a copy of the calendar activities for both scenarios.

5.2 Human Resource Planning

At this area, we focus in the ***"Roles and Responsibilities Plan"***, where the aim is to register the (a) role, (b) the authority, (c) the responsibility and (d) the competency of each individual that will be involved in the project.

Roles & Responsibilities Plan

Stakeholders: First, it is the managing director of the company, Mr Charles Jackson, who has the ultimate authority to permit or not, the realization of each phase of the project. He is in close cooperation with the Project Manager. Then, it is the company's team, which is consisted of the Financial Director, the Accounts Section Manager and the Yard Manager. Their authority is to make suggestions to the project sponsor about the evolvement of the project and give regular feedback about the deliverables that are involved. Their responsibility is to support the rest of the project team. In the group of stakeholders we assume that are included the **front line users group.**

It is a group consisted of a number of key employees. Our aim is to involve key users in the project as early as possible. These individuals will be the first users so it is significant to keep in touch with them and get feedback. We will ask from the company to give us five employees (one from each key office) for the group.

1. Stock order/control clerk
2. Cashier
3. Customers' invoicing clerk
4. Sales clerk
5. Shed's front office clerk

Therefore, the distribution of users has been planned to be as following:

Type of User	Position in company
Front-line users	Invoicing, Cashier, Stock orders, Sales, Shed's front office
Managerial users	Accounts Section Manager, Financial Director, Technical Director, Yard Manager

Project Manager: He has the authority to decide for the progress of the whole project and the administration of any changes and risks. His responsibility is the implementation of the project's management plan. He is also responsible for the communication of the project and the maintenance of consensus among project's members.

IT Manager: He has the authority to decide on all IT aspects of the project. His responsibility is to guide the IT team and give support to all its members throughout the project's phases. He is responsible for the Software Development Life Cycle (SDLC) of the project and the close cooperation with the project manager. These two individuals form the basis and the skeleton of the project.

IT Experts team: It is a team consisted of System Analysts & Designers, System Developers (Senior and Junior), System Testers and Network/Hardware experts. Their responsibility is to contribute in the production of the software and hardware product and keep track with the requests approved by the IT Manager. Their authority is restrained in strictly technical issues, having to do with details on the product. Finally, a Technical Team Leader coordinates the team and reports to the IT manager.

Requirements Analyst: Usually this role implies the business analyst. In this case, we need the support of a business/computer expert that could analyse current system's elements from the business perspective, and transfer these characteristics and users' requirements to the IT experts' team. He/she will be the liaison between the key users of the company and the internal project team.

Architect: This role keeps track with the initial vision of the project. He/she will assure that project's parts are developed according to the final vision, as prescribed in the project charter. There is close cooperation directly with the project manager, as this role operates more or less, as a semaphore to project participants. He/she assists project manager to ensure that processes follow the right path to the desired end. Moreover, architect many times act as a mentor for the rest of the team, helping then with the adoption of process and tools related to the selected framework.

Configuration Manager/Quality Assurance: Evaluates and maintains the processes according to the quality standards as prescribed in the project charter. Significant role as well, because the involvement on the daily operations of the project is deep and crucial.

Next, we prepare the ***"Project's Organisation Chart",*** where it is illustrated the reporting relationship between the projects' participants. Project's participants are parts of the same body where the head is the project manager (*Appendix H*).

5.3 Quality Planning

To ensure the quality of our high-end product, in all parts, a certain number of quality controls will take place based on two specific tools: (a) ***cost-benefit analysis*** and (b) ***benchmarking***. These tools will provide us with the metrics to compare and get an idea throughout project's implementation. Being specific and having accurate information on quality control, we will be able to apply the plan in every process of the project.

In addition, another powerful tool that is planned to be used is the "***quality checklist***" where a number of factors are included and each process has to pass through in order to proceed in the next phase.

Due to the expert tools that we plan to use, a Configuration/Quality Assurance Manager should be hired in the project team. The main responsibility of this individual should be, to guarantee the quality aspects during the life cycle of the project.

5.4 Communications planning

The Project Manager should consider the number of potential communication channels which in result forms the communication complexity of the project. There is a definition where the number of communication channels is given by the type: n(n-1)/2 [n=number of stakeholders]. Therefore, in the case that we have 14 stakeholders that gives us 91 potential communication channels. As we understand, it would be very unproductive having to manipulate so many channels.

The Project Manager is responsible to determine and limit who will communicate with whom and who will receive what information. [] Thus, It is considered necessary to monitor the number of communication channels. The aim should be to keep information rolling among the project's individuals. In Appendix G, we propose a Communications plan which should be efficient in the daily operations if followed correctly (*Appendix I*).

5.5 Plan, Purchases and Acquisitions

The plan, purchases and acquisitions process, examines the specific parts of the project that need to be outsourced. In this case, the part that would be given to another company is the hardware part. As the needs are concrete, we will make a fixed-price contract with the suppliers regarding the list of materials. This company will handle both the supply of the PCs / Database server / Routers etc as well as the needed infrastructure for the network to be operable. In addition, they will support us with a group of technicians who will establish the network.

The IT Manager will have the responsibility for the coordination and successful completion of the above. We suggest having one provider instead of multiple, as this will save us from communication delays. The project is small and our focus is to keep involved teams as small as possible. The make-or-buy decisions will be done by the Project Manager in cooperation with the IT Manager.

CONCLUSIONS

As we mentioned in abstract and introduction of this report, we have tried to approach this case by adopting a number of principles and models that are already widely known and applied.

Our aim was to identify the situation of our customer and create the appropriate plan for him. This is our proposal to Jackson Timber Products company, where there are covered both scenarios according to company's demand.

In any case, we are ready to start implementing it, in close cooperation with the stakeholders and users of the company.

We understand that it is much more detailed and in depth, than it is expected, but we believe, that we had to make a thoroughly and scholastic survey, in order to be able to prepare a feasible plan based on broaden perceptions about the IT Project Management, prior experiences and useful data collected by any sources available.

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Function Point Analysis: http://www.softwaremetrics.com/fpafund.htm

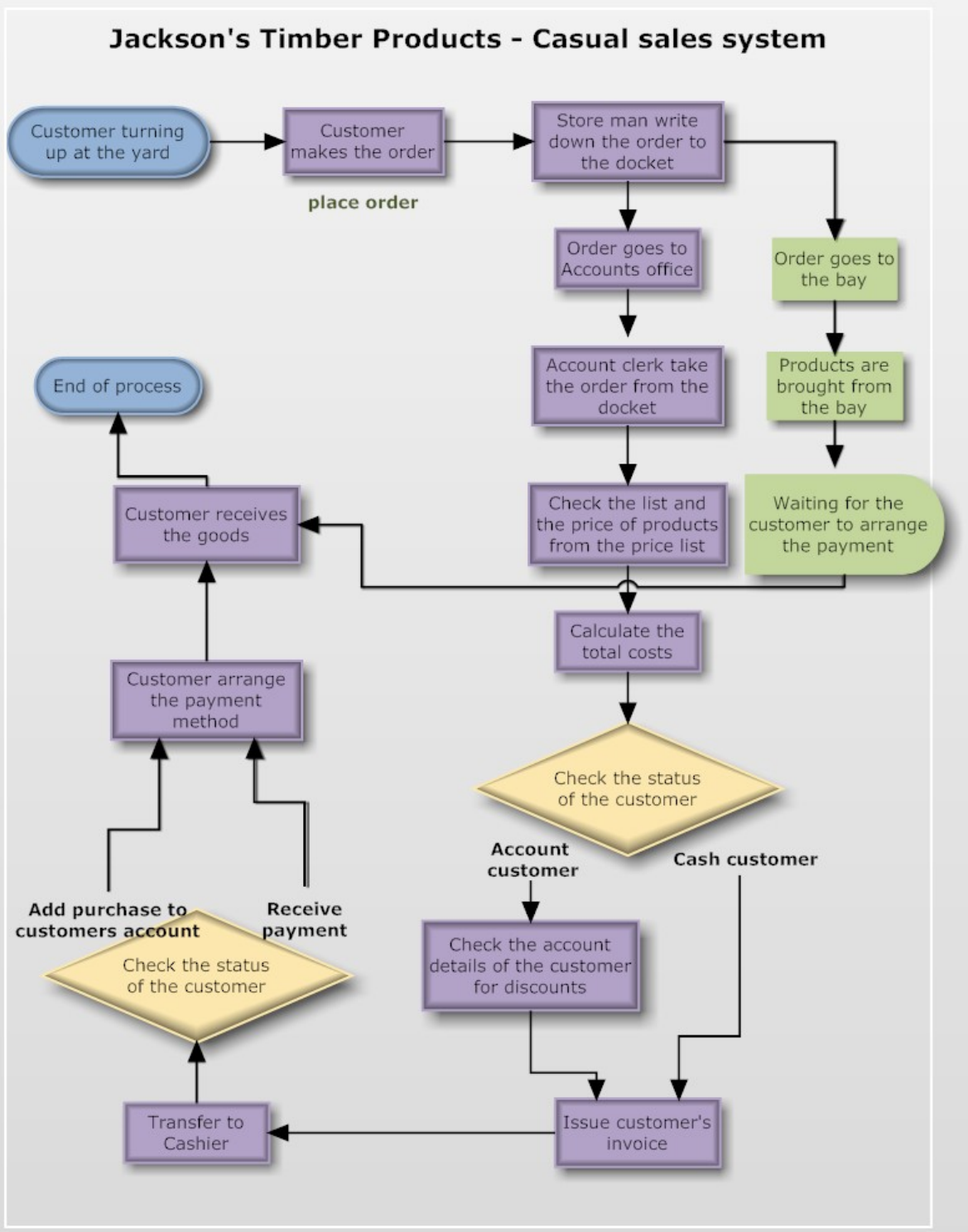
http://www.qpmg.com/fp-intro.htm

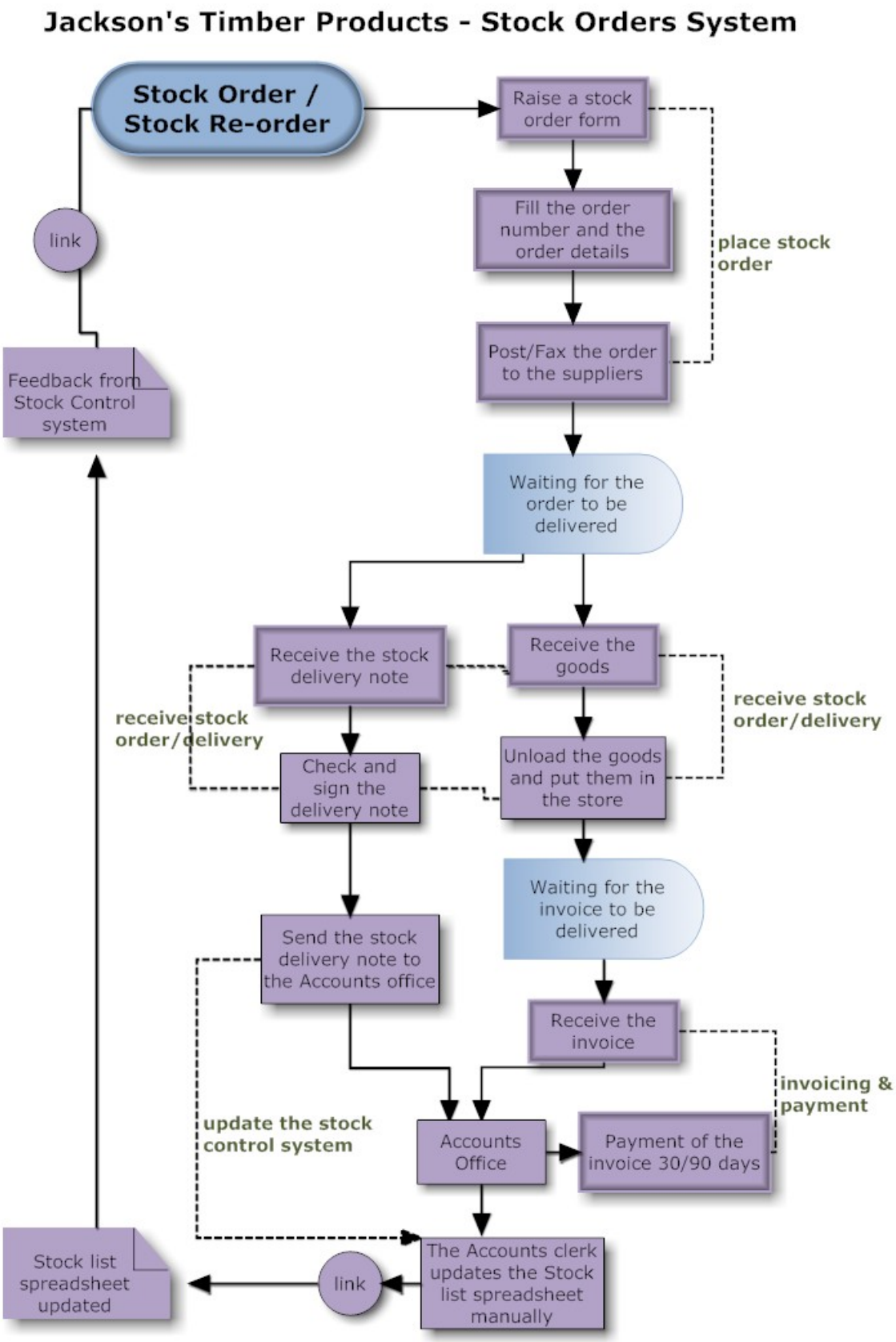
Work Breakdown Structure: http://www.hyperthot.com/pm_wbs.htm

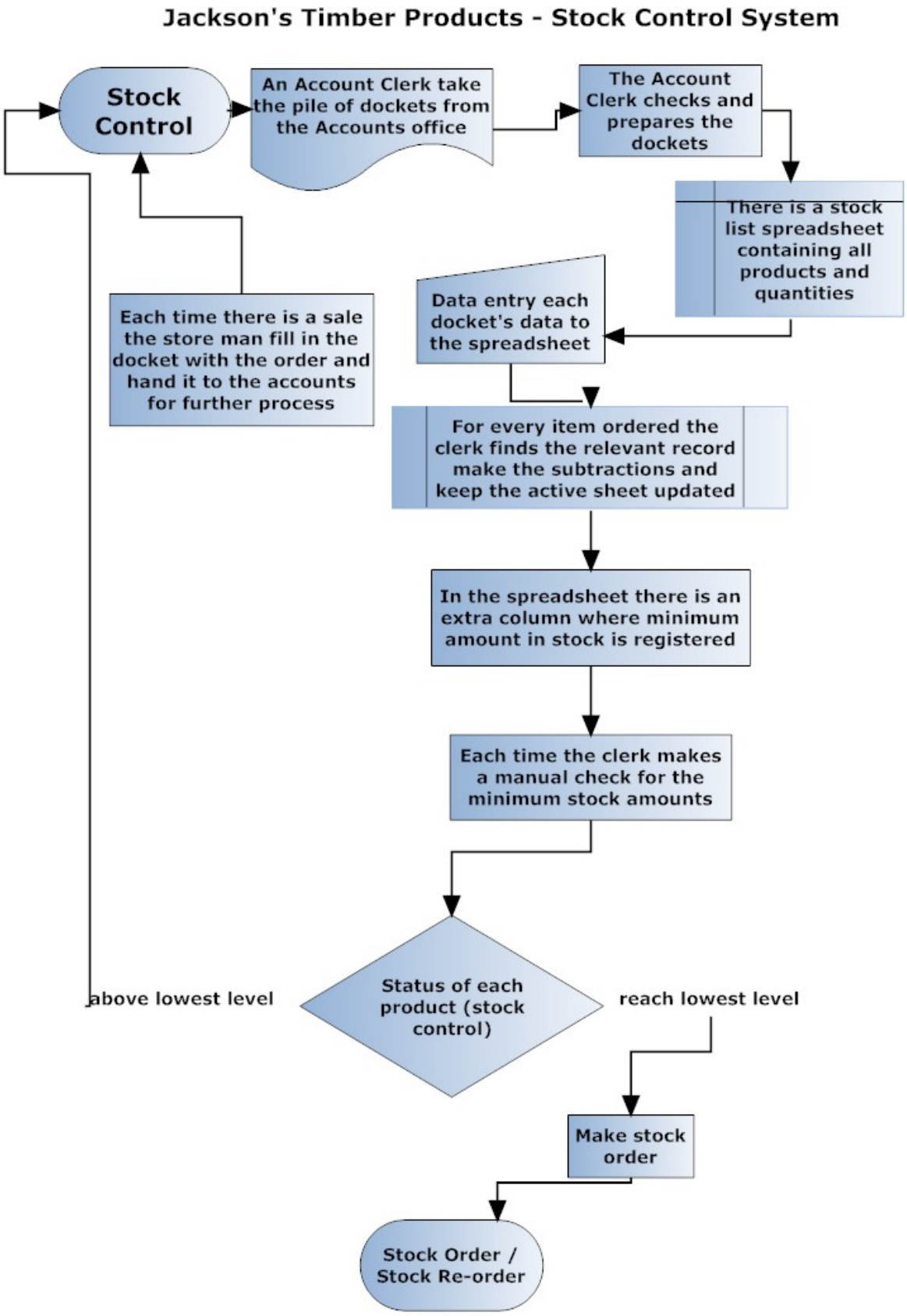
Work Breakdown Structure: http://www.criticaltools.com

APPENDIXES

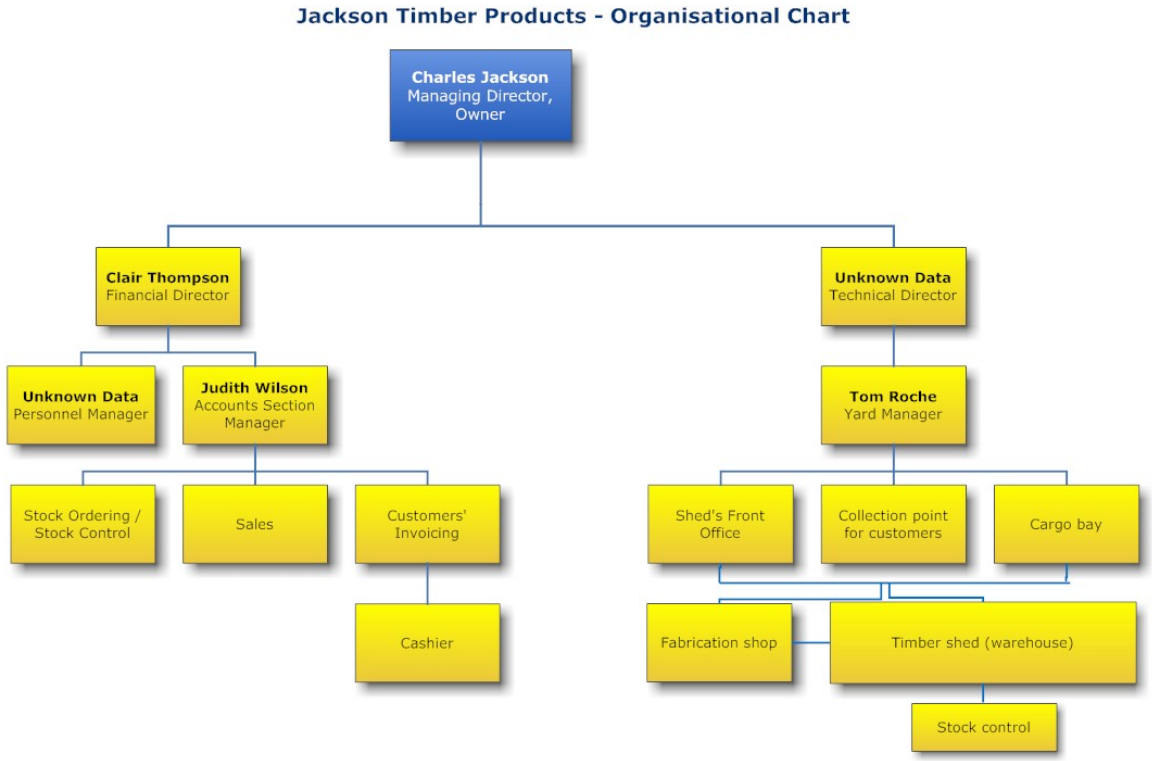
APPENDIX A


Jackson's Timber Products - Casual sales system
Customer turning up at the yard
Customer makes the order
place order
Store man write down the order to the docket
Order goes to Accounts office
Order goes to the bay
Account clerk take the order from the docket
Products are brought from the bay
End of process
Customer receives the goods
Check the list and the price of products from the price list
Waiting for the customer to arrange the payment
Calculate the total costs
Customer arrange the payment method
Check the status of the customer
Account customer
Cash customer
Add purchase to customers account
Receive payment
Check the account details of the customer for discounts
Check the status of the customer
Transfer to Cashier
Issue customer's invoice

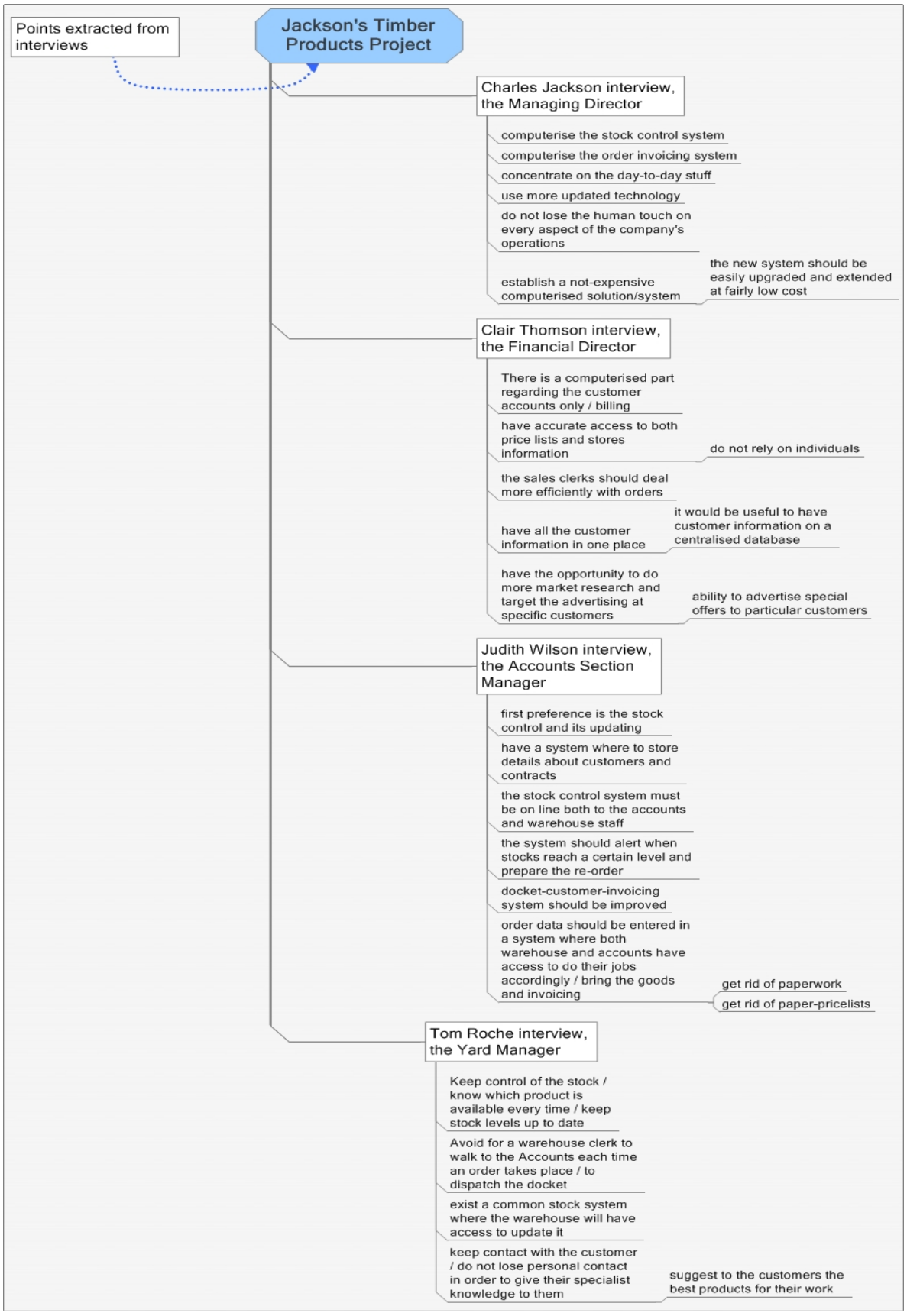

Jackson's Timber Products - Stock Orders System
Stock Order / Stock Re-order
Raise a stock order form
Fill the order number and the order details
Post/Fax the order to the suppliers
place stock order
link
Feedback from Stock Control system
Waiting for the order to be delivered
Receive the stock delivery note
Receive the goods
receive stock order/delivery
receive stock order/delivery
Check and sign the delivery note
Unload the goods and put them in the store
Waiting for the invoice to be delivered
Send the stock delivery note to the Accounts office
Receive the invoice
invoicing & payment
update the stock control system
Accounts Office
Payment of the invoice 30/90 days
Stock list spreadsheet updated
link
The Accounts clerk updates the Stock list spreadsheet manually


Jackson's Timber Products - Stock Control System
Stock Control
An Account Clerk take the pile of dockets from the Accounts office
The Account Clerk checks and prepares the dockets
There is a stock list spreadsheet containing all products and quantities
Data entry each docket's data to the spreadsheet
Each time there is a sale the store man fill in the docket with the order and hand it to the accounts for further process
For every item ordered the clerk finds the relevant record make the subtractions and keep the active sheet updated
In the spreadsheet there is an extra column where minimum amount in stock is registered
Each time the clerk makes a manual check for the minimum stock amounts
Status of each product (stock control)
above lowest level
reach lowest level
Make stock order
Stock Order / Stock Re-order

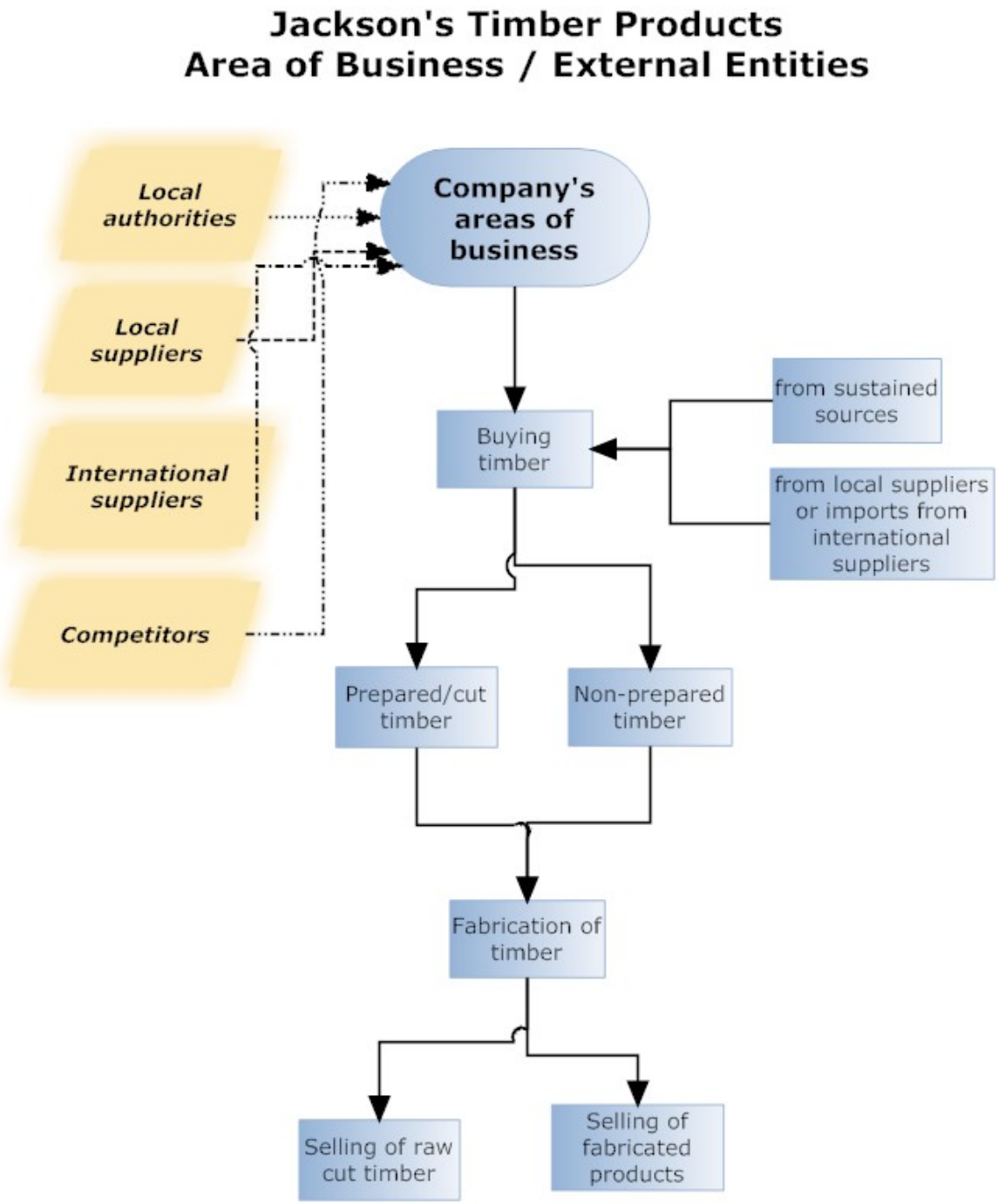
APPENDIX B


Jackson Timber Products - Organisational Chart
Charles Jackson
Managing Director, Owner
Clair Thompson
Financial Director
Unknown Data
Technical Director
Unknown Data
Personnel Manager
Judith Wilson
Accounts Section Manager
Tom Roche
Yard Manager
Stock Ordering / Stock Control
Sales
Customers' Invoicing
Shed's Front Office
Collection point for customers
Cargo bay
Cashier
Fabrication shop
Timber shed (warehouse)
Stock control

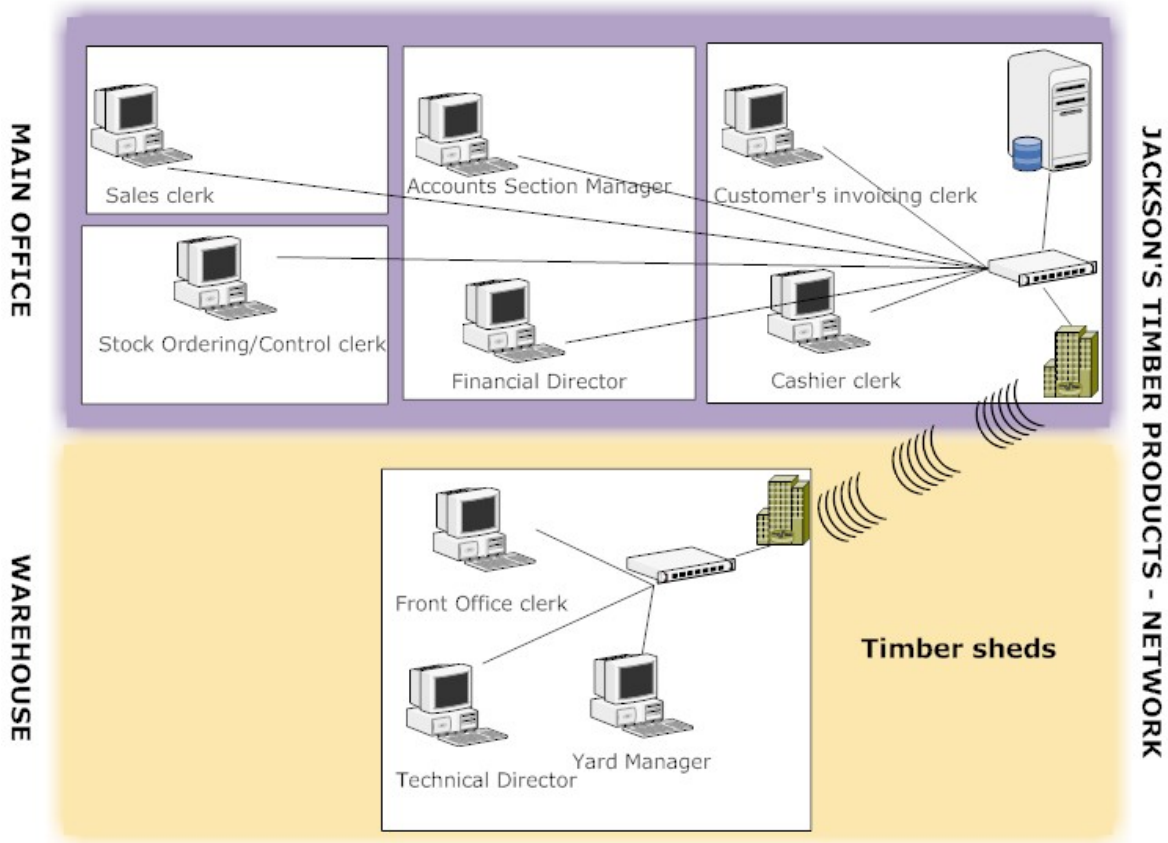
APPENDIX C


Points extracted from interviews
Jackson's Timber Products Project
Charles Jackson interview, the Managing Director
computerise the stock control system
computerise the order invoicing system
concentrate on the day-to-day stuff
use more updated technology
do not lose the human touch on every aspect of the company's operations
establish a not-expensive computerised solution/system
the new system should be easily upgraded and extended at fairly low cost
Clair Thomson interview, the Financial Director
There is a computerised part regarding the customer accounts only / billing
have accurate access to both price lists and stores information
do not rely on individuals
the sales clerks should deal more efficiently with orders
have all the customer information in one place
it would be useful to have customer information on a centralised database
have the opportunity to do more market research and target the advertising at specific customers
ability to advertise special offers to particular customers
Judith Wilson interview, the Accounts Section Manager
first preference is the stock control and its updating
have a system where to store details about customers and contracts
the stock control system must be on line both to the accounts and warehouse staff
the system should alert when stocks reach a certain level and prepare the re-order
docket-customer-invoicing system should be improved
order data should be entered in a system where both warehouse and accounts have access to do their jobs accordingly / bring the goods and invoicing
get rid of paperwork
get rid of paper-pricelists
Tom Roche interview, the Yard Manager
Keep control of the stock / know which product is available every time / keep stock levels up to date
Avoid for a warehouse clerk to walk to the Accounts each time an order takes place / to dispatch the docket
exist a common stock system where the warehouse will have access to update it
keep contact with the customer / do not lose personal contact in order to give their specialist knowledge to them
suggest to the customers the best products for their work

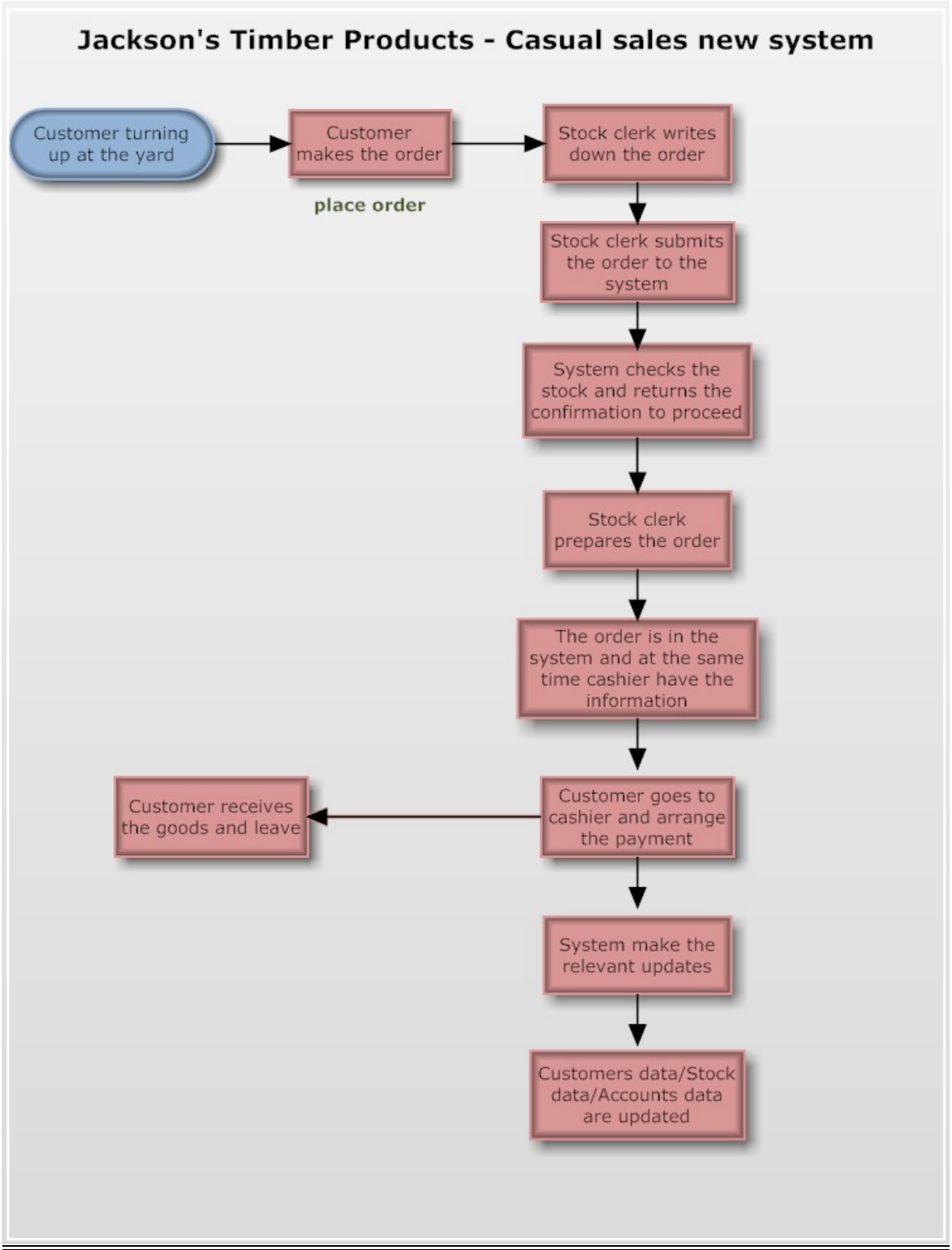
APPENDIX D


Jackson's Timber Products
Area of Business / External Entities
Local authorities
Local suppliers
International suppliers
Competitors
Company's areas of business
Buying timber
from sustained sources
from local suppliers or imports from international suppliers
Prepared/cut timber
Non-prepared timber
Fabrication of timber
Selling of raw cut timber
Selling of fabricated products

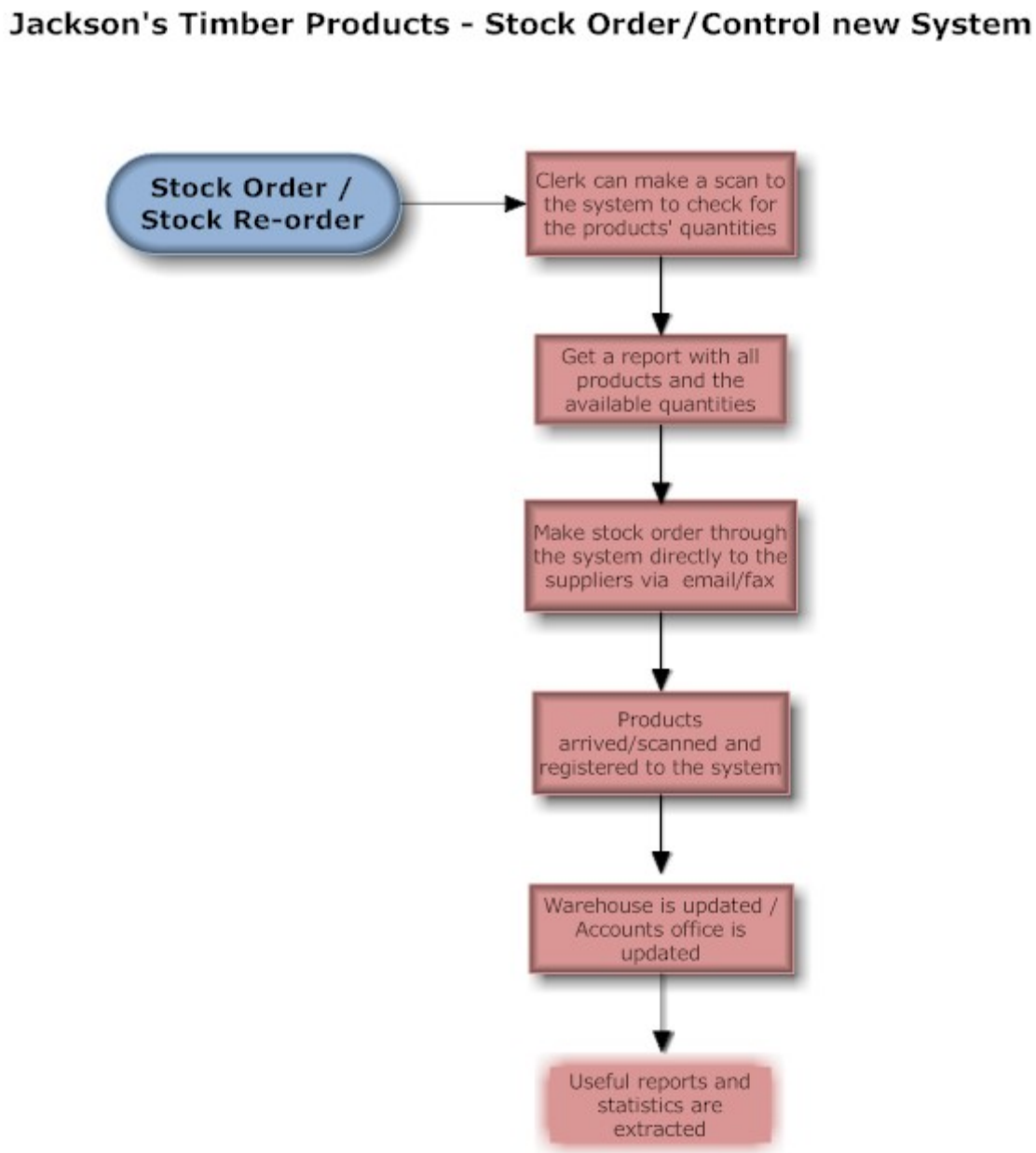
APPENDIX E


MAIN OFFICE
WAREHOUSE
JACKSON'S TIMBER PRODUCTS - NETWORK
Sales clerk
Accounts Section Manager
Customer's invoicing clerk
Stock Ordering/Control clerk
Financial Director
Cashier clerk
Front Office clerk
Timber sheds
Yard Manager
Technical Director

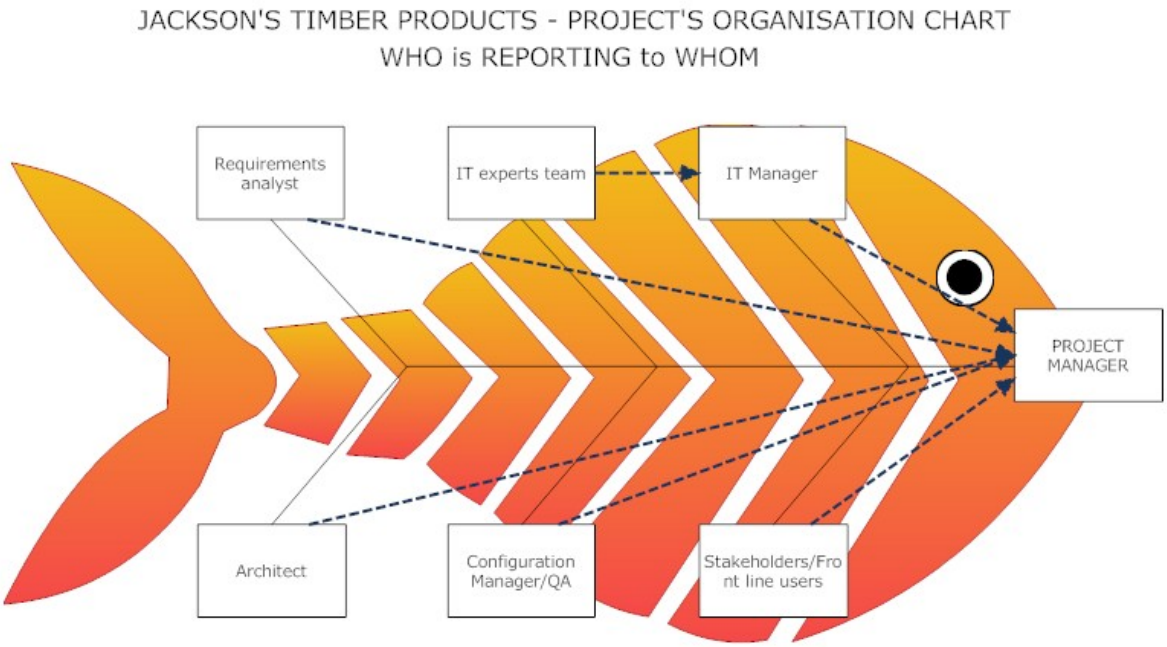
APPENDIX F


Jackson's Timber Products - Casual sales new system
Customer turning up at the yard
Customer makes the order
place order
Stock clerk writes down the order
Stock clerk submits the order to the system
System checks the stock and returns the confirmation to proceed
Stock clerk prepares the order
The order is in the system and at the same time cashier have the information
Customer goes to cashier and arrange the payment
Customer receives the goods and leave
System make the relevant updates
Customers data/Stock data/Accounts data are updated

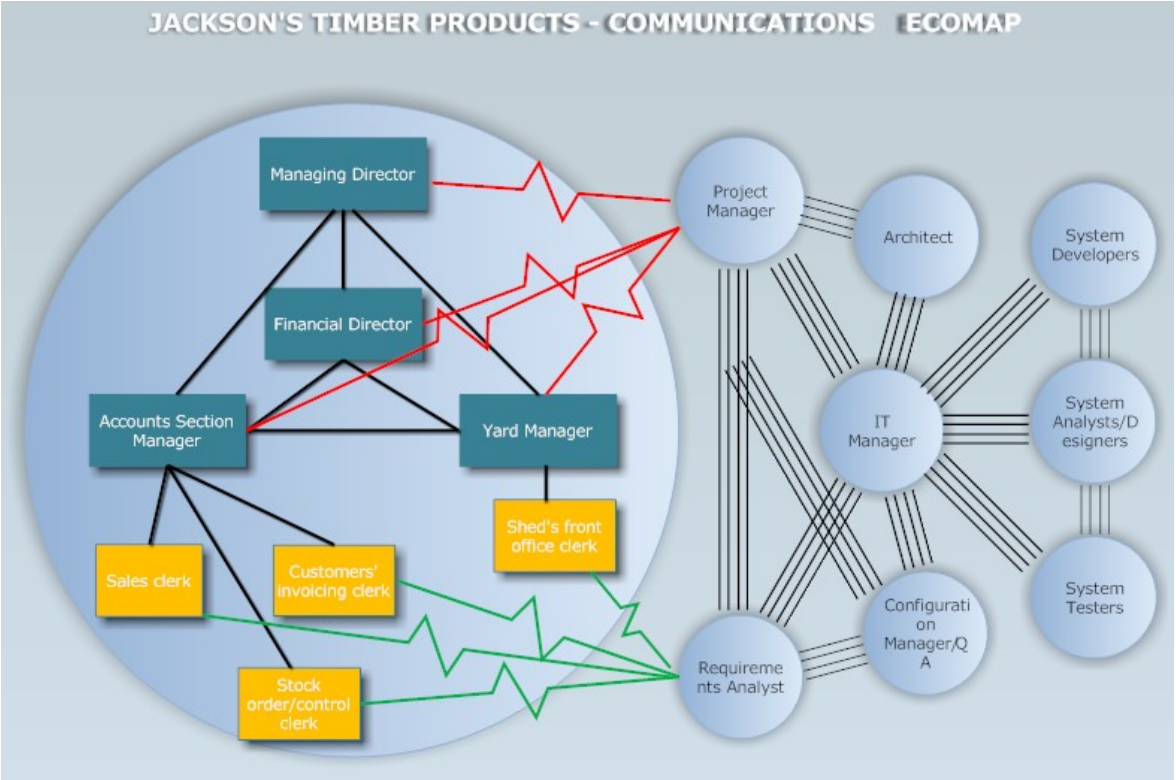
APPENDIX G


Jackson's Timber Products - Stock Order/Control new System
Stock Order / Stock Re-order
Clerk can make a scan to the system to check for the products' quantities
Get a report with all products and the available quantities
Make stock order through the system directly to the suppliers via email/fax
Products arrived/scanned and registered to the system
Warehouse is updated / Accounts office is updated
Useful reports and statistics are extracted

APPENDIX H


JACKSON'S TIMBER PRODUCTS - PROJECT'S ORGANISATION CHART
WHO is REPORTING to WHOM
Requirements analyst
IT experts team
IT Manager
PROJECT MANAGER
Architect
Configuration Manager/QA
Stakeholders/Fro nt line users

APPENDIX I

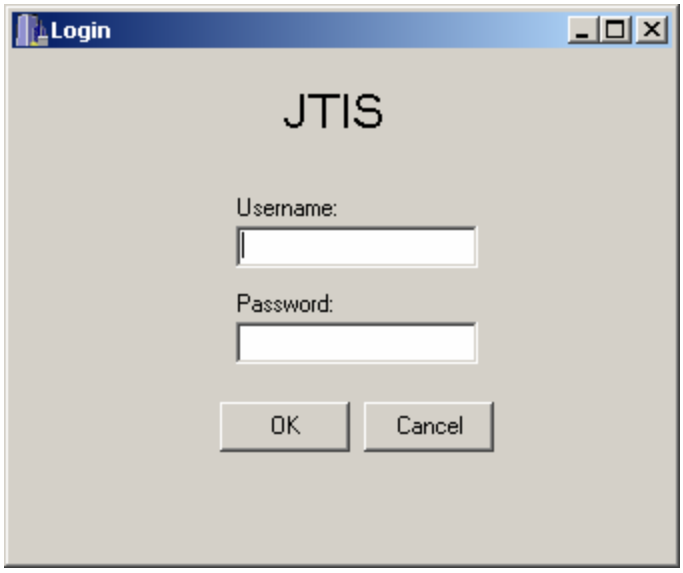

JACKSON'S TIMBER PRODUCTS - COMMUNICATIONS ECOMAP
Managing Director
Financial Director
Accounts Section Manager
Yard Manager
Shed's front office clerk
Sales clerk
Customers' invoicing clerk
Stock order/control clerk
Project Manager
Architect
System Developers
IT Manager
System Analysts/Designers
System Testers
Configuration Manager/QA
Requirements Analyst

APPENDIX J

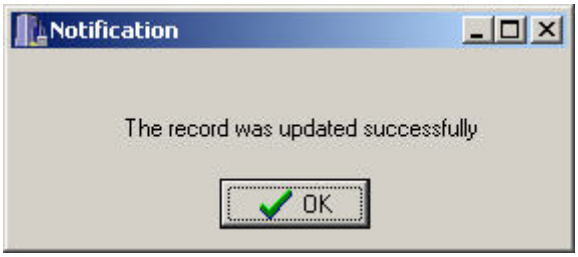
USER INTERFACE SCREENS (UI)

GENERAL FORMS

Login form

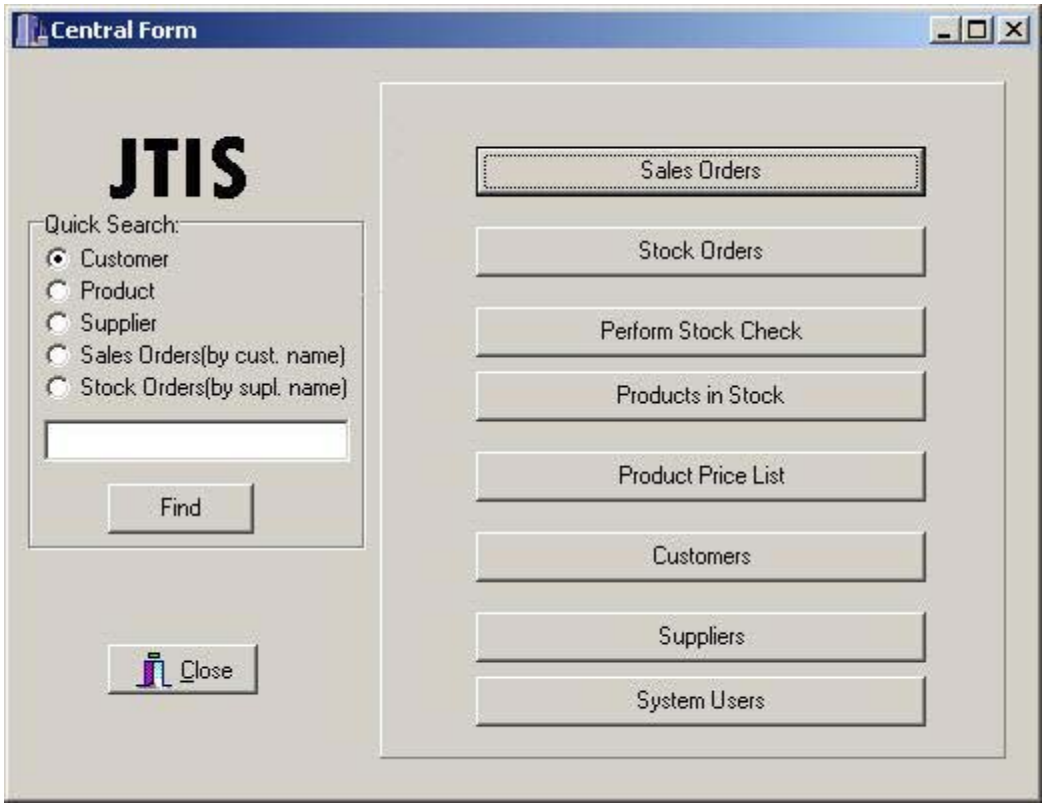


Notification



Error

Central form



SALES ORDERS FORMS

New Order form

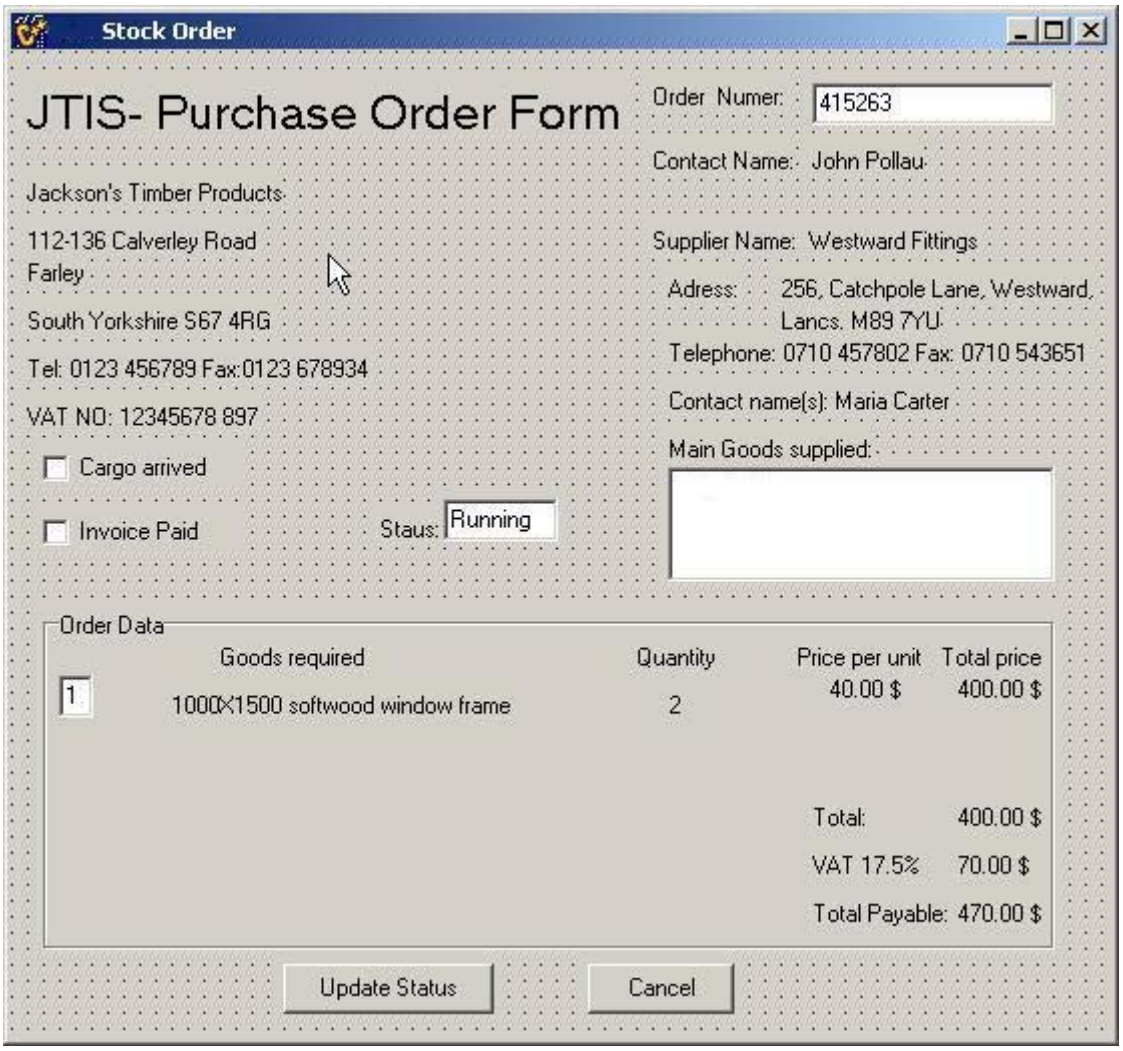
All orders form

Order Cashier

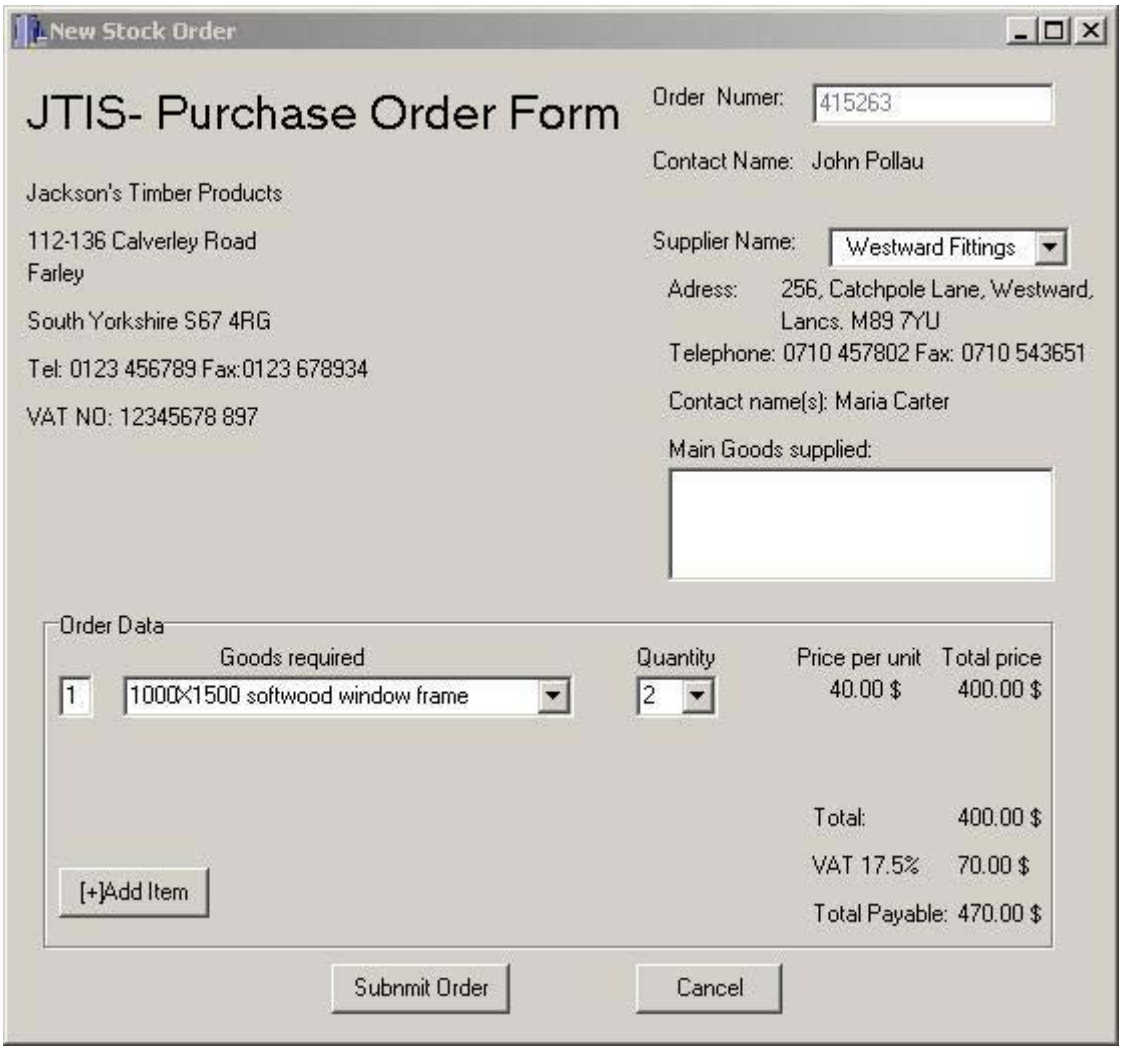
STOCK ORDERS FORMS

Stock orders all

Stock order


Stock Order
JTIS- Purchase Order Form
Order Numer: 415263
Contact Name: John Pollau
Jackson's Timber Products
112-136 Calverley Road
Farley
South Yorkshire S67 4RG
Tel: 0123 456789 Fax:0123 678934
VAT NO: 12345678 897
Supplier Name: Westward Fittings
Adress: 256, Catchpole Lane, Westward, Lancs. M89 7YU
Telephone: 0710 457802 Fax: 0710 543651
Contact name(s): Maria Carter
Main Goods supplied:
Cargo arrived
Invoice Paid
Staus: Running
Order Data
Goods required
Quantity
Price per unit
Total price
1
1000X1500 softwood window frame
2
40.00 $
400.00 $
Total: 400.00 $
VAT 17.5% 70.00 $
Total Payable: 470.00 $
Update Status
Cancel

Stock Order update



STOCK SHORTAGE FORM

STOCK FORMS
Products in stock

PRODUCT PRICE LIST FORMS

New product

Price list

CUSTOMERS FORMS

New customer

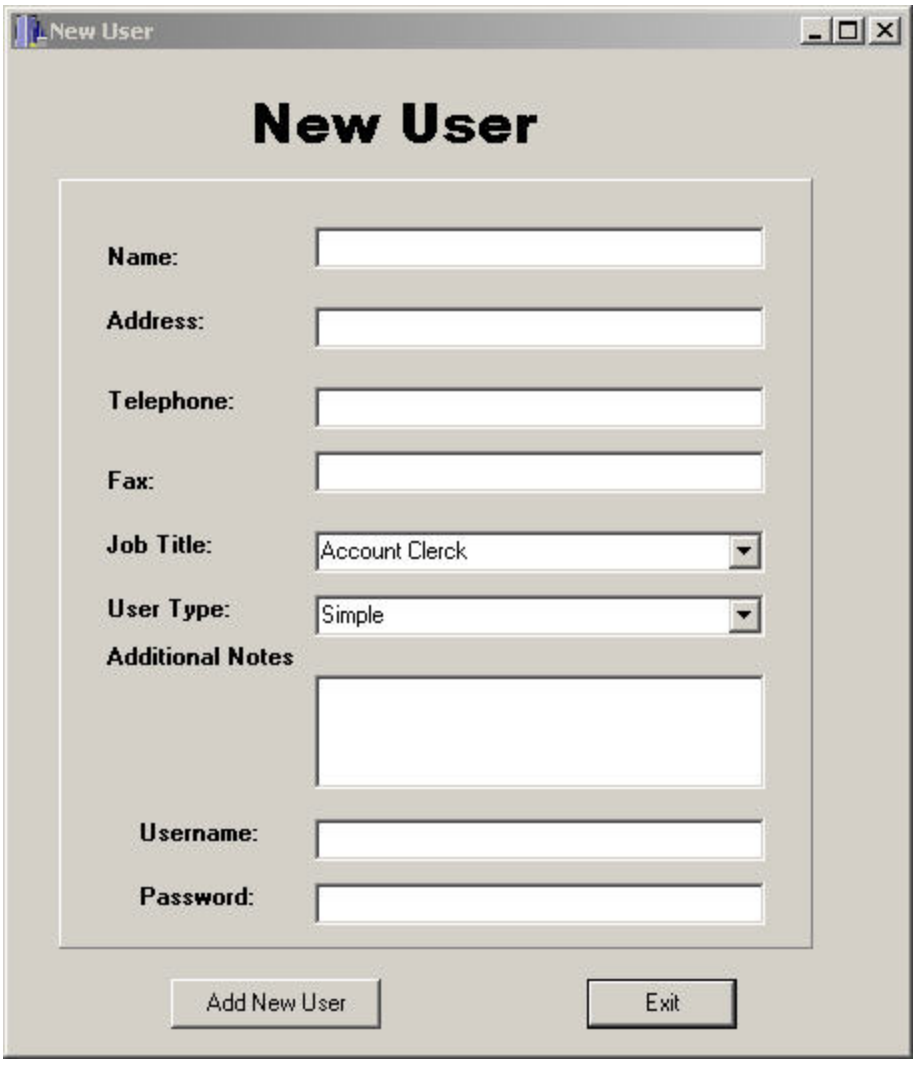
Customers List

SUPPLIERS FORMS

New supplier data entry

Suppliers list

USERS FORMS



Users list

APPENDIX K

GANTT Charts

WBSs

Resource Usage matrix

Calendars

Cash flows

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
1	**1**	**No**	**Project starts (Scenario A)**	**82,25 days**	**Wed 9/4/08**	**Wed 9/7/08**		**8.284,00 €**	
2									
3	**1.1**	**No**	**Inception phase**	**13,88 days**	**Wed 9/4/08**	**Thu 24/4/08**		**1.294,00 €**	
4									
5	**1.1.1**	**No**	**1st ITERATION**	**7,63 days**	**Wed 9/4/08**	**Thu 17/4/08**		**682,00 €**	
6	**1.1.1.1**	**No**	**Business modelling**	**1,38 days**	**Wed 9/4/08**	**Thu 10/4/08**		**60,00 €**	
7	**1.1.1.1.1**	**No**	**Explore current business processes**	**0,38 days**	**Wed 9/4/08**	**Wed 9/4/08**		**24,00 €**	
8	1.1.1.1.1.1	No	study on the documentation given by the company	4 hrs	Wed 9/4/08	Wed 9/4/08		24,00 €	Requirements Analyst
9	**1.1.1.1.2**	**No**	**Explore current roles and responsibilities**	**0,5 days**	**Wed 9/4/08**	**Wed 9/4/08**		**24,00 €**	
10	1.1.1.1.2.1	No	identify target audience/key users of the system	2 hrs	Wed 9/4/08	Wed 9/4/08	8	12,00 €	Requirements Analyst
11	1.1.1.1.2.2	No	identify roles of each individual within the company	2 hrs	Wed 9/4/08	Wed 9/4/08	8	12,00 €	Requirements Analyst
12	**1.1.1.1.3**	**No**	**Assessment of the company**	**0,13 days**	**Thu 10/4/08**	**Thu 10/4/08**		**12,00 €**	
13	1.1.1.1.3.1	No	identify current situation	2 hrs	Thu 10/4/08	Thu 10/4/08	10;11	12,00 €	Requirements Analyst
14	**1.1.1.2**	**No**	**Requirements**	**1,25 days**	**Thu 10/4/08**	**Fri 11/4/08**	**6**	**48,00 €**	
15	1.1.1.2.1	No	map the needs of stakeholders	2 hrs	Thu 10/4/08	Thu 10/4/08		12,00 €	Requirements Analyst
16	1.1.1.2.2	No	review business functions	2 hrs	Fri 11/4/08	Fri 11/4/08	15	12,00 €	Requirements Analyst
17	1.1.1.2.3	No	schedule interviews with stakeholders/feedback in the 2nd iteration	4 hrs	Thu 10/4/08	Thu 10/4/08	15	24,00 €	Requirements Analyst
18	**1.1.1.3**	**No**	**Analysis & Design**	**0,5 days**	**Fri 11/4/08**	**Fri 11/4/08**		**6,00 €**	
19	1.1.1.3.1	No	map the requirements of the system	4 hrs	Fri 11/4/08	Fri 11/4/08	14;6	6,00 €	System Analyst & Designer
20	**1.1.1.4**	**No**	**Implementation**	**1,25 days**	**Fri 11/4/08**	**Mon 14/4/08**		**64,00 €**	
21	1.1.1.4.1	No	form the current operating model	8 hrs	Fri 11/4/08	Mon 14/4/08	14;6	64,00 €	Architect
22	**1.1.1.5**	**No**	**Test**	**0,63 days**	**Mon 14/4/08**	**Mon 14/4/08**		**24,00 €**	
23	1.1.1.5.1	No	combine information and develop an initial test model for this phase to cross-check the data	4 hrs	Mon 14/4/08	Mon 14/4/08	18;20	24,00 €	System Analyst & Designer
24	**1.1.1.6**	**No**	**Deployment**	**1,25 days**	**Mon 14/4/08**	**Tue 15/4/08**		**64,00 €**	
25	1.1.1.6.1	No	plan of the possible deployment of the project's parts	8 hrs	Mon 14/4/08	Tue 15/4/08	14;6;18;20	64,00 €	Architect
26	**1.1.1.7**	**No**	**Configuration & Change Management**	**1,25 days**	**Fri 11/4/08**	**Mon 14/4/08**		**64,00 €**	
27	1.1.1.7.1	No	start incorporating the idea of change	8 hrs	Fri 11/4/08	Mon 14/4/08	14;6	64,00 €	Configuration Manager/QA
28	**1.1.1.8**	**No**	**Project Management**	**2,5 days**	**Mon 14/4/08**	**Wed 16/4/08**		**192,00 €**	
29	1.1.1.8.1	No	make contacts with the team / get feedback and start planning	16 hrs	Mon 14/4/08	Wed 16/4/08	14;6;18;32	192,00 €	Project Manager
30	**1.1.1.9**	**No**	**Environment**	**1,25 days**	**Fri 11/4/08**	**Mon 14/4/08**		**96,00 €**	
31	**1.1.1.9.1**	**No**	**Tailor the process materials for the project team**	**1,25 days**	**Fri 11/4/08**	**Mon 14/4/08**		**96,00 €**	
32	1.1.1.9.1.1	No	identify existed resources	8 hrs	Fri 11/4/08	Mon 14/4/08	14;6	96,00 €	Project Manager
33									
34	**1.1.1.10**	**No**	**Iteration's outcome**	**1,25 days**	**Wed 16/4/08**	**Thu 17/4/08**		**64,00 €**	
35	1.1.1.10.1	No	identification of the current model and the possible scope of the project	8 hrs	Wed 16/4/08	Thu 17/4/08	6;14;18;28;25	64,00 €	Architect
36									
37	**1.1.2**	**No**	**2nd ITERATION**	**6,25 days**	**Thu 17/4/08**	**Thu 24/4/08**	**5**	**612,00 €**	
38	**1.1.2.1**	**No**	**Business modelling**	**1,5 days**	**Thu 17/4/08**	**Fri 18/4/08**		**70,00 €**	
39	**1.1.2.1.1**	**No**	**Explore current business processes**	**0,63 days**	**Thu 17/4/08**	**Thu 17/4/08**		**24,00 €**	
40	1.1.2.1.1.1	No	make the flowcharts of current processes (outcome)	4 hrs	Thu 17/4/08	Thu 17/4/08		24,00 €	System Analyst & Designer
41	**1.1.2.1.2**	**No**	**Explore current roles and responsibilities**	**0,13 days**	**Thu 17/4/08**	**Thu 17/4/08**	**39**	**6,00 €**	
42	1.1.2.1.2.1	No	make the organisation chart of the company (outcome)	1 hr	Thu 17/4/08	Thu 17/4/08		6,00 €	Requirements Analyst
43	**1.1.2.1.3**	**No**	**Assessment of the company & Preliminary Plan (outcome)**	**0,75 days**	**Thu 17/4/08**	**Fri 18/4/08**	**41**	**40,00 €**	
44	1.1.2.1.3.1	No	description of current situation	1 hr	Thu 17/4/08	Thu 17/4/08	35	8,00 €	Architect
45	1.1.2.1.3.2	No	problem emergence	1 hr	Fri 18/4/08	Fri 18/4/08	44	8,00 €	Architect
46	1.1.2.1.3.3	No	problem recognition	1 hr	Fri 18/4/08	Fri 18/4/08	45	8,00 €	Architect

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
47	1.1.2.1.3.4	No	problem articulation	1 hr	Fri 18/4/08	Fri 18/4/08	46	8,00 €	Architect
48	1.1.2.1.3.5	No	establish project's objectives	1 hr	Fri 18/4/08	Fri 18/4/08	47	8,00 €	Architect
49	**1.1.2.2**	**No**	**Requirements**	**2,5 days**	**Thu 17/4/08**	**Mon 21/4/08**		**112,00 €**	
50	1.1.2.2.1	No	get feedback from interviews/stakeholders	4 hrs	Thu 17/4/08	Fri 18/4/08	42	24,00 €	Requirements Analyst
51	1.1.2.2.2	No	identify hi-level requirements/hidden information	2 hrs	Fri 18/4/08	Fri 18/4/08	50	12,00 €	Requirements Analyst
52	1.1.2.2.3	No	prepare a mind-mapping diagram with the stakeholders' requirements (outcome)	2 hrs	Fri 18/4/08	Fri 18/4/08	51	12,00 €	Requirements Analyst
53	**1.1.2.2.4**	**No**	**define the scope of the system**	**1,25 days**	**Fri 18/4/08**	**Mon 21/4/08**	**50;51;52**	**64,00 €**	
54	1.1.2.2.4.1	No	preliminary project scope statement (outcome)	4 hrs	Fri 18/4/08	Mon 21/4/08	48	32,00 €	Architect
55	1.1.2.2.4.2	No	formulate the scope of the project (outcome)	4 hrs	Mon 21/4/08	Mon 21/4/08	54	32,00 €	Architect
56	**1.1.2.3**	**No**	**Analysis & Design**	**1,13 days**	**Mon 21/4/08**	**Tue 22/4/08**	**38;49**	**42,00 €**	
57	**1.1.2.3.1**	**No**	**Understand-Analyse the requirements of the system**	**0,13 days**	**Tue 22/4/08**	**Tue 22/4/08**		**6,00 €**	
58	1.1.2.3.1.1	No	use the documentation produced so far	1 hr	Tue 22/4/08	Tue 22/4/08		6,00 €	System Analyst & Designer
59	**1.1.2.3.2**	**No**	**Formulate-Define an architecture for the system**	**1 day**	**Mon 21/4/08**	**Tue 22/4/08**		**36,00 €**	
60	1.1.2.3.2.1	No	identify HW/SW environment	2 hrs	Mon 21/4/08	Tue 22/4/08		12,00 €	System Analyst & Designer
61	**1.1.2.3.2.2**	**No**	**initial HW/SW planning**	**0,63 days**	**Tue 22/4/08**	**Tue 22/4/08**		**24,00 €**	
62	**1.1.2.3.2.2.1**	**No**	**software part**	**0,25 days**	**Tue 22/4/08**	**Tue 22/4/08**		**12,00 €**	
63	1.1.2.3.2.2.1.1	No	database/middle application/GUI	2 hrs	Tue 22/4/08	Tue 22/4/08	60	12,00 €	System Analyst & Designer
64	**1.1.2.3.2.2.2**	**No**	**hardware part**	**0,38 days**	**Tue 22/4/08**	**Tue 22/4/08**		**12,00 €**	
65	1.1.2.3.2.2.2.1	No	computers/peripherals/network	2 hrs	Tue 22/4/08	Tue 22/4/08	63	12,00 €	System Analyst & Designer
66	**1.1.2.4**	**No**	**Implementation**	**0,13 days**	**Wed 23/4/08**	**Wed 23/4/08**		**8,00 €**	
67	1.1.2.4.1	No	Understand and evolve the model	1 hr	Wed 23/4/08	Wed 23/4/08	49;56	8,00 €	Architect
68	**1.1.2.5**	**No**	**Test**	**0,25 days**	**Tue 22/4/08**	**Tue 22/4/08**		**12,00 €**	
69	1.1.2.5.1	No	Define and plan testing efforts	1 hr	Tue 22/4/08	Tue 22/4/08	49;56	6,00 €	System Analyst & Designer
70	1.1.2.5.2	No	user acceptance criteria	1 hr	Tue 22/4/08	Tue 22/4/08	38;49	6,00 €	System Analyst & Designer
71	**1.1.2.6**	**No**	**Deployment**	**0,38 days**	**Wed 23/4/08**	**Thu 24/4/08**		**16,00 €**	
72	1.1.2.6.1	No	Plan the deployment of the project's parts	2 hrs	Wed 23/4/08	Thu 24/4/08	49;56;66	16,00 €	Architect
73	**1.1.2.7**	**No**	**Configuration & Change Management**	**0,63 days**	**Mon 21/4/08**	**Tue 22/4/08**		**32,00 €**	
74	1.1.2.7.1	No	Manage change requests	3 hrs	Mon 21/4/08	Tue 22/4/08	38;49	24,00 €	Configuration Manager/QA
75	1.1.2.7.2	No	how changes will be manipulated and incorporated throughout the project	1 hr	Tue 22/4/08	Tue 22/4/08	74	8,00 €	Configuration Manager/QA
76	**1.1.2.8**	**No**	**Project Management**	**1,13 days**	**Thu 17/4/08**	**Fri 18/4/08**		**144,00 €**	
77	**1.1.2.8.1**	**No**	**Human resource planning**	**0,63 days**	**Thu 17/4/08**	**Thu 17/4/08**		**68,00 €**	
78	**1.1.2.8.1.1**	**No**	**Manage project staff**	**0,63 days**	**Thu 17/4/08**	**Thu 17/4/08**		**68,00 €**	
79	1.1.2.8.1.1.1	No	define the initial members of the project team	2 hrs	Thu 17/4/08	Thu 17/4/08		24,00 €	Project Manager
80	1.1.2.8.1.1.2	No	define the key users to be involved from the company's side	2 hrs	Thu 17/4/08	Thu 17/4/08		20,00 €	IT Manager
81	1.1.2.8.1.1.3	No	appointment of new roles and responsibilities according to the project	2 hrs	Thu 17/4/08	Thu 17/4/08	79;80	24,00 €	Project Manager
82	**1.1.2.8.2**	**No**	**Communications planning**	**0,5 days**	**Thu 17/4/08**	**Fri 18/4/08**		**20,00 €**	
83	1.1.2.8.2.1	No	Decide the strategy for the internal communication plan	1 hr	Fri 18/4/08	Fri 18/4/08		12,00 €	Project Manager
84	1.1.2.8.2.2	No	Enhance the relationship with external teams and resources	1 hr	Thu 17/4/08	Thu 17/4/08		8,00 €	Configuration Manager/QA
85	**1.1.2.8.3**	**No**	**Risk management**	**0,25 days**	**Thu 17/4/08**	**Thu 17/4/08**		**24,00 €**	
86	1.1.2.8.3.1	No	initial list of risks	2 hrs	Thu 17/4/08	Thu 17/4/08		24,00 €	Project Manager
87	1.1.2.8.4	No	Quality planning	2 hrs	Thu 17/4/08	Thu 17/4/08		16,00 €	Configuration Manager/QA
88	1.1.2.8.5	No	Plan purchases and acquisitions	2 hrs	Thu 17/4/08	Thu 17/4/08		16,00 €	Configuration Manager/QA
89	**1.1.2.9**	**No**	**Environment**	**1 day**	**Thu 17/4/08**	**Fri 18/4/08**		**64,00 €**	
90	**1.1.2.9.1**	**No**	**Tailor the process materials for the project team**	**0,38 days**	**Thu 17/4/08**	**Thu 17/4/08**		**30,00 €**	
91	1.1.2.9.1.1	No	check the resources needed by the team to begin	1 hr	Thu 17/4/08	Thu 17/4/08		10,00 €	IT Manager
92	1.1.2.9.1.2	No	determine the physical resources	1 hr	Thu 17/4/08	Thu 17/4/08	91	10,00 €	IT Manager

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
93	1.1.2.9.1.3	No	Identify software tools the team will use	1 hr	Thu 17/4/08	Thu 17/4/08	92	10,00 €	IT Manager
94	1.1.2.9.2	No	Install and set up the procedures the project team will follow	1 hr	Thu 17/4/08	Thu 17/4/08	93	10,00 €	IT Manager
95	**1.1.2.9.3**	**No**	**Support the tools and process throughout the project**	**0,25 days**	**Fri 18/4/08**	**Fri 18/4/08**		**24,00 €**	
96	1.1.2.9.3.1	No	take care for the team to have available access to resources	2 hrs	Fri 18/4/08	Fri 18/4/08		24,00 €	Project Manager
97	**1.1.2.10**	**No**	**Prepare the outcomes/documentation**	**1,25 days**	**Tue 22/4/08**	**Wed 23/4/08**	**38;49;56;76**	**64,00 €**	
98	**1.1.2.10.1**	**No**	**project charter**	**0,5 days**	**Tue 22/4/08**	**Wed 23/4/08**		**24,00 €**	
99	1.1.2.10.1.1	No	statement of work	1 hr	Tue 22/4/08	Tue 22/4/08		8,00 €	Architect
100	1.1.2.10.1.2	No	enterprise environmental factors	1 hr	Tue 22/4/08	Tue 22/4/08	99	8,00 €	Architect
101	1.1.2.10.1.3	No	organisational process assets	1 hr	Wed 23/4/08	Wed 23/4/08	100	8,00 €	Architect
102	1.1.2.10.2	No	project vision	1 hr	Wed 23/4/08	Wed 23/4/08	101	8,00 €	Architect
103	1.1.2.10.3	No	initial risk assessment	2 hrs	Wed 23/4/08	Wed 23/4/08	102	16,00 €	Architect
104	1.1.2.10.4	No	initial financial forecast	2 hrs	Wed 23/4/08	Wed 23/4/08	103	16,00 €	Architect
105									
106	**1.1.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle objectives milestone**	**0,63 days**	**Wed 23/4/08**	**Thu 24/4/08**	**97**	**48,00 €**	
107	1.1.2.11.1	Yes	present the material/outcomes in the meeting	4 hrs	Wed 23/4/08	Thu 24/4/08		48,00 €	Project Manager
108	1.1.2.11.2	Yes	decide go/no-go	0 hrs	Wed 23/4/08	Wed 23/4/08		0,00 €	Project Manager
109									
110									
111	**1.2**	**No**	**Elaboration phase**	**10,75 days**	**Thu 24/4/08**	**Tue 6/5/08**	**106**	**1.654,00 €**	
112									
113	**1.2.1**	**No**	**1st ITERATION**	**5,63 days**	**Thu 24/4/08**	**Wed 30/4/08**		**652,00 €**	
114	**1.2.1.1**	**No**	**Business modelling**	**0,63 days**	**Thu 24/4/08**	**Thu 24/4/08**		**56,00 €**	
115	1.2.1.1.1	No	Identify and evaluate potential strategies for re-engineering the business processes	4 hrs	Thu 24/4/08	Thu 24/4/08		24,00 €	Requirements Analyst
116	1.2.1.1.2	No	Develop a domain model which reflects the new system (outcome)	4 hrs	Thu 24/4/08	Thu 24/4/08		32,00 €	Architect
117	**1.2.1.2**	**No**	**Requirements**	**1,25 days**	**Thu 24/4/08**	**Fri 25/4/08**		**48,00 €**	
118	1.2.1.2.1	No	Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	4 hrs	Thu 24/4/08	Fri 25/4/08	114	24,00 €	Requirements Analyst
119	1.2.1.2.2	No	Identify and prioritise new/changed requirements as they are identified throughout the project	4 hrs	Fri 25/4/08	Fri 25/4/08	114;118	24,00 €	Requirements Analyst
120	**1.2.1.3**	**No**	**Analysis & Design**	**1,88 days**	**Fri 25/4/08**	**Tue 29/4/08**	**114;117**	**112,00 €**	
121	**1.2.1.3.1**	**No**	**Design the components/services/modules**	**1,88 days**	**Fri 25/4/08**	**Tue 29/4/08**		**112,00 €**	
122	**1.2.1.3.1.1**	**No**	**Software requirements specifications**	**1,88 days**	**Fri 25/4/08**	**Tue 29/4/08**		**72,00 €**	
123	1.2.1.3.1.1.1	No	Software prototyping	4 hrs	Fri 25/4/08	Mon 28/4/08		24,00 €	System Analyst & Designer
124	1.2.1.3.1.1.2	No	Software unit detail design	4 hrs	Mon 28/4/08	Mon 28/4/08	123	24,00 €	System Analyst & Designer
125	1.2.1.3.1.1.3	No	Network/User Interface and Database design	4 hrs	Mon 28/4/08	Tue 29/4/08	124	24,00 €	System Analyst & Designer
126	**1.2.1.3.1.2**	**No**	**Hardware**	**1,25 days**	**Fri 25/4/08**	**Mon 28/4/08**		**40,00 €**	
127	1.2.1.3.1.2.1	No	Develop hardware configuration	4 hrs	Fri 25/4/08	Mon 28/4/08		20,00 €	Network/Hardware Expert
128	1.2.1.3.1.2.2	No	Development / Testing / Production environment details	4 hrs	Mon 28/4/08	Mon 28/4/08		20,00 €	Network/Hardware Expert
129	**1.2.1.4**	**No**	**Implementation**	**0,5 days**	**Thu 24/4/08**	**Fri 25/4/08**		**24,00 €**	
130	1.2.1.4.1	No	Understand and evolve the design model	3 hrs	Thu 24/4/08	Fri 25/4/08		24,00 €	Architect
131	**1.2.1.5**	**No**	**Test**	**0,63 days**	**Tue 29/4/08**	**Tue 29/4/08**	**120**	**20,00 €**	
132	1.2.1.5.1	No	Define and plan testing efforts	2 hrs	Tue 29/4/08	Tue 29/4/08		10,00 €	System Tester
133	1.2.1.5.2	No	Develop test cases	2 hrs	Tue 29/4/08	Tue 29/4/08		10,00 €	System Tester
134	**1.2.1.6**	**No**	**Deployment**	**0,63 days**	**Fri 25/4/08**	**Fri 25/4/08**		**32,00 €**	
135	1.2.1.6.1	No	Plan the deployment strategy	2 hrs	Fri 25/4/08	Fri 25/4/08	114;129	16,00 €	Architect
136	1.2.1.6.2	No	Develop support and operational material	2 hrs	Fri 25/4/08	Fri 25/4/08	135	16,00 €	Architect
137	**1.2.1.7**	**No**	**Configuration & Change Management**	**1,25 days**	**Thu 24/4/08**	**Fri 25/4/08**		**64,00 €**	
138	1.2.1.7.1	No	Manage change requests	4 hrs	Thu 24/4/08	Thu 24/4/08		32,00 €	Configuration Manager/QA

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
139	1.2.1.7.2	No	Plan configuration control	2 hrs	Thu 24/4/08	Thu 24/4/08	138	16,00 €	Configuration Manager/QA
140	1.2.1.7.3	No	Set up the Change Management environment	2 hrs	Fri 25/4/08	Fri 25/4/08	139	16,00 €	Configuration Manager/QA
141	**1.2.1.8**	**No**	**Project Management**	**2,75 days**	**Thu 24/4/08**	**Mon 28/4/08**		**160,00 €**	
142	1.2.1.8.1	No	Manage project staff	4 hrs	Thu 24/4/08	Thu 24/4/08		48,00 €	Project Manager
143	1.2.1.8.2	No	Enhance the relationship with external teams and resources	2 hrs	Fri 25/4/08	Fri 25/4/08	142;140	16,00 €	Configuration Manager/QA
144	1.2.1.8.3	No	Risk management	4 hrs	Fri 25/4/08	Fri 25/4/08	143	48,00 €	Project Manager
145	1.2.1.8.4	No	managing the iteration	4 hrs	Mon 28/4/08	Mon 28/4/08	144	48,00 €	Project Manager
146	**1.2.1.9**	**No**	**Environment**	**0,88 days**	**Thu 24/4/08**	**Fri 25/4/08**		**72,00 €**	
147	1.2.1.9.1	No	tailor the parameters to create the environment for the team	2 hrs	Thu 24/4/08	Thu 24/4/08		24,00 €	Project Manager
148	1.2.1.9.2	No	identify/find tools	2 hrs	Fri 25/4/08	Fri 25/4/08	147	24,00 €	Project Manager
149	1.2.1.9.3	No	Install and set up tools for the project team	2 hrs	Fri 25/4/08	Fri 25/4/08	148	24,00 €	Project Manager
150									
151	**1.2.1.10**	**No**	**Iteration's outcome**	**1,25 days**	**Tue 29/4/08**	**Wed 30/4/08**		**64,00 €**	
152	1.2.1.10.1	No	prepare an initial architectural model to apply	8 hrs	Tue 29/4/08	Wed 30/4/08	134;120;129;13	64,00 €	Architect
153									
154	**1.2.2**	**No**	**2nd ITERATION**	**5,13 days**	**Wed 30/4/08**	**Tue 6/5/08**	**113**	**1.002,00 €**	
155	**1.2.2.1**	**No**	**Business modelling**	**0,25 days**	**Wed 30/4/08**	**Wed 30/4/08**		**40,00 €**	
156	1.2.2.1.1	No	Identify and evaluate potential strategies for re-engineering the business processes	2 hrs	Wed 30/4/08	Wed 30/4/08		24,00 €	Project Manager
157	1.2.2.1.2	No	evaluate the domain model	2 hrs	Wed 30/4/08	Wed 30/4/08		16,00 €	Architect
158	**1.2.2.2**	**No**	**Requirements**	**1,25 days**	**Wed 30/4/08**	**Thu 1/5/08**		**48,00 €**	
159	1.2.2.2.1	No	Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	4 hrs	Wed 30/4/08	Thu 1/5/08		24,00 €	Requirements Analyst
160	1.2.2.2.2	No	Identify and prioritise new/changed requirements as they are identified throughout the project	4 hrs	Thu 1/5/08	Thu 1/5/08	159	24,00 €	Requirements Analyst
161	**1.2.2.3**	**No**	**Analysis & Design**	**1,88 days**	**Thu 1/5/08**	**Mon 5/5/08**	**155;158**	**112,00 €**	
162	**1.2.2.3.1**	**No**	**Design the components/services/modules**	**1,88 days**	**Thu 1/5/08**	**Mon 5/5/08**		**112,00 €**	
163	**1.2.2.3.1.1**	**No**	**Software requirements specifications**	**1,88 days**	**Thu 1/5/08**	**Mon 5/5/08**		**72,00 €**	
164	1.2.2.3.1.1.1	No	Software prototyping	4 hrs	Thu 1/5/08	Fri 2/5/08		24,00 €	System Analyst & Designer
165	1.2.2.3.1.1.2	No	Software unit detail design	4 hrs	Fri 2/5/08	Fri 2/5/08	164	24,00 €	System Analyst & Designer
166	1.2.2.3.1.1.3	No	Network/User Interface and Database design	4 hrs	Fri 2/5/08	Mon 5/5/08	165	24,00 €	System Analyst & Designer
167	**1.2.2.3.1.2**	**No**	**Hardware**	**1,25 days**	**Thu 1/5/08**	**Fri 2/5/08**		**40,00 €**	
168	1.2.2.3.1.2.1	No	Develop hardware configuration	4 hrs	Thu 1/5/08	Fri 2/5/08		20,00 €	Network/Hardware Expert
169	1.2.2.3.1.2.2	No	Development / Testing / Production environment details	4 hrs	Fri 2/5/08	Fri 2/5/08		20,00 €	Network/Hardware Expert
170	**1.2.2.4**	**No**	**Implementation**	**0,63 days**	**Wed 30/4/08**	**Thu 1/5/08**		**40,00 €**	
171	1.2.2.4.1	No	Understand and evolve the design model	4 hrs	Wed 30/4/08	Thu 1/5/08		40,00 €	IT Manager
172	**1.2.2.5**	**No**	**Test**	**1,25 days**	**Wed 30/4/08**	**Thu 1/5/08**		**40,00 €**	
173	1.2.2.5.1	No	Define and plan testing efforts	4 hrs	Wed 30/4/08	Thu 1/5/08		20,00 €	System Tester
174	1.2.2.5.2	No	Develop test cases	4 hrs	Thu 1/5/08	Thu 1/5/08	173	20,00 €	System Tester
175	**1.2.2.6**	**No**	**Deployment**	**0,75 days**	**Thu 1/5/08**	**Thu 1/5/08**		**48,00 €**	
176	1.2.2.6.1	No	Plan the deployment strategy	3 hrs	Thu 1/5/08	Thu 1/5/08		24,00 €	Architect
177	1.2.2.6.2	No	Develop support and operational material	3 hrs	Thu 1/5/08	Thu 1/5/08	176	24,00 €	Architect
178	**1.2.2.7**	**No**	**Configuration & Change Management**	**1,88 days**	**Wed 30/4/08**	**Fri 2/5/08**		**96,00 €**	
179	1.2.2.7.1	No	Manage change requests	4 hrs	Wed 30/4/08	Thu 1/5/08		32,00 €	Configuration Manager/QA
180	1.2.2.7.2	No	Plan configuration control	4 hrs	Thu 1/5/08	Thu 1/5/08	179	32,00 €	Configuration Manager/QA
181	1.2.2.7.3	No	Set up the Change Management environment	4 hrs	Thu 1/5/08	Fri 2/5/08	180	32,00 €	Configuration Manager/QA
182	**1.2.2.8**	**No**	**Project Management**	**2,13 days**	**Thu 1/5/08**	**Fri 2/5/08**		**196,00 €**	
183	1.2.2.8.1	No	Manage project staff	8 hrs	Thu 1/5/08	Thu 1/5/08		96,00 €	Project Manager
184	1.2.2.8.2	No	Enhance the relationship with external teams and resources	2 hrs	Fri 2/5/08	Fri 2/5/08	181	16,00 €	Configuration Manager/QA

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
185	1.2.2.8.3	No	Risk management	4 hrs	Fri 2/5/08	Fri 2/5/08	183	48,00 €	Project Manager
186	1.2.2.8.4	No	Managing the iteration	3 hrs	Fri 2/5/08	Fri 2/5/08	185	36,00 €	Project Manager
187	**1.2.2.9**	**No**	**Environment**	**2,25 days**	**Fri 2/5/08**	**Tue 6/5/08**		**72,00 €**	
188	1.2.2.9.1	No	Tailor the process materials for the project team	2 hrs	Fri 2/5/08	Mon 5/5/08		24,00 €	Project Manager
189	1.2.2.9.2	No	Identify and evaluate tools	2 hrs	Mon 5/5/08	Tue 6/5/08	188	24,00 €	Project Manager
190	1.2.2.9.3	No	Install and set up tools for the project team	2 hrs	Tue 6/5/08	Tue 6/5/08	189	24,00 €	Project Manager
191	**1.2.2.10**	**No**	**Prepare the outcomes/documentation**	**1,25 days**	**Mon 5/5/08**	**Tue 6/5/08**	**161;182**	**260,00 €**	
192	**1.2.2.10.1**	**No**	**software architecture document**	**1,25 days**	**Mon 5/5/08**	**Tue 6/5/08**		**112,00 €**	
193	1.2.2.10.1.1	No	identification of key mechanisms	4 hrs	Mon 5/5/08	Mon 5/5/08		40,00 €	IT Manager
194	1.2.2.10.1.2	No	identification of design elements	4 hrs	Mon 5/5/08	Tue 6/5/08		40,00 €	IT Manager
195	1.2.2.10.1.3	No	detailed descriptions of the architecture	4 hrs	Mon 5/5/08	Mon 5/5/08		32,00 €	Architect
196	1.2.2.10.2	No	risk list	8 hrs	Mon 5/5/08	Tue 6/5/08		96,00 €	Project Manager
197	1.2.2.10.3	No	plan iterations during construction phase	4 hrs	Mon 5/5/08	Tue 6/5/08		32,00 €	Architect
198	1.2.2.10.4	No	hardware architecture document	4 hrs	Mon 5/5/08	Mon 5/5/08		20,00 €	Network/Hardware Expert
199									
200	**1.2.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle architecture milestone**	**0,75 days**	**Tue 6/5/08**	**Tue 6/5/08**	**191**	**50,00 €**	
201	1.2.2.11.1	Yes	present the material to stakeholders	5 hrs	Tue 6/5/08	Tue 6/5/08		50,00 €	IT Manager
202	1.2.2.11.2	Yes	decide go/no-go	0 hrs	Tue 6/5/08	Tue 6/5/08		0,00 €	IT Manager
203									
204									
205	**1.3**	**No**	**Construction phase**	**37,63 days**	**Tue 6/5/08**	**Tue 17/6/08**	**111**	**3.740,00 €**	
206									
207	**1.3.1**	**No**	**1st ITERATION**	**15,5 days**	**Tue 6/5/08**	**Fri 23/5/08**		**1.594,00 €**	
208	**1.3.1.1**	**No**	**Business modelling**	**0,38 days**	**Tue 6/5/08**	**Wed 7/5/08**		**12,00 €**	
209	1.3.1.1.1	No	update domain model which reflects the new system	2 hrs	Tue 6/5/08	Wed 7/5/08		12,00 €	Requirements Analyst
210	**1.3.1.2**	**No**	**Requirements**	**1,5 days**	**Wed 7/5/08**	**Thu 8/5/08**		**60,00 €**	
211	1.3.1.2.1	No	explore usage/continous review users' requirements	4 hrs	Wed 7/5/08	Wed 7/5/08	208	24,00 €	Requirements Analyst
212	1.3.1.2.2	No	get feedback for revised requirements	6 hrs	Wed 7/5/08	Thu 8/5/08	211	36,00 €	Requirements Analyst
213	**1.3.1.3**	**No**	**Analysis & Design**	**1,25 days**	**Thu 8/5/08**	**Fri 9/5/08**	**208;210**	**64,00 €**	
214	1.3.1.3.1	No	follow the selected architecture system	4 hrs	Thu 8/5/08	Thu 8/5/08		24,00 €	System Analyst & Designer
215	1.3.1.3.2	No	understand/analyse the requirements of the system	4 hrs	Thu 8/5/08	Fri 9/5/08		24,00 €	System Analyst & Designer
216	**1.3.1.3.3**	**No**	**review the components/services/modules**	**0,38 days**	**Thu 8/5/08**	**Thu 8/5/08**		**16,00 €**	
217	1.3.1.3.3.1	No	review the network/user interface and database design	2 hrs	Thu 8/5/08	Thu 8/5/08		16,00 €	Technical Team Leader
218	**1.3.1.4**	**No**	**Implementation**	**9,75 days**	**Fri 9/5/08**	**Tue 20/5/08**	**208;210;213**	**692,00 €**	
219	1.3.1.4.1	No	Evolve the design model	4 hrs	Fri 9/5/08	Fri 9/5/08		40,00 €	IT Manager
220	**1.3.1.4.2**	**No**	**Implement components/services/modules**	**9,75 days**	**Fri 9/5/08**	**Tue 20/5/08**		**652,00 €**	
221	**1.3.1.4.2.1**	**No**	**Software Build**	**9,75 days**	**Fri 9/5/08**	**Tue 20/5/08**		**412,00 €**	
222	**1.3.1.4.2.1.1**	**No**	**Application Development**	**9,75 days**	**Fri 9/5/08**	**Tue 20/5/08**		**412,00 €**	
223	**1.3.1.4.2.1.1.1**	**No**	**Development Planning**	**0,75 days**	**Fri 9/5/08**	**Fri 9/5/08**		**40,00 €**	
224	1.3.1.4.2.1.1.1.1	No	Development module plan	5 hrs	Fri 9/5/08	Fri 9/5/08		40,00 €	Technical Team Leader
225	**1.3.1.4.2.1.1.2**	**No**	**Initial Database**	**1,25 days**	**Fri 9/5/08**	**Mon 12/5/08**		**36,00 €**	
226	1.3.1.4.2.1.1.2.1	No	Build / Develop/ Setup database	8 hrs	Fri 9/5/08	Mon 12/5/08		36,00 €	Junior System Developer
227	**1.3.1.4.2.1.1.3**	**No**	**Prototype**	**1,25 days**	**Mon 12/5/08**	**Tue 13/5/08**		**36,00 €**	
228	1.3.1.4.2.1.1.3.1	No	Build prototype	8 hrs	Mon 12/5/08	Tue 13/5/08		36,00 €	Junior System Developer
229	**1.3.1.4.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**2,5 days**	**Tue 13/5/08**	**Thu 15/5/08**		**72,00 €**	
230	1.3.1.4.2.1.1.4.1	No	Build common routines / modules /templates	8 hrs	Tue 13/5/08	Wed 14/5/08	226	36,00 €	Junior System Developer

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
231	1.3.1.4.2.1.1.4.2	No	Develop unit test scripts	8 hrs	Wed 14/5/08	Thu 15/5/08	228	36,00 €	Junior System Developer
232	**1.3.1.4.2.1.1.5**	**No**	**Modules / Programs / Units**	**1,25 days**	**Thu 15/5/08**	**Fri 16/5/08**		**84,00 €**	
233	1.3.1.4.2.1.1.5.1	No	Build modules / programs / units	8 hrs	Thu 15/5/08	Fri 16/5/08	230	36,00 €	Junior System Developer
234	1.3.1.4.2.1.1.5.2	No	Develop unit test scripts	8 hrs	Thu 15/5/08	Fri 16/5/08	231	48,00 €	Senior System Developer
235	**1.3.1.4.2.1.1.6**	**No**	**Application Integration**	**1,25 days**	**Fri 9/5/08**	**Mon 12/5/08**		**48,00 €**	
236	1.3.1.4.2.1.1.6.1	No	Integrate modules / programs / units	8 hrs	Fri 9/5/08	Mon 12/5/08		48,00 €	Senior System Developer
237	**1.3.1.4.2.1.1.7**	**No**	**Data Migration**	**3,5 days**	**Fri 16/5/08**	**Tue 20/5/08**		**96,00 €**	
238	**1.3.1.4.2.1.1.7.1**	**No**	**Build**	**2,5 days**	**Fri 16/5/08**	**Tue 20/5/08**		**96,00 €**	
239	1.3.1.4.2.1.1.7.1.1	No	Data migration design	8 hrs	Fri 16/5/08	Mon 19/5/08	232	48,00 €	Senior System Developer
240	1.3.1.4.2.1.1.7.1.2	No	Build data migration components	8 hrs	Mon 19/5/08	Tue 20/5/08	239	48,00 €	Senior System Developer
241	**1.3.1.4.2.1.1.7.2**	**No**	**Test**	**1 day**	**Tue 20/5/08**	**Tue 20/5/08**	**238**	**0,00 €**	
242	1.3.1.4.2.1.1.7.2.1	No	Build testing routines	8 hrs	Tue 20/5/08	Tue 20/5/08		0,00 €	
243	**1.3.1.4.2.2**	**No**	**Hardware build**	**7,5 days**	**Fri 9/5/08**	**Mon 19/5/08**		**240,00 €**	
244	1.3.1.4.2.2.1	No	acquire, install and test HW for the project	24 hrs	Fri 9/5/08	Wed 14/5/08		120,00 €	Network/Hardware Expert
245	1.3.1.4.2.2.2	No	acquire, install and test the Network for the project	24 hrs	Wed 14/5/08	Mon 19/5/08	244	120,00 €	Network/Hardware Expert
246	**1.3.1.5**	**No**	**Test**	**2,63 days**	**Wed 21/5/08**	**Fri 23/5/08**	**218**	**90,00 €**	
247	1.3.1.5.1	No	perform system testings	6 hrs	Wed 21/5/08	Wed 21/5/08		30,00 €	System Tester
248	1.3.1.5.2	No	verifications and validations	4 hrs	Wed 21/5/08	Thu 22/5/08	247	20,00 €	System Tester
249	1.3.1.5.3	No	Optimise test suites	4 hrs	Thu 22/5/08	Thu 22/5/08	248	20,00 €	System Tester
250	1.3.1.5.4	No	Report defects	4 hrs	Thu 22/5/08	Fri 23/5/08	249	20,00 €	System Tester
251	**1.3.1.6**	**No**	**Deployment**	**0,63 days**	**Tue 6/5/08**	**Wed 7/5/08**		**72,00 €**	
252	1.3.1.6.1	No	Plan the deployment strategy	4 hrs	Tue 6/5/08	Wed 7/5/08		40,00 €	IT Manager
253	1.3.1.6.2	No	Develop support and operational material	4 hrs	Tue 6/5/08	Wed 7/5/08		32,00 €	Technical Team Leader
254	**1.3.1.7**	**No**	**Configuration & Change Management**	**2,25 days**	**Tue 6/5/08**	**Thu 8/5/08**		**112,00 €**	
255	1.3.1.7.1	No	Manage change requests	6 hrs	Tue 6/5/08	Wed 7/5/08		48,00 €	Configuration Manager/QA
256	1.3.1.7.2	No	Plan configuration control	4 hrs	Wed 7/5/08	Thu 8/5/08		32,00 €	Configuration Manager/QA
257	1.3.1.7.3	No	Set up the Change Management environment	4 hrs	Thu 8/5/08	Thu 8/5/08		32,00 €	Configuration Manager/QA
258	**1.3.1.8**	**No**	**Project Management**	**3,88 days**	**Tue 6/5/08**	**Fri 9/5/08**		**300,00 €**	
259	1.3.1.8.1	No	Manage project staff	8 hrs	Tue 6/5/08	Wed 7/5/08		96,00 €	Project Manager
260	1.3.1.8.2	No	Enhance the relationship with external teams and resources	3 hrs	Fri 9/5/08	Fri 9/5/08		36,00 €	Project Manager
261	1.3.1.8.3	No	Risk management	6 hrs	Wed 7/5/08	Thu 8/5/08		72,00 €	Project Manager
262	1.3.1.8.4	No	Estimating, scheduling and planning	4 hrs	Thu 8/5/08	Fri 9/5/08		48,00 €	Project Manager
263	1.3.1.8.5	No	Managing the iteration	4 hrs	Fri 9/5/08	Fri 9/5/08		48,00 €	Project Manager
264	**1.3.1.9**	**No**	**Environment**	**1 day**	**Tue 13/5/08**	**Tue 13/5/08**		**96,00 €**	
265	1.3.1.9.1	No	Tailor the process materials for the project team	2 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	Project Manager
266	1.3.1.9.2	No	Identify and evaluate tools	2 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	Project Manager
267	1.3.1.9.3	No	Install and set up tools for the project team	2 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	Project Manager
268	1.3.1.9.4	No	Support the tools and process throughout the project	2 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	Project Manager
269	**1.3.1.10**	**No**	**Iteration's outcome**	**5,13 days**	**Tue 6/5/08**	**Mon 12/5/08**		**96,00 €**	
270	1.3.1.10.1	No	internal meeting to check the implementation's progress	8 hrs	Mon 12/5/08	Mon 12/5/08		96,00 €	Project Manager
271	1.3.1.10.2	No	issue the alpha version of the software	0 hrs	Tue 6/5/08	Tue 6/5/08		0,00 €	IT Manager
272									
273									
274	**1.3.2**	**No**	**2nd ITERATION (tailored-only technical disciplines)**	**11,13 days**	**Fri 23/5/08**	**Thu 5/6/08**	**246;258;213;21**	**704,00 €**	
275	**1.3.2.1**	**No**	**Requirements**	**2,5 days**	**Fri 23/5/08**	**Tue 27/5/08**		**96,00 €**	
276	1.3.2.1.1	No	review/evaluate the needs of stakeholders	4 hrs	Mon 26/5/08	Tue 27/5/08		24,00 €	Requirements Analyst

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
277	1.3.2.1.2	No	review/update the scope of the system	4 hrs	Fri 23/5/08	Fri 23/5/08		24,00 €	Requirements Analyst
278	1.3.2.1.3	No	explore usage	4 hrs	Fri 23/5/08	Mon 26/5/08	277	24,00 €	Requirements Analyst
279	1.3.2.1.4	No	get feedback for revised requirements	4 hrs	Mon 26/5/08	Mon 26/5/08	277	24,00 €	Requirements Analyst
280	**1.3.2.2**	**No**	**Analysis & Design**	**0,88 days**	**Tue 27/5/08**	**Tue 27/5/08**	**275**	**52,00 €**	
281	1.3.2.2.1	No	follow the selected architecture system	2 hrs	Tue 27/5/08	Tue 27/5/08		12,00 €	System Analyst & Designer
282	1.3.2.2.2	No	understand/analyse the requirements of the system	4 hrs	Tue 27/5/08	Tue 27/5/08		24,00 €	System Analyst & Designer
283	**1.3.2.2.3**	**No**	**review the components/services/modules**	**0,25 days**	**Tue 27/5/08**	**Tue 27/5/08**		**16,00 €**	
284	1.3.2.2.3.1	No	review the network/user interface and database design	2 hrs	Tue 27/5/08	Tue 27/5/08		16,00 €	Technical Team Leader
285	**1.3.2.3**	**No**	**Implementation**	**4,38 days**	**Wed 28/5/08**	**Mon 2/6/08**	**275;280**	**436,00 €**	
286	1.3.2.3.1	No	Understand and evolve the design model	3 hrs	Wed 28/5/08	Wed 28/5/08		24,00 €	Technical Team Leader
287	**1.3.2.3.2**	**No**	**Implement components/services/modules**	**4,38 days**	**Wed 28/5/08**	**Mon 2/6/08**		**412,00 €**	
288	**1.3.2.3.2.1**	**No**	**Software Build**	**4,38 days**	**Wed 28/5/08**	**Mon 2/6/08**		**352,00 €**	
289	**1.3.2.3.2.1.1**	**No**	**Application Development**	**4,38 days**	**Wed 28/5/08**	**Mon 2/6/08**		**352,00 €**	
290	**1.3.2.3.2.1.1.1**	**No**	**Development Planning**	**0,38 days**	**Wed 28/5/08**	**Wed 28/5/08**		**32,00 €**	
291	1.3.2.3.2.1.1.1.1	No	Development module plan	4 hrs	Wed 28/5/08	Wed 28/5/08		32,00 €	Technical Team Leader
292	**1.3.2.3.2.1.1.2**	**No**	**Initial Database**	**3,13 days**	**Wed 28/5/08**	**Fri 30/5/08**		**40,00 €**	
293	1.3.2.3.2.1.1.2.1	No	Build / Develop/ Setup database	4 hrs	Wed 28/5/08	Wed 28/5/08		18,00 €	Junior System Developer
294	1.3.2.3.2.1.1.2.2	No	Test database	2 hrs	Fri 30/5/08	Fri 30/5/08		12,00 €	Senior System Developer
295	1.3.2.3.2.1.1.2.3	No	Review database	2 hrs	Wed 28/5/08	Wed 28/5/08		10,00 €	System Tester
296	**1.3.2.3.2.1.1.3**	**No**	**Prototype**	**3,25 days**	**Wed 28/5/08**	**Fri 30/5/08**		**40,00 €**	
297	1.3.2.3.2.1.1.3.1	No	Build prototype	4 hrs	Wed 28/5/08	Wed 28/5/08		18,00 €	Junior System Developer
298	1.3.2.3.2.1.1.3.2	No	Test prototype	2 hrs	Fri 30/5/08	Fri 30/5/08		12,00 €	Senior System Developer
299	1.3.2.3.2.1.1.3.3	No	Review prototype	2 hrs	Wed 28/5/08	Wed 28/5/08		10,00 €	System Tester
300	**1.3.2.3.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**3,5 days**	**Wed 28/5/08**	**Mon 2/6/08**		**58,00 €**	
301	1.3.2.3.2.1.1.4.1	No	Build common routines / modules /templates	4 hrs	Wed 28/5/08	Thu 29/5/08		24,00 €	Senior System Developer
302	1.3.2.3.2.1.1.4.2	No	Develop unit test scripts	2 hrs	Fri 30/5/08	Mon 2/6/08		12,00 €	Senior System Developer
303	1.3.2.3.2.1.1.4.3	No	Test common routines / modules / templates	2 hrs	Mon 2/6/08	Mon 2/6/08		12,00 €	Senior System Developer
304	1.3.2.3.2.1.1.4.4	No	Review routines	2 hrs	Wed 28/5/08	Wed 28/5/08		10,00 €	System Tester
305	**1.3.2.3.2.1.1.5**	**No**	**Modules / Programs / Units**	**4,25 days**	**Wed 28/5/08**	**Mon 2/6/08**		**62,00 €**	
306	1.3.2.3.2.1.1.5.1	No	Build modules / programs / units	5 hrs	Wed 28/5/08	Wed 28/5/08		30,00 €	Senior System Developer
307	1.3.2.3.2.1.1.5.2	No	Develop unit test scripts	2 hrs	Mon 2/6/08	Mon 2/6/08		12,00 €	Senior System Developer
308	1.3.2.3.2.1.1.5.3	No	Test modules / programs / units	2 hrs	Wed 28/5/08	Wed 28/5/08		10,00 €	System Tester
309	1.3.2.3.2.1.1.5.4	No	Review modules	2 hrs	Thu 29/5/08	Thu 29/5/08		10,00 €	System Tester
310	**1.3.2.3.2.1.1.6**	**No**	**Application Integration**	**0,88 days**	**Thu 29/5/08**	**Thu 29/5/08**		**54,00 €**	
311	1.3.2.3.2.1.1.6.1	No	Integrate modules / programs / units	4 hrs	Thu 29/5/08	Thu 29/5/08		24,00 €	Senior System Developer
312	1.3.2.3.2.1.1.6.2	No	Develop unit testing scripts	2 hrs	Thu 29/5/08	Thu 29/5/08		10,00 €	System Tester
313	1.3.2.3.2.1.1.6.3	No	Unit Testing	2 hrs	Thu 29/5/08	Thu 29/5/08		10,00 €	System Tester
314	1.3.2.3.2.1.1.6.4	No	Review integration	2 hrs	Thu 29/5/08	Thu 29/5/08		10,00 €	System Tester
315	**1.3.2.3.2.1.1.7**	**No**	**Data Migration**	**3,38 days**	**Wed 28/5/08**	**Fri 30/5/08**		**66,00 €**	
316	**1.3.2.3.2.1.1.7.1**	**No**	**Build**	**2,75 days**	**Wed 28/5/08**	**Fri 30/5/08**		**36,00 €**	
317	1.3.2.3.2.1.1.7.1.1	No	Data migration design	2 hrs	Wed 28/5/08	Wed 28/5/08		12,00 €	Senior System Developer
318	1.3.2.3.2.1.1.7.1.2	No	Build data migration components	2 hrs	Thu 29/5/08	Fri 30/5/08		12,00 €	Senior System Developer
319	1.3.2.3.2.1.1.7.1.3	No	Perform Data migration	2 hrs	Fri 30/5/08	Fri 30/5/08		12,00 €	Senior System Developer
320	**1.3.2.3.2.1.1.7.2**	**No**	**Test**	**0,63 days**	**Fri 30/5/08**	**Fri 30/5/08**	**316**	**20,00 €**	
321	1.3.2.3.2.1.1.7.2.1	No	Build testing routines	2 hrs	Fri 30/5/08	Fri 30/5/08		10,00 €	System Tester
322	1.3.2.3.2.1.1.7.2.2	No	Test Migration Results	2 hrs	Fri 30/5/08	Fri 30/5/08		10,00 €	System Tester

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
323	1.3.2.3.2.1.1.7.3	No	Review data migration	2 hrs	Fri 30/5/08	Fri 30/5/08		10,00 €	System Tester
324	**1.3.2.3.2.2**	**No**	**Hardware build**	**1,38 days**	**Wed 28/5/08**	**Thu 29/5/08**		**60,00 €**	
325	1.3.2.3.2.2.1	No	acquire, install and test HW for the project	10 hrs	Wed 28/5/08	Thu 29/5/08		60,00 €	System Analyst & Designer
326	**1.3.2.4**	**No**	**Test**	**2,5 days**	**Mon 2/6/08**	**Wed 4/6/08**	**285**	**80,00 €**	
327	1.3.2.4.1	No	perform system testings	4 hrs	Wed 4/6/08	Wed 4/6/08		20,00 €	System Tester
328	1.3.2.4.2	No	verifications and validations	4 hrs	Mon 2/6/08	Tue 3/6/08		20,00 €	System Tester
329	1.3.2.4.3	No	Optimise test suites	4 hrs	Tue 3/6/08	Tue 3/6/08	328	20,00 €	System Tester
330	1.3.2.4.4	No	Report defects	4 hrs	Tue 3/6/08	Wed 4/6/08	328	20,00 €	System Tester
331	**1.3.2.5**	**No**	**Iteration's outcome**	**0,63 days**	**Wed 4/6/08**	**Thu 5/6/08**	**326**	**40,00 €**	
332	1.3.2.5.1	No	issue the beta version of the product	4 hrs	Wed 4/6/08	Thu 5/6/08		40,00 €	IT Manager
333									
334	**1.3.3**	**No**	**3rd ITERATION**	**11 days**	**Thu 5/6/08**	**Tue 17/6/08**	**274**	**1.442,00 €**	
335	**1.3.3.1**	**No**	**Business modelling**	**0,25 days**	**Thu 5/6/08**	**Thu 5/6/08**		**24,00 €**	
336	1.3.3.1.1	No	maintain domain model	2 hrs	Thu 5/6/08	Thu 5/6/08		24,00 €	Project Manager
337	**1.3.3.2**	**No**	**Requirements**	**1,38 days**	**Thu 5/6/08**	**Fri 6/6/08**		**54,00 €**	
338	1.3.3.2.1	No	review/evaluate the needs of stakeholders	4 hrs	Thu 5/6/08	Thu 5/6/08		24,00 €	Requirements Analyst
339	1.3.3.2.2	No	review/update the scope of the system	1 hr	Fri 6/6/08	Fri 6/6/08		6,00 €	Requirements Analyst
340	1.3.3.2.3	No	explore usage	2 hrs	Thu 5/6/08	Thu 5/6/08		12,00 €	Requirements Analyst
341	1.3.3.2.4	No	get feedback for revised requirements	2 hrs	Thu 5/6/08	Fri 6/6/08		12,00 €	Requirements Analyst
342	**1.3.3.3**	**No**	**Analysis & Design**	**0,63 days**	**Fri 6/6/08**	**Fri 6/6/08**	**337**	**68,00 €**	
343	1.3.3.3.1	No	follow the selected architecture system	2 hrs	Fri 6/6/08	Fri 6/6/08		20,00 €	IT Manager
344	1.3.3.3.2	No	Construct a proof-of-concept to validate the candidate architecture	2 hrs	Fri 6/6/08	Fri 6/6/08		20,00 €	IT Manager
345	1.3.3.3.3	No	understand/analyse the requirements of the system	2 hrs	Fri 6/6/08	Fri 6/6/08		12,00 €	System Analyst & Designer
346	**1.3.3.3.4**	**No**	**review the components/services/modules**	**0,25 days**	**Fri 6/6/08**	**Fri 6/6/08**		**16,00 €**	
347	1.3.3.3.4.1	No	review the network/user interface and database design	2 hrs	Fri 6/6/08	Fri 6/6/08		16,00 €	Technical Team Leader
348	**1.3.3.4**	**No**	**Implementation**	**5,25 days**	**Fri 6/6/08**	**Thu 12/6/08**	**337;342**	**460,00 €**	
349	1.3.3.4.1	No	Understand and evolve the design model	2 hrs	Fri 6/6/08	Fri 6/6/08		20,00 €	IT Manager
350	**1.3.3.4.2**	**No**	**Implement components/services/modules**	**5,25 days**	**Fri 6/6/08**	**Thu 12/6/08**		**440,00 €**	
351	**1.3.3.4.2.1**	**No**	**Software Build**	**5,25 days**	**Fri 6/6/08**	**Thu 12/6/08**		**380,00 €**	
352	**1.3.3.4.2.1.1**	**No**	**Application Development**	**5,25 days**	**Fri 6/6/08**	**Thu 12/6/08**		**380,00 €**	
353	**1.3.3.4.2.1.1.1**	**No**	**Development Planning**	**0,63 days**	**Mon 9/6/08**	**Tue 10/6/08**		**24,00 €**	
354	1.3.3.4.2.1.1.1.1	No	Development module plan	4 hrs	Mon 9/6/08	Tue 10/6/08		24,00 €	Senior System Developer
355	**1.3.3.4.2.1.1.2**	**No**	**Initial Database**	**2,5 days**	**Fri 6/6/08**	**Tue 10/6/08**		**40,00 €**	
356	1.3.3.4.2.1.1.2.1	No	Build / Develop/ Setup database	4 hrs	Fri 6/6/08	Mon 9/6/08		18,00 €	Junior System Developer
357	1.3.3.4.2.1.1.2.2	No	Test database	2 hrs	Mon 9/6/08	Mon 9/6/08		12,00 €	Senior System Developer
358	1.3.3.4.2.1.1.2.3	No	Review database	2 hrs	Tue 10/6/08	Tue 10/6/08		10,00 €	System Tester
359	**1.3.3.4.2.1.1.3**	**No**	**Prototype**	**1,5 days**	**Mon 9/6/08**	**Tue 10/6/08**		**40,00 €**	
360	1.3.3.4.2.1.1.3.1	No	Build prototype	4 hrs	Mon 9/6/08	Mon 9/6/08		18,00 €	Junior System Developer
361	1.3.3.4.2.1.1.3.2	No	Test prototype	2 hrs	Mon 9/6/08	Mon 9/6/08	357	12,00 €	Senior System Developer
362	1.3.3.4.2.1.1.3.3	No	Review prototype	2 hrs	Tue 10/6/08	Tue 10/6/08	361	10,00 €	System Tester
363	**1.3.3.4.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**2,75 days**	**Tue 10/6/08**	**Thu 12/6/08**		**64,00 €**	
364	1.3.3.4.2.1.1.4.1	No	Build common routines / modules /templates	4 hrs	Wed 11/6/08	Wed 11/6/08		24,00 €	Senior System Developer
365	1.3.3.4.2.1.1.4.2	No	Develop unit test scripts	3 hrs	Thu 12/6/08	Thu 12/6/08		18,00 €	Senior System Developer
366	1.3.3.4.2.1.1.4.3	No	Test common routines / modules / templates	2 hrs	Thu 12/6/08	Thu 12/6/08		12,00 €	Senior System Developer
367	1.3.3.4.2.1.1.4.4	No	Review routines	2 hrs	Tue 10/6/08	Tue 10/6/08		10,00 €	System Tester
368	**1.3.3.4.2.1.1.5**	**No**	**Modules / Programs / Units**	**1,5 days**	**Wed 11/6/08**	**Thu 12/6/08**		**62,00 €**	

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
369	1.3.3.4.2.1.1.5.1	No	Build modules / programs / units	4 hrs	Wed 11/6/08	Wed 11/6/08		24,00 €	Senior System Developer
370	1.3.3.4.2.1.1.5.2	No	Develop unit test scripts	3 hrs	Thu 12/6/08	Thu 12/6/08		18,00 €	Senior System Developer
371	1.3.3.4.2.1.1.5.3	No	Test modules / programs / units	2 hrs	Wed 11/6/08	Wed 11/6/08		10,00 €	System Tester
372	1.3.3.4.2.1.1.5.4	No	Review modules	2 hrs	Thu 12/6/08	Thu 12/6/08		10,00 €	System Tester
373	**1.3.3.4.2.1.1.6**	**No**	**Application Integration**	**1,88 days**	**Fri 6/6/08**	**Tue 10/6/08**		**84,00 €**	
374	1.3.3.4.2.1.1.6.1	No	Integrate modules / programs / units	4 hrs	Fri 6/6/08	Mon 9/6/08		24,00 €	Senior System Developer
375	1.3.3.4.2.1.1.6.2	No	Develop unit testing scripts	4 hrs	Fri 6/6/08	Mon 9/6/08		20,00 €	System Tester
376	1.3.3.4.2.1.1.6.3	No	Unit Testing	4 hrs	Mon 9/6/08	Mon 9/6/08	375	20,00 €	System Tester
377	1.3.3.4.2.1.1.6.4	No	Review integration	4 hrs	Mon 9/6/08	Tue 10/6/08	376	20,00 €	System Tester
378	**1.3.3.4.2.1.1.7**	**No**	**Data Migration**	**1,88 days**	**Tue 10/6/08**	**Wed 11/6/08**		**66,00 €**	
379	**1.3.3.4.2.1.1.7.1**	**No**	**Build**	**0,88 days**	**Tue 10/6/08**	**Tue 10/6/08**	**373**	**36,00 €**	
380	1.3.3.4.2.1.1.7.1.1	No	Data migration design	2 hrs	Tue 10/6/08	Tue 10/6/08		12,00 €	Senior System Developer
381	1.3.3.4.2.1.1.7.1.2	No	Build data migration components	2 hrs	Tue 10/6/08	Tue 10/6/08	380	12,00 €	Senior System Developer
382	1.3.3.4.2.1.1.7.1.3	No	Perform Data migration	2 hrs	Tue 10/6/08	Tue 10/6/08	381	12,00 €	Senior System Developer
383	**1.3.3.4.2.1.1.7.2**	**No**	**Test**	**0,38 days**	**Wed 11/6/08**	**Wed 11/6/08**	**379**	**20,00 €**	
384	1.3.3.4.2.1.1.7.2.1	No	Build testing routines	2 hrs	Wed 11/6/08	Wed 11/6/08		10,00 €	System Tester
385	1.3.3.4.2.1.1.7.2.2	No	Test Migration Results	2 hrs	Wed 11/6/08	Wed 11/6/08		10,00 €	System Tester
386	1.3.3.4.2.1.1.7.3	No	Review data migration	2 hrs	Wed 11/6/08	Wed 11/6/08	379;383	10,00 €	System Tester
387	**1.3.3.4.2.2**	**No**	**Hardware build**	**1,5 days**	**Fri 6/6/08**	**Mon 9/6/08**		**60,00 €**	
388	1.3.3.4.2.2.1	No	acquire, install and test HW for the project	10 hrs	Fri 6/6/08	Mon 9/6/08		60,00 €	System Analyst & Designer
389	**1.3.3.5**	**No**	**Test**	**2,88 days**	**Fri 13/6/08**	**Tue 17/6/08**	**348**	**100,00 €**	
390	1.3.3.5.1	No	perform system testings	8 hrs	Fri 13/6/08	Fri 13/6/08		40,00 €	System Tester
391	1.3.3.5.2	No	verifications and validations	4 hrs	Mon 16/6/08	Mon 16/6/08	390	20,00 €	System Tester
392	1.3.3.5.3	No	Optimise test suites	4 hrs	Mon 16/6/08	Mon 16/6/08	391	20,00 €	System Tester
393	1.3.3.5.4	No	Report defects	4 hrs	Tue 17/6/08	Tue 17/6/08	392	20,00 €	System Tester
394	**1.3.3.6**	**No**	**Deployment**	**0,63 days**	**Thu 5/6/08**	**Thu 5/6/08**		**72,00 €**	
395	1.3.3.6.1	No	Plan the deployment strategy	4 hrs	Thu 5/6/08	Thu 5/6/08		40,00 €	IT Manager
396	1.3.3.6.2	No	Develop support and operational material	4 hrs	Thu 5/6/08	Thu 5/6/08		32,00 €	Technical Team Leader
397	**1.3.3.7**	**No**	**Configuration & Change Management**	**3,75 days**	**Thu 5/6/08**	**Tue 10/6/08**		**192,00 €**	
398	1.3.3.7.1	No	Manage change requests	8 hrs	Thu 5/6/08	Fri 6/6/08		64,00 €	Configuration Manager/QA
399	1.3.3.7.2	No	Plan configuration control	8 hrs	Fri 6/6/08	Mon 9/6/08	398	64,00 €	Configuration Manager/QA
400	1.3.3.7.3	No	Set up the Change Management environment	8 hrs	Mon 9/6/08	Tue 10/6/08	399	64,00 €	Configuration Manager/QA
401	**1.3.3.8**	**No**	**Project Management**	**3,13 days**	**Thu 5/6/08**	**Mon 9/6/08**		**240,00 €**	
402	1.3.3.8.1	No	Manage project staff	4 hrs	Thu 5/6/08	Thu 5/6/08		48,00 €	Project Manager
403	1.3.3.8.2	No	Enhance the relationship with external teams and resources	4 hrs	Thu 5/6/08	Fri 6/6/08		48,00 €	Project Manager
404	1.3.3.8.3	No	Risk management	4 hrs	Fri 6/6/08	Fri 6/6/08		48,00 €	Project Manager
405	1.3.3.8.4	No	Estimating, scheduling and planning	4 hrs	Fri 6/6/08	Mon 9/6/08		48,00 €	Project Manager
406	1.3.3.8.5	No	Managing the iteration	4 hrs	Mon 9/6/08	Mon 9/6/08		48,00 €	Project Manager
407	**1.3.3.9**	**No**	**Environment**	**2,5 days**	**Mon 9/6/08**	**Wed 11/6/08**		**192,00 €**	
408	1.3.3.9.1	No	Tailor the process materials for an individual project team	4 hrs	Mon 9/6/08	Tue 10/6/08		48,00 €	Project Manager
409	1.3.3.9.2	No	Identify and evaluate tools	4 hrs	Tue 10/6/08	Tue 10/6/08		48,00 €	Project Manager
410	1.3.3.9.3	No	Install and set up tools for the project team	4 hrs	Tue 10/6/08	Wed 11/6/08		48,00 €	Project Manager
411	1.3.3.9.4	No	Support the tools and process throughout the project	4 hrs	Wed 11/6/08	Wed 11/6/08		48,00 €	Project Manager
412									
413	**1.3.3.10**	**Yes**	**Make kick-off meeting with the stakeholders - Initial operating capability milestone**	**0,63 days**	**Tue 17/6/08**	**Tue 17/6/08**	**342;348;389**	**40,00 €**	
414	1.3.3.10.1	Yes	present of the final produced material	4 hrs	Tue 17/6/08	Tue 17/6/08		40,00 €	IT Manager

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
415	1.3.3.10.2	Yes	decide go/no-go to the transition phase	0 hrs	Tue 17/6/08	Tue 17/6/08		0,00 €	IT Manager
416									
417									
418	**1.4**	**No**	**Transition phase**	**19,75 days**	**Wed 18/6/08**	**Wed 9/7/08**	**205**	**1.596,00 €**	
419									
420	**1.4.1**	**No**	**1st ITERATION**	**19,75 days**	**Wed 18/6/08**	**Wed 9/7/08**		**1.596,00 €**	
421	**1.4.1.1**	**No**	**Business modelling**	**0,38 days**	**Thu 26/6/08**	**Thu 26/6/08**		**48,00 €**	
422	1.4.1.1.1	No	keep the agreed domain model	4 hrs	Thu 26/6/08	Thu 26/6/08		48,00 €	Project Manager
423	**1.4.1.2**	**No**	**Requirements**	**0,38 days**	**Wed 18/6/08**	**Wed 18/6/08**		**24,00 €**	
424	1.4.1.2.1	No	identify possible requirements that may arise during the transition phase	4 hrs	Wed 18/6/08	Wed 18/6/08		24,00 €	Requirements Analyst
425	**1.4.1.3**	**No**	**Analysis & Design**	**0,75 days**	**Wed 18/6/08**	**Wed 18/6/08**		**60,00 €**	
426	1.4.1.3.1	No	Network/User Interface and software	6 hrs	Wed 18/6/08	Wed 18/6/08		60,00 €	IT Manager
427	**1.4.1.4**	**No**	**Implementation**	**4,75 days**	**Wed 18/6/08**	**Mon 23/6/08**		**224,00 €**	
428	1.4.1.4.1	No	install software	8 hrs	Wed 18/6/08	Wed 18/6/08		48,00 €	Senior System Developer
429	1.4.1.4.2	No	install all applications	8 hrs	Thu 19/6/08	Thu 19/6/08	428	48,00 €	Senior System Developer
430	1.4.1.4.3	No	application testing	8 hrs	Mon 23/6/08	Mon 23/6/08	429	40,00 €	System Tester
431	1.4.1.4.4	No	parallel testing	8 hrs	Fri 20/6/08	Fri 20/6/08	429	40,00 €	System Tester
432	1.4.1.4.5	No	system launched	8 hrs	Mon 23/6/08	Mon 23/6/08	431	48,00 €	Senior System Developer
433	**1.4.1.5**	**No**	**Test**	**1,63 days**	**Tue 24/6/08**	**Wed 25/6/08**	**427**	**60,00 €**	
434	1.4.1.5.1	No	perform final testings in server and stations	4 hrs	Tue 24/6/08	Tue 24/6/08		20,00 €	System Tester
435	1.4.1.5.2	No	perform final testings in the network	4 hrs	Tue 24/6/08	Tue 24/6/08	434	20,00 €	System Tester
436	1.4.1.5.3	No	report defects	4 hrs	Wed 25/6/08	Wed 25/6/08	434;435	20,00 €	System Tester
437	**1.4.1.6**	**No**	**Deployment**	**12,88 days**	**Wed 18/6/08**	**Wed 2/7/08**		**272,00 €**	
438	**1.4.1.6.1**	**No**	**Deploy software to installation sites**	**2,25 days**	**Wed 18/6/08**	**Thu 19/6/08**		**72,00 €**	
439	1.4.1.6.1.1	No	install database in server	8 hrs	Wed 18/6/08	Wed 18/6/08		36,00 €	Junior System Developer
440	1.4.1.6.1.2	No	install software to end users stations	8 hrs	Thu 19/6/08	Thu 19/6/08	439	36,00 €	Junior System Developer
441	**1.4.1.6.2**	**No**	**Train end-users**	**6,13 days**	**Wed 25/6/08**	**Wed 2/7/08**	**427;433**	**200,00 €**	
442	1.4.1.6.2.1	No	conduct training to the users	40 hrs	Wed 25/6/08	Wed 2/7/08		200,00 €	System Tester
443	**1.4.1.7**	**No**	**Configuration & Change Management**	**1,38 days**	**Wed 18/6/08**	**Thu 19/6/08**		**104,00 €**	
444	1.4.1.7.1	No	Manage change requests	4 hrs	Wed 18/6/08	Wed 18/6/08		32,00 €	Configuration Manager/QA
445	1.4.1.7.2	No	improve the Change Management environment	4 hrs	Wed 18/6/08	Wed 18/6/08		32,00 €	Configuration Manager/QA
446	1.4.1.7.3	No	Manage the production of the beta release	4 hrs	Wed 18/6/08	Thu 19/6/08		40,00 €	IT Manager
447	**1.4.1.8**	**No**	**Project Management**	**4,75 days**	**Wed 18/6/08**	**Mon 23/6/08**		**384,00 €**	
448	1.4.1.8.1	No	Manage project staff	8 hrs	Wed 18/6/08	Wed 18/6/08		96,00 €	Project Manager
449	1.4.1.8.2	No	Enhance the relationship with external teams and resources	8 hrs	Thu 19/6/08	Thu 19/6/08	448	96,00 €	Project Manager
450	1.4.1.8.3	No	Risk management	8 hrs	Fri 20/6/08	Fri 20/6/08	449	96,00 €	Project Manager
451	1.4.1.8.4	No	Estimating, scheduling and planning	8 hrs	Mon 23/6/08	Mon 23/6/08	450	96,00 €	Project Manager
452	**1.4.1.9**	**No**	**Environment**	**2,25 days**	**Tue 24/6/08**	**Wed 25/6/08**		**192,00 €**	
453	1.4.1.9.1	No	Tailor the process materials for an individual project team	4 hrs	Tue 24/6/08	Tue 24/6/08	447	48,00 €	Project Manager
454	1.4.1.9.2	No	Identify and evaluate tools	4 hrs	Tue 24/6/08	Tue 24/6/08	453	48,00 €	Project Manager
455	1.4.1.9.3	No	set up tools for the project team	4 hrs	Wed 25/6/08	Wed 25/6/08	454	48,00 €	Project Manager
456	1.4.1.9.4	No	support the tools and process throughout the project	4 hrs	Wed 25/6/08	Wed 25/6/08	455	48,00 €	Project Manager
457									
458	**1.4.1.10**	**Yes**	**Make final meeting with the stakeholders - Product release milestone**	**0,5 days**	**Wed 2/7/08**	**Wed 2/7/08**	**427;433;437**	**48,00 €**	
459	1.4.1.10.1	Yes	is the user satisfied ?	4 hrs	Wed 2/7/08	Wed 2/7/08		48,00 €	Project Manager
460									

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
461	1.4.1.11	No	**After transition / on-site support**	40 hrs	Thu 3/7/08	Wed 9/7/08	459	180,00 €	Junior System Developer

JTP_Information_System

ID	Resource Name	Type	Initials	Group	Max. Units	Std. Rate	Accrue At	Base Calendar
1	Project Manager	Work	P	Management Team	100%	12,00 €/hr	Prorated	Standard
2	IT Manager	Work	I	IT Experts Team	100%	10,00 €/hr	Prorated	Standard
3	Technical Team Leader	Work	T	IT Experts Team	100%	8,00 €/hr	Prorated	Standard
4	Architect	Work	A	Management Team	100%	8,00 €/hr	Prorated	Standard
5	Configuration Manager/QA	Work	C	Management Team	100%	8,00 €/hr	Prorated	Standard
6	Requirements Analyst	Work	R	Management Team	100%	6,00 €/hr	Prorated	Standard
7	System Analyst & Designer	Work	S	IT Experts Team	100%	6,00 €/hr	Prorated	Standard
8	Senior System Developer	Work	S	IT Experts Team	100%	6,00 €/hr	Prorated	Standard
9	Junior System Developer	Work	J	IT Experts Team	100%	4,50 €/hr	Prorated	Standard
10	System Tester	Work	S	IT Experts Team	100%	5,00 €/hr	Prorated	Standard
11	Network/Hardware Expert	Work	N	IT Experts Team	100%	5,00 €/hr	Prorated	Standard

ID	WBS	Milestone
1	**1**	**No**
3	**1.1**	**No**
37	**1.1.2**	**No**
106	**1.1.2.11**	**Yes**
107	1.1.2.11.1	Yes
108	1.1.2.11.2	Yes
111	**1.2**	**No**
154	**1.2.2**	**No**
200	**1.2.2.11**	**Yes**
201	1.2.2.11.1	Yes
202	1.2.2.11.2	Yes
205	**1.3**	**No**
334	**1.3.3**	**No**
413	**1.3.3.10**	**Yes**
415	1.3.3.10.2	Yes
414	1.3.3.10.1	Yes
418	**1.4**	**No**
420	**1.4.1**	**No**
458	**1.4.1.10**	**Yes**
459	1.4.1.10.1	Yes

Task Name	Duration	Start
Project starts (Scenario A)	**82,25 days**	**Wed 9/4/08**
Inception phase	**13,88 days**	**Wed 9/4/08**
2nd ITERATION	**6,25 days**	**Thu 17/4/08**
Make kick-off meeting with the stakeholders - Lifecycle objectives milestone	**0,63 days**	**Wed 23/4/08**
present the material/outcomes in the meeting	4 hrs	Wed 23/4/08
decide go/no-go	0 hrs	Wed 23/4/08
Elaboration phase	**10,75 days**	**Thu 24/4/08**
2nd ITERATION	**5,13 days**	**Wed 30/4/08**
Make kick-off meeting with the stakeholders - Lifecycle architecture milestone	**0,75 days**	**Tue 6/5/08**
present the material to stakeholders	5 hrs	Tue 6/5/08
decide go/no-go	0 hrs	Tue 6/5/08
Construction phase	**37,63 days**	**Tue 6/5/08**
3rd ITERATION	**11 days**	**Thu 5/6/08**
Make kick-off meeting with the stakeholders - Initial operating capability milestone	**0,63 days**	**Tue 17/6/08**
decide go/no-go to the transition phase	0 hrs	Tue 17/6/08
present of the final produced material	4 hrs	Tue 17/6/08
Transition phase	**19,75 days**	**Wed 18/6/08**
1st ITERATION	**19,75 days**	**Wed 18/6/08**
Make final meeting with the stakeholders - Product release milestone	**0,5 days**	**Wed 2/7/08**
is the user satisfied ?	4 hrs	Wed 2/7/08

Finish	Predecessors	Cost	Resource Names
Wed 9/7/08		**8.284,00 €**	
Thu 24/4/08		**1.294,00 €**	
Thu 24/4/08	**5**	**612,00 €**	
Thu 24/4/08	**97**	**48,00 €**	
Thu 24/4/08		48,00 €	Project Manager
Wed 23/4/08		0,00 €	Project Manager
Tue 6/5/08	**106**	**1.654,00 €**	
Tue 6/5/08	**113**	**1.002,00 €**	
Tue 6/5/08	**191**	**50,00 €**	
Tue 6/5/08		50,00 €	IT Manager
Tue 6/5/08		0,00 €	IT Manager
Tue 17/6/08	**111**	**3.740,00 €**	
Tue 17/6/08	**274**	**1.442,00 €**	
Tue 17/6/08	**342;348;389**	**40,00 €**	
Tue 17/6/08		0,00 €	IT Manager
Tue 17/6/08		40,00 €	IT Manager
Wed 9/7/08	**205**	**1.596,00 €**	
Wed 9/7/08		**1.596,00 €**	
Wed 2/7/08	**427;433;437**	**48,00 €**	
Wed 2/7/08		48,00 €	Project Manager

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Project starts (Scenario A)									
Inception phase									
1st ITERATION									
Business modelling									
Explore current business processes									
study on the documentation given by the company	24,00 €								
Explore current roles and responsibilities									
identify target audience/key users of the system	12,00 €								
identify roles of each individual within the company	12,00 €								
Assessment of the company									
identify current situation	12,00 €								
Requirements									
map the needs of stakeholders	12,00 €								
review business functions	12,00 €								
schedule interviews with stakeholders/feedback in the 2nd iteration	24,00 €								
Analysis & Design									
map the requirements of the system	6,00 €								
Implementation									
form the current operating model	48,00 €	16,00 €							
Test									
combine information and develop an initial test model for this phase to cross-check the data		24,00 €							
Deployment									
plan of the possible deployment of the project's parts		64,00 €							
Configuration & Change Management									
start incorporating the idea of change	48,00 €	16,00 €							
Project Management									
make contacts with the team / get feedback and start planning		192,00 €							
Environment									
Tailor the process materials for the project team									
identify existed resources	72,00 €	24,00 €							
Iteration's outcome									
identification of the current model and the possible scope of the project		64,00 €							
2nd ITERATION									
Business modelling									
Explore current business processes									
make the flowcharts of current processes (outcome)		24,00 €							
Explore current roles and responsibilities									
make the organisation chart of the company (outcome)		6,00 €							
Assessment of the company & Preliminary Plan (outcome)									
description of current situation		8,00 €							
problem emergence		8,00 €							
problem recognition		8,00 €							
problem articulation		8,00 €							
establish project's objectives		8,00 €							
Requirements									
get feedback from interviews/stakeholders		24,00 €							
identify hi-level requirements/hidden information		12,00 €							
prepare a mind-mapping diagram with the stakeholders' requirements (outcome)		12,00 €							
define the scope of the system									

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
preliminary project scope statement (outcome)		8,00 €	24,00 €						
formulate the scope of the project (outcome)			32,00 €						
Analysis & Design									
Understand-Analyse the requirements of the system									
use the documentation produced so far			6,00 €						
Formulate-Define an architecture for the system									
identify HW/SW environment			12,00 €						
initial HW/SW planning									
software part									
database/middle application/GUI			12,00 €						
hardware part									
computers/peripherals/network			12,00 €						
Implementation									
Understand and evolve the model			8,00 €						
Test									
Define and plan testing efforts			6,00 €						
user acceptance criteria			6,00 €						
Deployment									
Plan the deployment of the project's parts			16,00 €						
Configuration & Change Management									
Manage change requests			24,00 €						
how changes will be manipulated and incorporated throughout the project			8,00 €						
Project Management									
Human resource planning									
Manage project staff									
define the initial members of the project team		24,00 €							
define the key users to be involved from the company's side		20,00 €							
appointment of new roles and responsibilities according to the project		24,00 €							
Communications planning									
Decide the strategy for the internal communication plan		12,00 €							
Enhance the relationship with external teams and resources		8,00 €							
Risk management									
initial list of risks		24,00 €							
Quality planning		16,00 €							
Plan purchases and acquisitions		16,00 €							
Environment									
Tailor the process materials for the project team									
check the resources needed by the team to begin		10,00 €							
determine the physical resources		10,00 €							
Identify software tools the team will use		10,00 €							
Install and set up the procedures the project team will follow		10,00 €							
Support the tools and process throughout the project									
take care for the team to have available access to resources		24,00 €							
Prepare the outcomes/documentation									
project charter									
statement of work			8,00 €						
enterprise environmental factors			8,00 €						
organisational process assets			8,00 €						
project vision			8,00 €						

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
initial risk assessment			16,00 €						
initial financial forecast			16,00 €						
Make kick-off meeting with the stakeholders - Lifecycle objectives milestone									
present the material/outcomes in the meeting			48,00 €						
decide go/no-go									
Elaboration phase									
1st ITERATION									
Business modelling									
Identify and evaluate potential strategies for re-engineering the business processes			24,00 €						
Develop a domain model which reflects the new system (outcome)			32,00 €						
Requirements									
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques			24,00 €						
Identify and prioritise new/changed requirements as they are identified throughout the project			24,00 €						
Analysis & Design									
Design the components/services/modules									
Software requirements specifications									
Software prototyping			12,00 €	12,00 €					
Software unit detail design				24,00 €					
Network/User Interface and Database design				24,00 €					
Hardware									
Develop hardware configuration			10,00 €	10,00 €					
Development / Testing / Production environment details				20,00 €					
Implementation									
Understand and evolve the design model			24,00 €						
Test									
Define and plan testing efforts				10,00 €					
Develop test cases				10,00 €					
Deployment									
Plan the deployment strategy			16,00 €						
Develop support and operational material			16,00 €						
Configuration & Change Management									
Manage change requests			32,00 €						
Plan configuration control			16,00 €						
Set up the Change Management environment			16,00 €						
Project Management									
Manage project staff			48,00 €						
Enhance the relationship with external teams and resources			16,00 €						
Risk management			48,00 €						
managing the iteration				48,00 €					
Environment									
tailor the parameters to create the environment for the team			24,00 €						
identify/find tools			24,00 €						
Install and set up tools for the project team			24,00 €						
Iteration's outcome									
prepare an initial architectural model to apply				64,00 €					
2nd ITERATION									
Business modelling									
Identify and evaluate potential strategies for re-engineering the business processes				24,00 €					
evaluate the domain model				16,00 €					

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Requirements									
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques				24,00 €					
Identify and prioritise new/changed requirements as they are identified throughout the project				24,00 €					
Analysis & Design									
Design the components/services/modules									
Software requirements specifications									
Software prototyping				24,00 €					
Software unit detail design				24,00 €					
Network/User Interface and Database design				12,00 €	12,00 €				
Hardware									
Develop hardware configuration				20,00 €					
Development / Testing / Production environment details				20,00 €					
Implementation									
Understand and evolve the design model				40,00 €					
Test									
Define and plan testing efforts				20,00 €					
Develop test cases				20,00 €					
Deployment									
Plan the deployment strategy				24,00 €					
Develop support and operational material				24,00 €					
Configuration & Change Management									
Manage change requests				32,00 €					
Plan configuration control				32,00 €					
Set up the Change Management environment				32,00 €					
Project Management									
Manage project staff				96,00 €					
Enhance the relationship with external teams and resources				16,00 €					
Risk management				48,00 €					
Managing the iteration				36,00 €					
Environment									
Tailor the process materials for the project team				12,00 €	12,00 €				
Identify and evaluate tools					24,00 €				
Install and set up tools for the project team					24,00 €				
Prepare the outcomes/documentation									
software architecture document									
identification of key mechanisms					40,00 €				
identification of design elements					40,00 €				
detailed descriptions of the architecture					32,00 €				
risk list					96,00 €				
plan iterations during construction phase					32,00 €				
hardware architecture document					20,00 €				
Make kick-off meeting with the stakeholders - Lifecycle architecture milestone									
present the material to stakeholders					50,00 €				
decide go/no-go									
Construction phase									
1st ITERATION									
Business modelling									
update domain model which reflects the new system					12,00 €				
Requirements									

Cash Flow as of Thu 24/4/08
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	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
explore usage/continous review users' requirements					24,00 €				
get feedback for revised requirements					36,00 €				
Analysis & Design									
follow the selected architecture system					24,00 €				
understand/analyse the requirements of the system					24,00 €				
review the components/services/modules									
review the network/user interface and database design					16,00 €				
Implementation									
Evolve the design model					40,00 €				
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan					40,00 €				
Initial Database									
Build / Develop/ Setup database					22,50 €	13,50 €			
Prototype									
Build prototype						36,00 €			
Common Routines / Modules / Templates									
Build common routines / modules /templates						36,00 €			
Develop unit test scripts						36,00 €			
Modules / Programs / Units									
Build modules / programs / units						36,00 €			
Develop unit test scripts						48,00 €			
Application Integration									
Integrate modules / programs / units					30,00 €	18,00 €			
Data Migration									
Build									
Data migration design						30,00 €	18,00 €		
Build data migration components							48,00 €		
Test									
Build testing routines									
Hardware build									
acquire, install and test HW for the project					25,00 €	95,00 €			
acquire, install and test the Network for the project						105,00 €	15,00 €		
Test									
perform system testings							30,00 €		
verifications and validations							20,00 €		
Optimise test suites							20,00 €		
Report defects							20,00 €		
Deployment									
Plan the deployment strategy					40,00 €				
Develop support and operational material					32,00 €				
Configuration & Change Management									
Manage change requests					48,00 €				
Plan configuration control					32,00 €				
Set up the Change Management environment					32,00 €				
Project Management									
Manage project staff					96,00 €				

Cash Flow as of Thu 24/4/08
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	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Enhance the relationship with external teams and resources					36,00 €				
Risk management					72,00 €				
Estimating, scheduling and planning					48,00 €				
Managing the iteration					48,00 €				
Environment									
Tailor the process materials for the project team						24,00 €			
Identify and evaluate tools						24,00 €			
Install and set up tools for the project team						24,00 €			
Support the tools and process throughout the project						24,00 €			
Iteration's outcome									
internal meeting to check the implementation's progress						96,00 €			
issue the alpha version of the software									
2nd ITERATION (tailored-only technical disciplines)									
Requirements									
review/evaluate the needs of stakeholders								24,00 €	
review/update the scope of the system							24,00 €		
explore usage							12,00 €	12,00 €	
get feedback for revised requirements								24,00 €	
Analysis & Design									
follow the selected architecture system								12,00 €	
understand/analyse the requirements of the system								24,00 €	
review the components/services/modules									
review the network/user interface and database design								16,00 €	
Implementation									
Understand and evolve the design model								24,00 €	
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan								32,00 €	
Initial Database									
Build / Develop/ Setup database								18,00 €	
Test database								12,00 €	
Review database								10,00 €	
Prototype									
Build prototype								18,00 €	
Test prototype								12,00 €	
Review prototype								10,00 €	
Common Routines / Modules / Templates									
Build common routines / modules /templates								24,00 €	
Develop unit test scripts								6,00 €	6,00 €
Test common routines / modules / templates									12,00 €
Review routines								10,00 €	
Modules / Programs / Units									
Build modules / programs / units								30,00 €	
Develop unit test scripts									12,00 €
Test modules / programs / units								10,00 €	
Review modules								10,00 €	
Application Integration									

Cash Flow as of Thu 24/4/08
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	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Integrate modules / programs / units								24,00 €	
Develop unit testing scripts								10,00 €	
Unit Testing								10,00 €	
Review integration								10,00 €	
Data Migration									
Build									
Data migration design								12,00 €	
Build data migration components								12,00 €	
Perform Data migration								12,00 €	
Test									
Build testing routines								10,00 €	
Test Migration Results								10,00 €	
Review data migration								10,00 €	
Hardware build									
acquire, install and test HW for the project								60,00 €	
Test									
perform system testings									20,00 €
verifications and validations									20,00 €
Optimise test suites									20,00 €
Report defects									20,00 €
Iteration's outcome									
issue the beta version of the product									40,00 €
3rd ITERATION									
Business modelling									
maintain domain model									24,00 €
Requirements									
review/evaluate the needs of stakeholders									24,00 €
review/update the scope of the system									6,00 €
explore usage									12,00 €
get feedback for revised requirements									12,00 €
Analysis & Design									
follow the selected architecture system									20,00 €
Construct a proof-of-concept to validate the candidate architecture									20,00 €
understand/analyse the requirements of the system									12,00 €
review the components/services/modules									
review the network/user interface and database design									16,00 €
Implementation									
Understand and evolve the design model									20,00 €
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan									
Initial Database									
Build / Develop/ Setup database									9,00 €
Test database									
Review database									
Prototype									
Build prototype									

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Test prototype									
Review prototype									
Common Routines / Modules / Templates									
Build common routines / modules /templates									
Develop unit test scripts									
Test common routines / modules / templates									
Review routines									
Modules / Programs / Units									
Build modules / programs / units									
Develop unit test scripts									
Test modules / programs / units									
Review modules									
Application Integration									
Integrate modules / programs / units									12,00 €
Develop unit testing scripts									10,00 €
Unit Testing									
Review integration									
Data Migration									
Build									
Data migration design									
Build data migration components									
Perform Data migration									
Test									
Build testing routines									
Test Migration Results									
Review data migration									
Hardware build									
acquire, install and test HW for the project									12,00 €
Test									
perform system testings									
verifications and validations									
Optimise test suites									
Report defects									
Deployment									
Plan the deployment strategy									40,00 €
Develop support and operational material									32,00 €
Configuration & Change Management									
Manage change requests									64,00 €
Plan configuration control									56,00 €
Set up the Change Management environment									
Project Management									
Manage project staff									48,00 €
Enhance the relationship with external teams and resources									48,00 €
Risk management									48,00 €
Estimating, scheduling and planning									12,00 €
Managing the iteration									
Environment									
Tailor the process materials for an individual project team									
Identify and evaluate tools									

Cash Flow as of Thu 24/4/08
JTP_Information_System

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Install and set up tools for the project team									
Support the tools and process throughout the project									
Make kick-off meeting with the stakeholders - Initial operating capability milestone									
present of the final produced material									
decide go/no-go to the transition phase									
Transition phase									
1st ITERATION									
Business modelling									
keep the agreed domain model									
Requirements									
identify possible requirements that may arise during the transition phase									
Analysis & Design									
Network/User Interface and software									
Implementation									
install software									
install all applications									
application testing									
parallel testing									
system launched									
Test									
perform final testings in server and stations									
perform final testings in the network									
report defects									
Deployment									
Deploy software to installation sites									
install database in server									
install software to end users stations									
Train end-users									
conduct training to the users									
Configuration & Change Management									
Manage change requests									
improve the Change Management environment									
Manage the production of the beta release									
Project Management									
Manage project staff									
Enhance the relationship with external teams and resources									
Risk management									
Estimating, scheduling and planning									
Environment									
Tailor the process materials for an individual project team									
Identify and evaluate tools									
set up tools for the project team									
support the tools and process throughout the project									
Make final meeting with the stakeholders - Product release milestone									
is the user satisfied ?									
After transition / on-site support									
Total	282,00 €	734,00 €	708,00 €	842,00 €	1.159,50 €	645,50 €	207,00 €	518,00 €	707,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Project starts (Scenario A)						
Inception phase						
1st ITERATION						
Business modelling						
Explore current business processes						
study on the documentation given by the company						24,00 €
Explore current roles and responsibilities						
identify target audience/key users of the system						12,00 €
identify roles of each individual within the company						12,00 €
Assessment of the company						
identify current situation						12,00 €
Requirements						
map the needs of stakeholders						12,00 €
review business functions						12,00 €
schedule interviews with stakeholders/feedback in the 2nd iteration						24,00 €
Analysis & Design						
map the requirements of the system						6,00 €
Implementation						
form the current operating model						64,00 €
Test						
combine information and develop an initial test model for this phase to cross-check the data						24,00 €
Deployment						
plan of the possible deployment of the project's parts						64,00 €
Configuration & Change Management						
start incorporating the idea of change						64,00 €
Project Management						
make contacts with the team / get feedback and start planning						192,00 €
Environment						
Tailor the process materials for the project team						
identify existed resources						96,00 €
Iteration's outcome						
identification of the current model and the possible scope of the project						64,00 €
2nd ITERATION						
Business modelling						
Explore current business processes						
make the flowcharts of current processes (outcome)						24,00 €
Explore current roles and responsibilities						
make the organisation chart of the company (outcome)						6,00 €
Assessment of the company & Preliminary Plan (outcome)						
description of current situation						8,00 €
problem emergence						8,00 €
problem recognition						8,00 €
problem articulation						8,00 €
establish project's objectives						8,00 €
Requirements						
get feedback from interviews/stakeholders						24,00 €
identify hi-level requirements/hidden information						12,00 €
prepare a mind-mapping diagram with the stakeholders' requirements (outcome)						12,00 €
define the scope of the system						

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
preliminary project scope statement (outcome)						32,00 €
formulate the scope of the project (outcome)						32,00 €
Analysis & Design						
Understand-Analyse the requirements of the system						
use the documentation produced so far						6,00 €
Formulate-Define an architecture for the system						
identify HW/SW environment						12,00 €
initial HW/SW planning						
software part						
database/middle application/GUI						12,00 €
hardware part						
computers/peripherals/network						12,00 €
Implementation						
Understand and evolve the model						8,00 €
Test						
Define and plan testing efforts						6,00 €
user acceptance criteria						6,00 €
Deployment						
Plan the deployment of the project's parts						16,00 €
Configuration & Change Management						
Manage change requests						24,00 €
how changes will be manipulated and incorporated throughout the project						8,00 €
Project Management						
Human resource planning						
Manage project staff						
define the initial members of the project team						24,00 €
define the key users to be involved from the company's side						20,00 €
appointment of new roles and responsibilities according to the project						24,00 €
Communications planning						
Decide the strategy for the internal communication plan						12,00 €
Enhance the relationship with external teams and resources						8,00 €
Risk management						
initial list of risks						24,00 €
Quality planning						16,00 €
Plan purchases and acquisitions						16,00 €
Environment						
Tailor the process materials for the project team						
check the resources needed by the team to begin						10,00 €
determine the physical resources						10,00 €
Identify software tools the team will use						10,00 €
Install and set up the procedures the project team will follow						10,00 €
Support the tools and process throughout the project						
take care for the team to have available access to resources						24,00 €
Prepare the outcomes/documentation						
project charter						
statement of work						8,00 €
enterprise environmental factors						8,00 €
organisational process assets						8,00 €
project vision						8,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
initial risk assessment						16,00 €
initial financial forecast						16,00 €
Make kick-off meeting with the stakeholders - Lifecycle objectives milestone						
present the material/outcomes in the meeting						48,00 €
decide go/no-go						
Elaboration phase						
1st ITERATION						
Business modelling						
Identify and evaluate potential strategies for re-engineering the business processes						24,00 €
Develop a domain model which reflects the new system (outcome)						32,00 €
Requirements						
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques						24,00 €
Identify and prioritise new/changed requirements as they are identified throughout the project						24,00 €
Analysis & Design						
Design the components/services/modules						
Software requirements specifications						
Software prototyping						24,00 €
Software unit detail design						24,00 €
Network/User Interface and Database design						24,00 €
Hardware						
Develop hardware configuration						20,00 €
Development / Testing / Production environment details						20,00 €
Implementation						
Understand and evolve the design model						24,00 €
Test						
Define and plan testing efforts						10,00 €
Develop test cases						10,00 €
Deployment						
Plan the deployment strategy						16,00 €
Develop support and operational material						16,00 €
Configuration & Change Management						
Manage change requests						32,00 €
Plan configuration control						16,00 €
Set up the Change Management environment						16,00 €
Project Management						
Manage project staff						48,00 €
Enhance the relationship with external teams and resources						16,00 €
Risk management						48,00 €
managing the iteration						48,00 €
Environment						
tailor the parameters to create the environment for the team						24,00 €
identify/find tools						24,00 €
Install and set up tools for the project team						24,00 €
Iteration's outcome						
prepare an initial architectural model to apply						64,00 €
2nd ITERATION						
Business modelling						
Identify and evaluate potential strategies for re-engineering the business processes						24,00 €
evaluate the domain model						16,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Requirements						
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques						24,00 €
Identify and prioritise new/changed requirements as they are identified throughout the project						24,00 €
Analysis & Design						
Design the components/services/modules						
Software requirements specifications						
Software prototyping						24,00 €
Software unit detail design						24,00 €
Network/User Interface and Database design						24,00 €
Hardware						
Develop hardware configuration						20,00 €
Development / Testing / Production environment details						20,00 €
Implementation						
Understand and evolve the design model						40,00 €
Test						
Define and plan testing efforts						20,00 €
Develop test cases						20,00 €
Deployment						
Plan the deployment strategy						24,00 €
Develop support and operational material						24,00 €
Configuration & Change Management						
Manage change requests						32,00 €
Plan configuration control						32,00 €
Set up the Change Management environment						32,00 €
Project Management						
Manage project staff						96,00 €
Enhance the relationship with external teams and resources						16,00 €
Risk management						48,00 €
Managing the iteration						36,00 €
Environment						
Tailor the process materials for the project team						24,00 €
Identify and evaluate tools						24,00 €
Install and set up tools for the project team						24,00 €
Prepare the outcomes/documentation						
software architecture document						
identification of key mechanisms						40,00 €
identification of design elements						40,00 €
detailed descriptions of the architecture						32,00 €
risk list						96,00 €
plan iterations during construction phase						32,00 €
hardware architecture document						20,00 €
Make kick-off meeting with the stakeholders - Lifecycle architecture milestone						
present the material to stakeholders						50,00 €
decide go/no-go						
Construction phase						
1st ITERATION						
Business modelling						
update domain model which reflects the new system						12,00 €
Requirements						

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
explore usage/continous review users' requirements						24,00 €
get feedback for revised requirements						36,00 €
Analysis & Design						
follow the selected architecture system						24,00 €
understand/analyse the requirements of the system						24,00 €
review the components/services/modules						
review the network/user interface and database design						16,00 €
Implementation						
Evolve the design model						40,00 €
Implement components/services/modules						
Software Build						
Application Development						
Development Planning						
Development module plan						40,00 €
Initial Database						
Build / Develop/ Setup database						36,00 €
Prototype						
Build prototype						36,00 €
Common Routines / Modules / Templates						
Build common routines / modules /templates						36,00 €
Develop unit test scripts						36,00 €
Modules / Programs / Units						
Build modules / programs / units						36,00 €
Develop unit test scripts						48,00 €
Application Integration						
Integrate modules / programs / units						48,00 €
Data Migration						
Build						
Data migration design						48,00 €
Build data migration components						48,00 €
Test						
Build testing routines						
Hardware build						
acquire, install and test HW for the project						120,00 €
acquire, install and test the Network for the project						120,00 €
Test						
perform system testings						30,00 €
verifications and validations						20,00 €
Optimise test suites						20,00 €
Report defects						20,00 €
Deployment						
Plan the deployment strategy						40,00 €
Develop support and operational material						32,00 €
Configuration & Change Management						
Manage change requests						48,00 €
Plan configuration control						32,00 €
Set up the Change Management environment						32,00 €
Project Management						
Manage project staff						96,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Enhance the relationship with external teams and resources						36,00 €
Risk management						72,00 €
Estimating, scheduling and planning						48,00 €
Managing the iteration						48,00 €
Environment						
Tailor the process materials for the project team						24,00 €
Identify and evaluate tools						24,00 €
Install and set up tools for the project team						24,00 €
Support the tools and process throughout the project						24,00 €
Iteration's outcome						
internal meeting to check the implementation's progress						96,00 €
issue the alpha version of the software						
2nd ITERATION (tailored-only technical disciplines)						
Requirements						
review/evaluate the needs of stakeholders						24,00 €
review/update the scope of the system						24,00 €
explore usage						24,00 €
get feedback for revised requirements						24,00 €
Analysis & Design						
follow the selected architecture system						12,00 €
understand/analyse the requirements of the system						24,00 €
review the components/services/modules						
review the network/user interface and database design						16,00 €
Implementation						
Understand and evolve the design model						24,00 €
Implement components/services/modules						
Software Build						
Application Development						
Development Planning						
Development module plan						32,00 €
Initial Database						
Build / Develop/ Setup database						18,00 €
Test database						12,00 €
Review database						10,00 €
Prototype						
Build prototype						18,00 €
Test prototype						12,00 €
Review prototype						10,00 €
Common Routines / Modules / Templates						
Build common routines / modules /templates						24,00 €
Develop unit test scripts						12,00 €
Test common routines / modules / templates						12,00 €
Review routines						10,00 €
Modules / Programs / Units						
Build modules / programs / units						30,00 €
Develop unit test scripts						12,00 €
Test modules / programs / units						10,00 €
Review modules						10,00 €
Application Integration						

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Integrate modules / programs / units						24,00 €
Develop unit testing scripts						10,00 €
Unit Testing						10,00 €
Review integration						10,00 €
Data Migration						
Build						
Data migration design						12,00 €
Build data migration components						12,00 €
Perform Data migration						12,00 €
Test						
Build testing routines						10,00 €
Test Migration Results						10,00 €
Review data migration						10,00 €
Hardware build						
acquire, install and test HW for the project						60,00 €
Test						
perform system testings						20,00 €
verifications and validations						20,00 €
Optimise test suites						20,00 €
Report defects						20,00 €
Iteration's outcome						
issue the beta version of the product						40,00 €
3rd ITERATION						
Business modelling						
maintain domain model						24,00 €
Requirements						
review/evaluate the needs of stakeholders						24,00 €
review/update the scope of the system						6,00 €
explore usage						12,00 €
get feedback for revised requirements						12,00 €
Analysis & Design						
follow the selected architecture system						20,00 €
Construct a proof-of-concept to validate the candidate architecture						20,00 €
understand/analyse the requirements of the system						12,00 €
review the components/services/modules						
review the network/user interface and database design						16,00 €
Implementation						
Understand and evolve the design model						20,00 €
Implement components/services/modules						
Software Build						
Application Development						
Development Planning						
Development module plan	24,00 €					24,00 €
Initial Database						
Build / Develop/ Setup database	9,00 €					18,00 €
Test database	12,00 €					12,00 €
Review database	10,00 €					10,00 €
Prototype						
Build prototype	18,00 €					18,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Test prototype	12,00 €					12,00 €
Review prototype	10,00 €					10,00 €
Common Routines / Modules / Templates						
Build common routines / modules /templates	24,00 €					24,00 €
Develop unit test scripts	18,00 €					18,00 €
Test common routines / modules / templates	12,00 €					12,00 €
Review routines	10,00 €					10,00 €
Modules / Programs / Units						
Build modules / programs / units	24,00 €					24,00 €
Develop unit test scripts	18,00 €					18,00 €
Test modules / programs / units	10,00 €					10,00 €
Review modules	10,00 €					10,00 €
Application Integration						
Integrate modules / programs / units	12,00 €					24,00 €
Develop unit testing scripts	10,00 €					20,00 €
Unit Testing	20,00 €					20,00 €
Review integration	20,00 €					20,00 €
Data Migration						
Build						
Data migration design	12,00 €					12,00 €
Build data migration components	12,00 €					12,00 €
Perform Data migration	12,00 €					12,00 €
Test						
Build testing routines	10,00 €					10,00 €
Test Migration Results	10,00 €					10,00 €
Review data migration	10,00 €					10,00 €
Hardware build						
acquire, install and test HW for the project	48,00 €					60,00 €
Test						
perform system testings	40,00 €					40,00 €
verifications and validations		20,00 €				20,00 €
Optimise test suites		20,00 €				20,00 €
Report defects		20,00 €				20,00 €
Deployment						
Plan the deployment strategy						40,00 €
Develop support and operational material						32,00 €
Configuration & Change Management						
Manage change requests						64,00 €
Plan configuration control	8,00 €					64,00 €
Set up the Change Management environment	64,00 €					64,00 €
Project Management						
Manage project staff						48,00 €
Enhance the relationship with external teams and resources						48,00 €
Risk management						48,00 €
Estimating, scheduling and planning	36,00 €					48,00 €
Managing the iteration	48,00 €					48,00 €
Environment						
Tailor the process materials for an individual project team	48,00 €					48,00 €
Identify and evaluate tools	48,00 €					48,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System

	9/6/08	16/6/08	23/6/08	30/6/08	7/7/08	**Total**
Install and set up tools for the project team	48,00 €					48,00 €
Support the tools and process throughout the project	48,00 €					48,00 €
Make kick-off meeting with the stakeholders - Initial operating capability milestone						
present of the final produced material		40,00 €				40,00 €
decide go/no-go to the transition phase						
Transition phase						
1st ITERATION						
Business modelling						
keep the agreed domain model			48,00 €			48,00 €
Requirements						
identify possible requirements that may arise during the transition phase		24,00 €				24,00 €
Analysis & Design						
Network/User Interface and software		60,00 €				60,00 €
Implementation						
install software		48,00 €				48,00 €
install all applications		48,00 €				48,00 €
application testing			40,00 €			40,00 €
parallel testing		40,00 €				40,00 €
system launched			48,00 €			48,00 €
Test						
perform final testings in server and stations			20,00 €			20,00 €
perform final testings in the network			20,00 €			20,00 €
report defects			20,00 €			20,00 €
Deployment						
Deploy software to installation sites						
install database in server		36,00 €				36,00 €
install software to end users stations		36,00 €				36,00 €
Train end-users						
conduct training to the users			100,00 €	100,00 €		200,00 €
Configuration & Change Management						
Manage change requests		32,00 €				32,00 €
improve the Change Management environment		32,00 €				32,00 €
Manage the production of the beta release		40,00 €				40,00 €
Project Management						
Manage project staff		96,00 €				96,00 €
Enhance the relationship with external teams and resources		96,00 €				96,00 €
Risk management		96,00 €				96,00 €
Estimating, scheduling and planning			96,00 €			96,00 €
Environment						
Tailor the process materials for an individual project team			48,00 €			48,00 €
Identify and evaluate tools			48,00 €			48,00 €
set up tools for the project team			48,00 €			48,00 €
support the tools and process throughout the project			48,00 €			48,00 €
Make final meeting with the stakeholders - Product release milestone						
is the user satisfied ?				48,00 €		48,00 €
After transition / on-site support				72,00 €	108,00 €	180,00 €
Total	785,00 €	784,00 €	584,00 €	220,00 €	108,00 €	8.284,00 €

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
1	**1**	**No**	**Project starts (Scenario B - 40% earlier+50% cost increase)**	**53,38 days**	**Wed 9/4/08**	**Fri 6/6/08**		**12.233,00 €**	
2									
3	**1.1**	**No**	**Inception phase**	**11,25 days**	**Wed 9/4/08**	**Mon 21/4/08**		**2.024,00 €**	
4									
5	**1.1.1**	**No**	**1st ITERATION**	**6,25 days**	**Wed 9/4/08**	**Tue 15/4/08**		**1.084,00 €**	
6	**1.1.1.1**	**No**	**Business modelling**	**1,25 days**	**Wed 9/4/08**	**Wed 9/4/08**		**100,00 €**	
7	**1.1.1.1.1**	**No**	**Explore current business processes**	**0,5 days**	**Wed 9/4/08**	**Wed 9/4/08**		**40,00 €**	
8	1.1.1.1.1.1	No	study on the documentation given by the company	4 hrs	Wed 9/4/08	Wed 9/4/08		40,00 €	Requirements Analyst
9	**1.1.1.1.2**	**No**	**Explore current roles and responsibilities**	**0,5 days**	**Wed 9/4/08**	**Wed 9/4/08**		**40,00 €**	
10	1.1.1.1.2.1	No	identify target audience/key users of the system	2 hrs	Wed 9/4/08	Wed 9/4/08	8	20,00 €	Requirements Analyst
11	1.1.1.1.2.2	No	identify roles of each individual within the company	2 hrs	Wed 9/4/08	Wed 9/4/08	8	20,00 €	Requirements Analyst
12	**1.1.1.1.3**	**No**	**Assessment of the company**	**0,25 days**	**Wed 9/4/08**	**Wed 9/4/08**		**20,00 €**	
13	1.1.1.1.3.1	No	identify current situation	2 hrs	Wed 9/4/08	Wed 9/4/08	10;11	20,00 €	Requirements Analyst
14	**1.1.1.2**	**No**	**Requirements**	**1 day**	**Thu 10/4/08**	**Thu 10/4/08**	**6**	**80,00 €**	
15	1.1.1.2.1	No	map the needs of stakeholders	2 hrs	Thu 10/4/08	Thu 10/4/08		20,00 €	Requirements Analyst
16	1.1.1.2.2	No	review business functions	2 hrs	Thu 10/4/08	Thu 10/4/08	15	20,00 €	Requirements Analyst
17	1.1.1.2.3	No	schedule interviews with stakeholders/feedback in the 2nd iteration	4 hrs	Thu 10/4/08	Thu 10/4/08	15	40,00 €	Requirements Analyst
18	**1.1.1.3**	**No**	**Analysis & Design**	**0,5 days**	**Thu 10/4/08**	**Fri 11/4/08**		**8,00 €**	
19	1.1.1.3.1	No	map the requirements of the system	4 hrs	Thu 10/4/08	Fri 11/4/08	14;6	8,00 €	System Analyst & Designer
20	**1.1.1.4**	**No**	**Implementation**	**1 day**	**Thu 10/4/08**	**Fri 11/4/08**		**96,00 €**	
21	1.1.1.4.1	No	form the current operating model	8 hrs	Thu 10/4/08	Fri 11/4/08	14;6	96,00 €	Architect
22	**1.1.1.5**	**No**	**Test**	**0,5 days**	**Fri 11/4/08**	**Fri 11/4/08**		**32,00 €**	
23	1.1.1.5.1	No	combine information and develop an initial test model for this phase to cross-check the data	4 hrs	Fri 11/4/08	Fri 11/4/08	18;20	32,00 €	System Analyst & Designer
24	**1.1.1.6**	**No**	**Deployment**	**1 day**	**Fri 11/4/08**	**Mon 14/4/08**		**96,00 €**	
25	1.1.1.6.1	No	plan of the possible deployment of the project's parts	8 hrs	Fri 11/4/08	Mon 14/4/08	14;6;18;20	96,00 €	Architect
26	**1.1.1.7**	**No**	**Configuration & Change Management**	**1 day**	**Thu 10/4/08**	**Fri 11/4/08**		**96,00 €**	
27	1.1.1.7.1	No	start incorporating the idea of change	8 hrs	Thu 10/4/08	Fri 11/4/08	14;6	96,00 €	Configuration Manager/QA
28	**1.1.1.8**	**No**	**Project Management**	**2 days**	**Fri 11/4/08**	**Tue 15/4/08**		**320,00 €**	
29	1.1.1.8.1	No	make contacts with the team / get feedback and start planning	16 hrs	Fri 11/4/08	Tue 15/4/08	14;6;18;32	320,00 €	Project Manager
30	**1.1.1.9**	**No**	**Environment**	**1 day**	**Thu 10/4/08**	**Fri 11/4/08**		**160,00 €**	
31	**1.1.1.9.1**	**No**	**Tailor the process materials for the project team**	**1 day**	**Thu 10/4/08**	**Fri 11/4/08**		**160,00 €**	
32	1.1.1.9.1.1	No	identify existed resources	8 hrs	Thu 10/4/08	Fri 11/4/08	14;6	160,00 €	Project Manager
33									
34	**1.1.1.10**	**No**	**Iteration's outcome**	**1 day**	**Tue 15/4/08**	**Tue 15/4/08**		**96,00 €**	
35	1.1.1.10.1	No	identification of the current model and the possible scope of the project	8 hrs	Tue 15/4/08	Tue 15/4/08	6;14;18;28;25	96,00 €	Architect
36									
37	**1.1.2**	**No**	**2nd ITERATION**	**5 days**	**Wed 16/4/08**	**Mon 21/4/08**	**5**	**940,00 €**	
38	**1.1.2.1**	**No**	**Business modelling**	**1,25 days**	**Wed 16/4/08**	**Wed 16/4/08**		**102,00 €**	
39	**1.1.2.1.1**	**No**	**Explore current business processes**	**0,5 days**	**Wed 16/4/08**	**Wed 16/4/08**		**32,00 €**	
40	1.1.2.1.1.1	No	make the flowcharts of current processes (outcome)	4 hrs	Wed 16/4/08	Wed 16/4/08		32,00 €	System Analyst & Designer
41	**1.1.2.1.2**	**No**	**Explore current roles and responsibilities**	**0,13 days**	**Wed 16/4/08**	**Wed 16/4/08**	**39**	**10,00 €**	
42	1.1.2.1.2.1	No	make the organisation chart of the company (outcome)	1 hr	Wed 16/4/08	Wed 16/4/08		10,00 €	Requirements Analyst

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
43	**1.1.2.1.3**	**No**	**Assessment of the company & Preliminary Plan (outcome)**	**0,63 days**	**Wed 16/4/08**	**Wed 16/4/08**	**41**	**60,00 €**	
44	1.1.2.1.3.1	No	description of current situation	1 hr	Wed 16/4/08	Wed 16/4/08	35	12,00 €	Architect
45	1.1.2.1.3.2	No	problem emergence	1 hr	Wed 16/4/08	Wed 16/4/08	44	12,00 €	Architect
46	1.1.2.1.3.3	No	problem recognition	1 hr	Wed 16/4/08	Wed 16/4/08	45	12,00 €	Architect
47	1.1.2.1.3.4	No	problem articulation	1 hr	Wed 16/4/08	Wed 16/4/08	46	12,00 €	Architect
48	1.1.2.1.3.5	No	establish project's objectives	1 hr	Wed 16/4/08	Wed 16/4/08	47	12,00 €	Architect
49	**1.1.2.2**	**No**	**Requirements**	**2 days**	**Wed 16/4/08**	**Fri 18/4/08**		**176,00 €**	
50	1.1.2.2.1	No	get feedback from interviews/stakeholders	4 hrs	Wed 16/4/08	Wed 16/4/08	42	40,00 €	Requirements Analyst
51	1.1.2.2.2	No	identify hi-level requirements/hidden information	2 hrs	Wed 16/4/08	Thu 17/4/08	50	20,00 €	Requirements Analyst
52	1.1.2.2.3	No	prepare a mind-mapping diagram with the stakeholders' requirements (outcome)	2 hrs	Thu 17/4/08	Thu 17/4/08	51	20,00 €	Requirements Analyst
53	**1.1.2.2.4**	**No**	**define the scope of the system**	**1 day**	**Thu 17/4/08**	**Fri 18/4/08**	**50;51;52**	**96,00 €**	
54	1.1.2.2.4.1	No	preliminary project scope statement (outcome)	4 hrs	Thu 17/4/08	Thu 17/4/08	48	48,00 €	Architect
55	1.1.2.2.4.2	No	formulate the scope of the project (outcome)	4 hrs	Thu 17/4/08	Fri 18/4/08	54	48,00 €	Architect
56	**1.1.2.3**	**No**	**Analysis & Design**	**0,88 days**	**Fri 18/4/08**	**Fri 18/4/08**	**38;49**	**56,00 €**	
57	**1.1.2.3.1**	**No**	**Understand-Analyse the requirements of the system**	**0,13 days**	**Fri 18/4/08**	**Fri 18/4/08**		**8,00 €**	
58	1.1.2.3.1.1	No	use the documentation produced so far	1 hr	Fri 18/4/08	Fri 18/4/08		8,00 €	System Analyst & Designer
59	**1.1.2.3.2**	**No**	**Formulate-Define an architecture for the system**	**0,75 days**	**Fri 18/4/08**	**Fri 18/4/08**		**48,00 €**	
60	1.1.2.3.2.1	No	identify HW/SW environment	2 hrs	Fri 18/4/08	Fri 18/4/08		16,00 €	System Analyst & Designer
61	**1.1.2.3.2.2**	**No**	**initial HW/SW planning**	**0,5 days**	**Fri 18/4/08**	**Fri 18/4/08**		**32,00 €**	
62	**1.1.2.3.2.2.1**	**No**	**software part**	**0,25 days**	**Fri 18/4/08**	**Fri 18/4/08**		**16,00 €**	
63	1.1.2.3.2.2.1.1	No	database/middle application/GUI	2 hrs	Fri 18/4/08	Fri 18/4/08	60	16,00 €	System Analyst & Designer
64	**1.1.2.3.2.2.2**	**No**	**hardware part**	**0,25 days**	**Fri 18/4/08**	**Fri 18/4/08**		**16,00 €**	
65	1.1.2.3.2.2.2.1	No	computers/peripherals/network	2 hrs	Fri 18/4/08	Fri 18/4/08	63	16,00 €	System Analyst & Designer
66	**1.1.2.4**	**No**	**Implementation**	**0,13 days**	**Mon 21/4/08**	**Mon 21/4/08**		**12,00 €**	
67	1.1.2.4.1	No	Understand and evolve the model	1 hr	Mon 21/4/08	Mon 21/4/08	49;56	12,00 €	Architect
68	**1.1.2.5**	**No**	**Test**	**0,25 days**	**Fri 18/4/08**	**Fri 18/4/08**		**16,00 €**	
69	1.1.2.5.1	No	Define and plan testing efforts	1 hr	Fri 18/4/08	Fri 18/4/08	49;56	8,00 €	System Analyst & Designer
70	1.1.2.5.2	No	user acceptance criteria	1 hr	Fri 18/4/08	Fri 18/4/08	38;49	8,00 €	System Analyst & Designer
71	**1.1.2.6**	**No**	**Deployment**	**0,25 days**	**Mon 21/4/08**	**Mon 21/4/08**		**24,00 €**	
72	1.1.2.6.1	No	Plan the deployment of the project's parts	2 hrs	Mon 21/4/08	Mon 21/4/08	49;56;66	24,00 €	Architect
73	**1.1.2.7**	**No**	**Configuration & Change Management**	**0,5 days**	**Fri 18/4/08**	**Fri 18/4/08**		**48,00 €**	
74	1.1.2.7.1	No	Manage change requests	3 hrs	Fri 18/4/08	Fri 18/4/08	38;49	36,00 €	Configuration Manager/QA
75	1.1.2.7.2	No	how changes will be manipulated and incorporated throughout the project	1 hr	Fri 18/4/08	Fri 18/4/08	74	12,00 €	Configuration Manager/QA
76	**1.1.2.8**	**No**	**Project Management**	**0,88 days**	**Wed 16/4/08**	**Wed 16/4/08**		**230,00 €**	
77	**1.1.2.8.1**	**No**	**Human resource planning**	**0,5 days**	**Wed 16/4/08**	**Wed 16/4/08**		**110,00 €**	
78	**1.1.2.8.1.1**	**No**	**Manage project staff**	**0,5 days**	**Wed 16/4/08**	**Wed 16/4/08**		**110,00 €**	
79	1.1.2.8.1.1.1	No	define the initial members of the project team	2 hrs	Wed 16/4/08	Wed 16/4/08		40,00 €	Project Manager
80	1.1.2.8.1.1.2	No	define the key users to be involved from the company's side	2 hrs	Wed 16/4/08	Wed 16/4/08		30,00 €	IT Manager
81	1.1.2.8.1.1.3	No	appointment of new roles and responsibilities according to the project	2 hrs	Wed 16/4/08	Wed 16/4/08	79;80	40,00 €	Project Manager
82	**1.1.2.8.2**	**No**	**Communications planning**	**0,38 days**	**Wed 16/4/08**	**Wed 16/4/08**		**32,00 €**	
83	1.1.2.8.2.1	No	Decide the strategy for the internal communication plan	1 hr	Wed 16/4/08	Wed 16/4/08		20,00 €	Project Manager
84	1.1.2.8.2.2	No	Enhance the relationship with external teams and resources	1 hr	Wed 16/4/08	Wed 16/4/08		12,00 €	Configuration Manager/QA
85	**1.1.2.8.3**	**No**	**Risk management**	**0,25 days**	**Wed 16/4/08**	**Wed 16/4/08**		**40,00 €**	

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
86	1.1.2.8.3.1	No	initial list of risks	2 hrs	Wed 16/4/08	Wed 16/4/08		40,00 €	Project Manager
87	1.1.2.8.4	No	Quality planning	2 hrs	Wed 16/4/08	Wed 16/4/08		24,00 €	Configuration Manager/QA
88	1.1.2.8.5	No	Plan purchases and acquisitions	2 hrs	Wed 16/4/08	Wed 16/4/08		24,00 €	Configuration Manager/QA
89	**1.1.2.9**	**No**	**Environment**	**0,88 days**	**Wed 16/4/08**	**Wed 16/4/08**		**100,00 €**	
90	**1.1.2.9.1**	**No**	**Tailor the process materials for the project team**	**0,38 days**	**Wed 16/4/08**	**Wed 16/4/08**		**45,00 €**	
91	1.1.2.9.1.1	No	check the resources needed by the team to begin	1 hr	Wed 16/4/08	Wed 16/4/08		15,00 €	IT Manager
92	1.1.2.9.1.2	No	determine the physical resources	1 hr	Wed 16/4/08	Wed 16/4/08	91	15,00 €	IT Manager
93	1.1.2.9.1.3	No	Identify software tools the team will use	1 hr	Wed 16/4/08	Wed 16/4/08	92	15,00 €	IT Manager
94	1.1.2.9.2	No	Install and set up the procedures the project team will follow	1 hr	Wed 16/4/08	Wed 16/4/08	93	15,00 €	IT Manager
95	**1.1.2.9.3**	**No**	**Support the tools and process throughout the project**	**0,25 days**	**Wed 16/4/08**	**Wed 16/4/08**		**40,00 €**	
96	1.1.2.9.3.1	No	take care for the team to have available access to resources	2 hrs	Wed 16/4/08	Wed 16/4/08		40,00 €	Project Manager
97	**1.1.2.10**	**No**	**Prepare the outcomes/documentation**	**1 day**	**Fri 18/4/08**	**Mon 21/4/08**	**38;49;56;76**	**96,00 €**	
98	**1.1.2.10.1**	**No**	**project charter**	**0,38 days**	**Fri 18/4/08**	**Mon 21/4/08**		**36,00 €**	
99	1.1.2.10.1.1	No	statement of work	1 hr	Fri 18/4/08	Fri 18/4/08		12,00 €	Architect
100	1.1.2.10.1.2	No	enterprise environmental factors	1 hr	Fri 18/4/08	Fri 18/4/08	99	12,00 €	Architect
101	1.1.2.10.1.3	No	organisational process assets	1 hr	Mon 21/4/08	Mon 21/4/08	100	12,00 €	Architect
102	1.1.2.10.2	No	project vision	1 hr	Mon 21/4/08	Mon 21/4/08	101	12,00 €	Architect
103	1.1.2.10.3	No	initial risk assessment	2 hrs	Mon 21/4/08	Mon 21/4/08	102	24,00 €	Architect
104	1.1.2.10.4	No	initial financial forecast	2 hrs	Mon 21/4/08	Mon 21/4/08	103	24,00 €	Architect
105									
106	**1.1.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle objectives milestone**	**0,5 days**	**Mon 21/4/08**	**Mon 21/4/08**	**97**	**80,00 €**	
107	1.1.2.11.1	Yes	present the material/outcomes in the meeting	4 hrs	Mon 21/4/08	Mon 21/4/08		80,00 €	Project Manager
108	1.1.2.11.2	Yes	decide go/no-go	0 hrs	Mon 21/4/08	Mon 21/4/08		0,00 €	Project Manager
109									
110									
111	**1.2**	**No**	**Elaboration phase**	**8,63 days**	**Tue 22/4/08**	**Wed 30/4/08**	**106**	**2.527,00 €**	
112									
113	**1.2.1**	**No**	**1st ITERATION**	**4,5 days**	**Tue 22/4/08**	**Fri 25/4/08**		**996,00 €**	
114	**1.2.1.1**	**No**	**Business modelling**	**0,5 days**	**Tue 22/4/08**	**Tue 22/4/08**		**88,00 €**	
115	1.2.1.1.1	No	Identify and evaluate potential strategies for re-engineering the business processes	4 hrs	Tue 22/4/08	Tue 22/4/08		40,00 €	Requirements Analyst
116	1.2.1.1.2	No	Develop a domain model which reflects the new system (outcome)	4 hrs	Tue 22/4/08	Tue 22/4/08		48,00 €	Architect
117	**1.2.1.2**	**No**	**Requirements**	**1 day**	**Tue 22/4/08**	**Wed 23/4/08**		**80,00 €**	
118	1.2.1.2.1	No	Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	4 hrs	Tue 22/4/08	Tue 22/4/08	114	40,00 €	Requirements Analyst
119	1.2.1.2.2	No	Identify and prioritise new/changed requirements as they are identified throughout the project	4 hrs	Tue 22/4/08	Wed 23/4/08	114;118	40,00 €	Requirements Analyst
120	**1.2.1.3**	**No**	**Analysis & Design**	**1,5 days**	**Wed 23/4/08**	**Thu 24/4/08**	**114;117**	**144,00 €**	
121	**1.2.1.3.1**	**No**	**Design the components/services/modules**	**1,5 days**	**Wed 23/4/08**	**Thu 24/4/08**		**144,00 €**	
122	**1.2.1.3.1.1**	**No**	**Software requirements specifications**	**1,5 days**	**Wed 23/4/08**	**Thu 24/4/08**		**96,00 €**	
123	1.2.1.3.1.1.1	No	Software prototyping	4 hrs	Wed 23/4/08	Wed 23/4/08		32,00 €	System Analyst & Designer
124	1.2.1.3.1.1.2	No	Software unit detail design	4 hrs	Wed 23/4/08	Wed 23/4/08	123	32,00 €	System Analyst & Designer
125	1.2.1.3.1.1.3	No	Network/User Interface and Database design	4 hrs	Thu 24/4/08	Thu 24/4/08	124	32,00 €	System Analyst & Designer
126	**1.2.1.3.1.2**	**No**	**Hardware**	**1 day**	**Wed 23/4/08**	**Wed 23/4/08**		**48,00 €**	
127	1.2.1.3.1.2.1	No	Develop hardware configuration	4 hrs	Wed 23/4/08	Wed 23/4/08		24,00 €	Network/Hardware Expert
128	1.2.1.3.1.2.2	No	Development / Testing / Production environment details	4 hrs	Wed 23/4/08	Wed 23/4/08		24,00 €	Network/Hardware Expert

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
129	**1.2.1.4**	**No**	**Implementation**	**0,38 days**	**Tue 22/4/08**	**Tue 22/4/08**		**36,00 €**	
130	1.2.1.4.1	No	Understand and evolve the design model	3 hrs	Tue 22/4/08	Tue 22/4/08		36,00 €	Architect
131	**1.2.1.5**	**No**	**Test**	**0,5 days**	**Thu 24/4/08**	**Thu 24/4/08**	**120**	**24,00 €**	
132	1.2.1.5.1	No	Define and plan testing efforts	2 hrs	Thu 24/4/08	Thu 24/4/08		12,00 €	System Tester
133	1.2.1.5.2	No	Develop test cases	2 hrs	Thu 24/4/08	Thu 24/4/08		12,00 €	System Tester
134	**1.2.1.6**	**No**	**Deployment**	**0,5 days**	**Tue 22/4/08**	**Wed 23/4/08**		**48,00 €**	
135	1.2.1.6.1	No	Plan the deployment strategy	2 hrs	Tue 22/4/08	Tue 22/4/08	114;129	24,00 €	Architect
136	1.2.1.6.2	No	Develop support and operational material	2 hrs	Tue 22/4/08	Wed 23/4/08	135	24,00 €	Architect
137	**1.2.1.7**	**No**	**Configuration & Change Management**	**1 day**	**Tue 22/4/08**	**Tue 22/4/08**		**96,00 €**	
138	1.2.1.7.1	No	Manage change requests	4 hrs	Tue 22/4/08	Tue 22/4/08		48,00 €	Configuration Manager/QA
139	1.2.1.7.2	No	Plan configuration control	2 hrs	Tue 22/4/08	Tue 22/4/08	138	24,00 €	Configuration Manager/QA
140	1.2.1.7.3	No	Set up the Change Management environment	2 hrs	Tue 22/4/08	Tue 22/4/08	139	24,00 €	Configuration Manager/QA
141	**1.2.1.8**	**No**	**Project Management**	**2,25 days**	**Tue 22/4/08**	**Wed 23/4/08**		**264,00 €**	
142	1.2.1.8.1	No	Manage project staff	4 hrs	Tue 22/4/08	Tue 22/4/08		80,00 €	Project Manager
143	1.2.1.8.2	No	Enhance the relationship with external teams and resources	2 hrs	Tue 22/4/08	Tue 22/4/08	142;140	24,00 €	Configuration Manager/QA
144	1.2.1.8.3	No	Risk management	4 hrs	Wed 23/4/08	Wed 23/4/08	143	80,00 €	Project Manager
145	1.2.1.8.4	No	managing the iteration	4 hrs	Wed 23/4/08	Wed 23/4/08	144	80,00 €	Project Manager
146	**1.2.1.9**	**No**	**Environment**	**0,75 days**	**Tue 22/4/08**	**Tue 22/4/08**		**120,00 €**	
147	1.2.1.9.1	No	tailor the parameters to create the environment for the team	2 hrs	Tue 22/4/08	Tue 22/4/08		40,00 €	Project Manager
148	1.2.1.9.2	No	identify/find tools	2 hrs	Tue 22/4/08	Tue 22/4/08	147	40,00 €	Project Manager
149	1.2.1.9.3	No	Install and set up tools for the project team	2 hrs	Tue 22/4/08	Tue 22/4/08	148	40,00 €	Project Manager
150									
151	**1.2.1.10**	**No**	**Iteration's outcome**	**1 day**	**Thu 24/4/08**	**Fri 25/4/08**		**96,00 €**	
152	1.2.1.10.1	No	prepare an initial architectural model to apply	8 hrs	Thu 24/4/08	Fri 25/4/08	134;120;129;13	96,00 €	Architect
153									
154	**1.2.2**	**No**	**2nd ITERATION**	**4,13 days**	**Fri 25/4/08**	**Wed 30/4/08**	**113**	**1.531,00 €**	
155	**1.2.2.1**	**No**	**Business modelling**	**0,25 days**	**Fri 25/4/08**	**Fri 25/4/08**		**64,00 €**	
156	1.2.2.1.1	No	Identify and evaluate potential strategies for re-engineering the business processes	2 hrs	Fri 25/4/08	Fri 25/4/08		40,00 €	Project Manager
157	1.2.2.1.2	No	evaluate the domain model	2 hrs	Fri 25/4/08	Fri 25/4/08		24,00 €	Architect
158	**1.2.2.2**	**No**	**Requirements**	**1 day**	**Fri 25/4/08**	**Mon 28/4/08**		**80,00 €**	
159	1.2.2.2.1	No	Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	4 hrs	Fri 25/4/08	Fri 25/4/08		40,00 €	Requirements Analyst
160	1.2.2.2.2	No	Identify and prioritise new/changed requirements as they are identified throughout the project	4 hrs	Mon 28/4/08	Mon 28/4/08	159	40,00 €	Requirements Analyst
161	**1.2.2.3**	**No**	**Analysis & Design**	**1,5 days**	**Mon 28/4/08**	**Tue 29/4/08**	**155;158**	**144,00 €**	
162	**1.2.2.3.1**	**No**	**Design the components/services/modules**	**1,5 days**	**Mon 28/4/08**	**Tue 29/4/08**		**144,00 €**	
163	**1.2.2.3.1.1**	**No**	**Software requirements specifications**	**1,5 days**	**Mon 28/4/08**	**Tue 29/4/08**		**96,00 €**	
164	1.2.2.3.1.1.1	No	Software prototyping	4 hrs	Mon 28/4/08	Mon 28/4/08		32,00 €	System Analyst & Designer
165	1.2.2.3.1.1.2	No	Software unit detail design	4 hrs	Mon 28/4/08	Tue 29/4/08	164	32,00 €	System Analyst & Designer
166	1.2.2.3.1.1.3	No	Network/User Interface and Database design	4 hrs	Tue 29/4/08	Tue 29/4/08	165	32,00 €	System Analyst & Designer
167	**1.2.2.3.1.2**	**No**	**Hardware**	**1 day**	**Mon 28/4/08**	**Tue 29/4/08**		**48,00 €**	
168	1.2.2.3.1.2.1	No	Develop hardware configuration	4 hrs	Mon 28/4/08	Mon 28/4/08		24,00 €	Network/Hardware Expert
169	1.2.2.3.1.2.2	No	Development / Testing / Production environment details	4 hrs	Mon 28/4/08	Tue 29/4/08		24,00 €	Network/Hardware Expert
170	**1.2.2.4**	**No**	**Implementation**	**0,5 days**	**Fri 25/4/08**	**Fri 25/4/08**		**60,00 €**	
171	1.2.2.4.1	No	Understand and evolve the design model	4 hrs	Fri 25/4/08	Fri 25/4/08		60,00 €	IT Manager

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
172	**1.2.2.5**	**No**	**Test**	**1 day**	**Fri 25/4/08**	**Mon 28/4/08**		**48,00 €**	
173	1.2.2.5.1	No	Define and plan testing efforts	4 hrs	Fri 25/4/08	Fri 25/4/08		24,00 €	System Tester
174	1.2.2.5.2	No	Develop test cases	4 hrs	Mon 28/4/08	Mon 28/4/08	173	24,00 €	System Tester
175	**1.2.2.6**	**No**	**Deployment**	**0,75 days**	**Fri 25/4/08**	**Mon 28/4/08**		**72,00 €**	
176	1.2.2.6.1	No	Plan the deployment strategy	3 hrs	Fri 25/4/08	Mon 28/4/08		36,00 €	Architect
177	1.2.2.6.2	No	Develop support and operational material	3 hrs	Mon 28/4/08	Mon 28/4/08	176	36,00 €	Architect
178	**1.2.2.7**	**No**	**Configuration & Change Management**	**1,5 days**	**Fri 25/4/08**	**Mon 28/4/08**		**144,00 €**	
179	1.2.2.7.1	No	Manage change requests	4 hrs	Fri 25/4/08	Fri 25/4/08		48,00 €	Configuration Manager/QA
180	1.2.2.7.2	No	Plan configuration control	4 hrs	Mon 28/4/08	Mon 28/4/08	179	48,00 €	Configuration Manager/QA
181	1.2.2.7.3	No	Set up the Change Management environment	4 hrs	Mon 28/4/08	Mon 28/4/08	180	48,00 €	Configuration Manager/QA
182	**1.2.2.8**	**No**	**Project Management**	**1,88 days**	**Fri 25/4/08**	**Tue 29/4/08**		**324,00 €**	
183	1.2.2.8.1	No	Manage project staff	8 hrs	Fri 25/4/08	Mon 28/4/08		160,00 €	Project Manager
184	1.2.2.8.2	No	Enhance the relationship with external teams and resources	2 hrs	Mon 28/4/08	Mon 28/4/08	181	24,00 €	Configuration Manager/QA
185	1.2.2.8.3	No	Risk management	4 hrs	Mon 28/4/08	Mon 28/4/08	183	80,00 €	Project Manager
186	1.2.2.8.4	No	Managing the iteration	3 hrs	Tue 29/4/08	Tue 29/4/08	185	60,00 €	Project Manager
187	**1.2.2.9**	**No**	**Environment**	**1,75 days**	**Tue 29/4/08**	**Wed 30/4/08**		**120,00 €**	
188	1.2.2.9.1	No	Tailor the process materials for the project team	2 hrs	Tue 29/4/08	Tue 29/4/08		40,00 €	Project Manager
189	1.2.2.9.2	No	Identify and evaluate tools	2 hrs	Tue 29/4/08	Wed 30/4/08	188	40,00 €	Project Manager
190	1.2.2.9.3	No	Install and set up tools for the project team	2 hrs	Wed 30/4/08	Wed 30/4/08	189	40,00 €	Project Manager
191	**1.2.2.10**	**No**	**Prepare the outcomes/documentation**	**1 day**	**Tue 29/4/08**	**Wed 30/4/08**	**161;182**	**400,00 €**	
192	**1.2.2.10.1**	**No**	**software architecture document**	**1 day**	**Tue 29/4/08**	**Wed 30/4/08**		**168,00 €**	
193	1.2.2.10.1.1	No	identification of key mechanisms	4 hrs	Tue 29/4/08	Tue 29/4/08		60,00 €	IT Manager
194	1.2.2.10.1.2	No	identification of design elements	4 hrs	Wed 30/4/08	Wed 30/4/08		60,00 €	IT Manager
195	1.2.2.10.1.3	No	detailed descriptions of the architecture	4 hrs	Tue 29/4/08	Tue 29/4/08		48,00 €	Architect
196	1.2.2.10.2	No	risk list	8 hrs	Tue 29/4/08	Wed 30/4/08		160,00 €	Project Manager
197	1.2.2.10.3	No	plan iterations during construction phase	4 hrs	Wed 30/4/08	Wed 30/4/08		48,00 €	Architect
198	1.2.2.10.4	No	hardware architecture document	4 hrs	Tue 29/4/08	Tue 29/4/08		24,00 €	Network/Hardware Expert
199									
200	**1.2.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle architecture milestone**	**0,63 days**	**Wed 30/4/08**	**Wed 30/4/08**	**191**	**75,00 €**	
201	1.2.2.11.1	Yes	present the material to stakeholders	5 hrs	Wed 30/4/08	Wed 30/4/08		75,00 €	IT Manager
202	1.2.2.11.2	Yes	decide go/no-go	0 hrs	Wed 30/4/08	Wed 30/4/08		0,00 €	IT Manager
203									
204									
205	**1.3**	**No**	**Construction phase**	**20 days**	**Wed 30/4/08**	**Thu 22/5/08**	**111**	**5.340,00 €**	
206									
207	**1.3.1**	**No**	**1st ITERATION**	**5,13 days**	**Wed 30/4/08**	**Tue 6/5/08**		**2.282,00 €**	
208	**1.3.1.1**	**No**	**Business modelling**	**0,25 days**	**Wed 30/4/08**	**Thu 1/5/08**		**20,00 €**	
209	1.3.1.1.1	No	update domain model which reflects the new system	2 hrs	Wed 30/4/08	Thu 1/5/08		20,00 €	Requirements Analyst
210	**1.3.1.2**	**No**	**Requirements**	**1,25 days**	**Thu 1/5/08**	**Fri 2/5/08**		**100,00 €**	
211	1.3.1.2.1	No	explore usage/continous review users' requirements	4 hrs	Thu 1/5/08	Thu 1/5/08	208	40,00 €	Requirements Analyst
212	1.3.1.2.2	No	get feedback for revised requirements	6 hrs	Thu 1/5/08	Fri 2/5/08	211	60,00 €	Requirements Analyst
213	**1.3.1.3**	**No**	**Analysis & Design**	**1 day**	**Wed 30/4/08**	**Thu 1/5/08**		**84,00 €**	
214	1.3.1.3.1	No	follow the selected architecture system	4 hrs	Wed 30/4/08	Thu 1/5/08		32,00 €	System Analyst & Designer

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
215	1.3.1.3.2	No	understand/analyse the requirements of the system	4 hrs	Thu 1/5/08	Thu 1/5/08		32,00 €	System Analyst & Designer
216	**1.3.1.3.3**	**No**	**review the components/services/modules**	**0,25 days**	**Thu 1/5/08**	**Thu 1/5/08**		**20,00 €**	
217	1.3.1.3.3.1	No	review the network/user interface and database design	2 hrs	Thu 1/5/08	Thu 1/5/08		20,00 €	Technical Team Leader
218	**1.3.1.4**	**No**	**Implementation**	**5 days**	**Wed 30/4/08**	**Tue 6/5/08**		**894,00 €**	
219	1.3.1.4.1	No	Evolve the design model	4 hrs	Wed 30/4/08	Thu 1/5/08		60,00 €	IT Manager
220	**1.3.1.4.2**	**No**	**Implement components/services/modules**	**5 days**	**Wed 30/4/08**	**Tue 6/5/08**		**834,00 €**	
221	**1.3.1.4.2.1**	**No**	**Software Build**	**5 days**	**Wed 30/4/08**	**Tue 6/5/08**		**546,00 €**	
222	**1.3.1.4.2.1.1**	**No**	**Application Development**	**5 days**	**Wed 30/4/08**	**Tue 6/5/08**		**546,00 €**	
223	**1.3.1.4.2.1.1.1**	**No**	**Development Planning**	**0,63 days**	**Wed 30/4/08**	**Thu 1/5/08**		**50,00 €**	
224	1.3.1.4.2.1.1.1	No	Development module plan	5 hrs	Wed 30/4/08	Thu 1/5/08		50,00 €	Technical Team Leader
225	**1.3.1.4.2.1.1.2**	**No**	**Initial Database**	**1 day**	**Wed 30/4/08**	**Thu 1/5/08**		**48,00 €**	
226	1.3.1.4.2.1.1.2	No	Build / Develop/ Setup database	8 hrs	Wed 30/4/08	Thu 1/5/08		48,00 €	Junior System Developer
227	**1.3.1.4.2.1.1.3**	**No**	**Prototype**	**1 day**	**Thu 1/5/08**	**Fri 2/5/08**		**48,00 €**	
228	1.3.1.4.2.1.1.3	No	Build prototype	8 hrs	Thu 1/5/08	Fri 2/5/08		48,00 €	Junior System Developer
229	**1.3.1.4.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**2 days**	**Fri 2/5/08**	**Tue 6/5/08**		**96,00 €**	
230	1.3.1.4.2.1.1.4	No	Build common routines / modules /templates	8 hrs	Fri 2/5/08	Mon 5/5/08	226	48,00 €	Junior System Developer
231	1.3.1.4.2.1.1.4	No	Develop unit test scripts	8 hrs	Mon 5/5/08	Tue 6/5/08	228	48,00 €	Junior System Developer
232	**1.3.1.4.2.1.1.5**	**No**	**Modules / Programs / Units**	**1 day**	**Tue 6/5/08**	**Tue 6/5/08**		**112,00 €**	
233	1.3.1.4.2.1.1.5	No	Build modules / programs / units	8 hrs	Tue 6/5/08	Tue 6/5/08	230	48,00 €	Junior System Developer
234	1.3.1.4.2.1.1.5	No	Develop unit test scripts	8 hrs	Tue 6/5/08	Tue 6/5/08	231	64,00 €	Senior System Developer
235	**1.3.1.4.2.1.1.6**	**No**	**Application Integration**	**1 day**	**Wed 30/4/08**	**Thu 1/5/08**		**64,00 €**	
236	1.3.1.4.2.1.1.6	No	Integrate modules / programs / units	8 hrs	Wed 30/4/08	Thu 1/5/08		64,00 €	Senior System Developer
237	**1.3.1.4.2.1.1.7**	**No**	**Data Migration**	**3 days**	**Wed 30/4/08**	**Mon 5/5/08**		**128,00 €**	
238	**1.3.1.4.2.1.1.7**	**No**	**Build**	**2 days**	**Wed 30/4/08**	**Fri 2/5/08**		**128,00 €**	
239	1.3.1.4.2.1.1.7	No	Data migration design	8 hrs	Wed 30/4/08	Thu 1/5/08		64,00 €	Senior System Developer (back
240	1.3.1.4.2.1.1.7	No	Build data migration components	8 hrs	Thu 1/5/08	Fri 2/5/08		64,00 €	Senior System Developer (back
241	**1.3.1.4.2.1.1.7**	**No**	**Test**	**1 day**	**Fri 2/5/08**	**Mon 5/5/08**	**238**	**0,00 €**	
242	1.3.1.4.2.1.1.7	No	Build testing routines	8 hrs	Fri 2/5/08	Mon 5/5/08		0,00 €	
243	**1.3.1.4.2.2**	**No**	**Hardware build**	**3 days**	**Wed 30/4/08**	**Mon 5/5/08**		**288,00 €**	
244	1.3.1.4.2.2.1	No	acquire, install and test HW for the project	24 hrs	Wed 30/4/08	Mon 5/5/08		144,00 €	Network/Hardware Expert
245	1.3.1.4.2.2.2	No	acquire, install and test the Network for the project	24 hrs	Wed 30/4/08	Mon 5/5/08		144,00 €	Network/Hardware Expert (back
246	**1.3.1.5**	**No**	**Test**	**1 day**	**Wed 30/4/08**	**Thu 1/5/08**		**96,00 €**	
247	1.3.1.5.1	No	perform system testings	4 hrs	Wed 30/4/08	Thu 1/5/08		24,00 €	System Tester
248	1.3.1.5.2	No	verifications and validations	4 hrs	Thu 1/5/08	Thu 1/5/08		24,00 €	System Tester
249	1.3.1.5.3	No	Optimise test suites	4 hrs	Wed 30/4/08	Thu 1/5/08		24,00 €	System Tester (backup)
250	1.3.1.5.4	No	Report defects	4 hrs	Thu 1/5/08	Thu 1/5/08		24,00 €	System Tester (backup)
251	**1.3.1.6**	**No**	**Deployment**	**0,88 days**	**Thu 1/5/08**	**Thu 1/5/08**		**100,00 €**	
252	1.3.1.6.1	No	Plan the deployment strategy	4 hrs	Thu 1/5/08	Thu 1/5/08		60,00 €	IT Manager
253	1.3.1.6.2	No	Develop support and operational material	4 hrs	Thu 1/5/08	Thu 1/5/08		40,00 €	Technical Team Leader
254	**1.3.1.7**	**No**	**Configuration & Change Management**	**1,75 days**	**Wed 30/4/08**	**Fri 2/5/08**		**168,00 €**	
255	1.3.1.7.1	No	Manage change requests	6 hrs	Wed 30/4/08	Thu 1/5/08		72,00 €	Configuration Manager/QA
256	1.3.1.7.2	No	Plan configuration control	4 hrs	Thu 1/5/08	Thu 1/5/08		48,00 €	Configuration Manager/QA
257	1.3.1.7.3	No	Set up the Change Management environment	4 hrs	Thu 1/5/08	Fri 2/5/08		48,00 €	Configuration Manager/QA

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
258	**1.3.1.8**	**No**	**Project Management**	**3,13 days**	**Wed 30/4/08**	**Mon 5/5/08**		**500,00 €**	
259	1.3.1.8.1	No	Manage project staff	8 hrs	Wed 30/4/08	Thu 1/5/08		160,00 €	Project Manager
260	1.3.1.8.2	No	Enhance the relationship with external teams and resources	3 hrs	Mon 5/5/08	Mon 5/5/08		60,00 €	Project Manager
261	1.3.1.8.3	No	Risk management	6 hrs	Thu 1/5/08	Fri 2/5/08		120,00 €	Project Manager
262	1.3.1.8.4	No	Estimating, scheduling and planning	4 hrs	Fri 2/5/08	Fri 2/5/08		80,00 €	Project Manager
263	1.3.1.8.5	No	Managing the iteration	4 hrs	Fri 2/5/08	Mon 5/5/08		80,00 €	Project Manager
264	**1.3.1.9**	**No**	**Environment**	**1 day**	**Tue 6/5/08**	**Tue 6/5/08**		**160,00 €**	
265	1.3.1.9.1	No	Tailor the process materials for the project team	2 hrs	Tue 6/5/08	Tue 6/5/08		40,00 €	Project Manager
266	1.3.1.9.2	No	Identify and evaluate tools	2 hrs	Tue 6/5/08	Tue 6/5/08		40,00 €	Project Manager
267	1.3.1.9.3	No	Install and set up tools for the project team	2 hrs	Tue 6/5/08	Tue 6/5/08		40,00 €	Project Manager
268	1.3.1.9.4	No	Support the tools and process throughout the project	2 hrs	Tue 6/5/08	Tue 6/5/08		40,00 €	Project Manager
269	**1.3.1.10**	**No**	**Iteration's outcome**	**4,13 days**	**Wed 30/4/08**	**Tue 6/5/08**		**160,00 €**	
270	1.3.1.10.1	No	internal meeting to check the implementation's progress	8 hrs	Mon 5/5/08	Tue 6/5/08		160,00 €	Project Manager
271	1.3.1.10.2	No	issue the alpha version of the software	0 hrs	Wed 30/4/08	Wed 30/4/08		0,00 €	IT Manager
272									
273									
274	**1.3.2**	**No**	**2nd ITERATION (tailored-only technical disciplines)**	**7,13 days**	**Tue 6/5/08**	**Wed 14/5/08**	**246;258;213;21**	**946,00 €**	
275	**1.3.2.1**	**No**	**Requirements**	**2 days**	**Tue 6/5/08**	**Thu 8/5/08**		**160,00 €**	
276	1.3.2.1.1	No	review/evaluate the needs of stakeholders	4 hrs	Thu 8/5/08	Thu 8/5/08		40,00 €	Requirements Analyst
277	1.3.2.1.2	No	review/update the scope of the system	4 hrs	Tue 6/5/08	Wed 7/5/08		40,00 €	Requirements Analyst
278	1.3.2.1.3	No	explore usage	4 hrs	Wed 7/5/08	Wed 7/5/08	277	40,00 €	Requirements Analyst
279	1.3.2.1.4	No	get feedback for revised requirements	4 hrs	Wed 7/5/08	Thu 8/5/08	277	40,00 €	Requirements Analyst
280	**1.3.2.2**	**No**	**Analysis & Design**	**0,75 days**	**Tue 6/5/08**	**Wed 7/5/08**		**68,00 €**	
281	1.3.2.2.1	No	follow the selected architecture system	2 hrs	Wed 7/5/08	Wed 7/5/08		16,00 €	System Analyst & Designer
282	1.3.2.2.2	No	understand/analyse the requirements of the system	4 hrs	Tue 6/5/08	Wed 7/5/08		32,00 €	System Analyst & Designer
283	**1.3.2.2.3**	**No**	**review the components/services/modules**	**0,25 days**	**Tue 6/5/08**	**Wed 7/5/08**		**20,00 €**	
284	1.3.2.2.3.1	No	review the network/user interface and database design	2 hrs	Tue 6/5/08	Wed 7/5/08		20,00 €	Technical Team Leader
285	**1.3.2.3**	**No**	**Implementation**	**3,63 days**	**Thu 8/5/08**	**Tue 13/5/08**	**275;280**	**562,00 €**	
286	1.3.2.3.1	No	Understand and evolve the design model	3 hrs	Thu 8/5/08	Fri 9/5/08		30,00 €	Technical Team Leader
287	**1.3.2.3.2**	**No**	**Implement components/services/modules**	**3,63 days**	**Thu 8/5/08**	**Tue 13/5/08**		**532,00 €**	
288	**1.3.2.3.2.1**	**No**	**Software Build**	**3,63 days**	**Thu 8/5/08**	**Tue 13/5/08**		**452,00 €**	
289	**1.3.2.3.2.1.1**	**No**	**Application Development**	**3,63 days**	**Thu 8/5/08**	**Tue 13/5/08**		**452,00 €**	
290	**1.3.2.3.2.1.1.1**	**No**	**Development Planning**	**0,5 days**	**Thu 8/5/08**	**Thu 8/5/08**		**40,00 €**	
291	1.3.2.3.2.1.1.1	No	Development module plan	4 hrs	Thu 8/5/08	Thu 8/5/08		40,00 €	Technical Team Leader
292	**1.3.2.3.2.1.1.2**	**No**	**Initial Database**	**2,63 days**	**Thu 8/5/08**	**Mon 12/5/08**		**52,00 €**	
293	1.3.2.3.2.1.1.2	No	Build / Develop/ Setup database	4 hrs	Thu 8/5/08	Thu 8/5/08		24,00 €	Junior System Developer
294	1.3.2.3.2.1.1.2	No	Test database	2 hrs	Mon 12/5/08	Mon 12/5/08		16,00 €	Senior System Developer
295	1.3.2.3.2.1.1.2	No	Review database	2 hrs	Thu 8/5/08	Thu 8/5/08		12,00 €	System Tester
296	**1.3.2.3.2.1.1.3**	**No**	**Prototype**	**2,63 days**	**Thu 8/5/08**	**Mon 12/5/08**		**52,00 €**	
297	1.3.2.3.2.1.1.3	No	Build prototype	4 hrs	Thu 8/5/08	Fri 9/5/08		24,00 €	Junior System Developer
298	1.3.2.3.2.1.1.3	No	Test prototype	2 hrs	Mon 12/5/08	Mon 12/5/08		16,00 €	Senior System Developer
299	1.3.2.3.2.1.1.3	No	Review prototype	2 hrs	Thu 8/5/08	Thu 8/5/08		12,00 €	System Tester
300	**1.3.2.3.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**2,88 days**	**Thu 8/5/08**	**Tue 13/5/08**		**76,00 €**	

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
301	1.3.2.3.2.1.1.4	No	Build common routines / modules /templates	4 hrs	Fri 9/5/08	Fri 9/5/08		32,00 €	Senior System Developer
302	1.3.2.3.2.1.1.4	No	Develop unit test scripts	2 hrs	Mon 12/5/08	Mon 12/5/08		16,00 €	Senior System Developer
303	1.3.2.3.2.1.1.4	No	Test common routines / modules / templates	2 hrs	Tue 13/5/08	Tue 13/5/08		16,00 €	Senior System Developer
304	1.3.2.3.2.1.1.4	No	Review routines	2 hrs	Thu 8/5/08	Fri 9/5/08		12,00 €	System Tester
305	**1.3.2.3.2.1.1.5**	**No**	**Modules / Programs / Units**	**3,38 days**	**Thu 8/5/08**	**Tue 13/5/08**		**80,00 €**	
306	1.3.2.3.2.1.1.5	No	Build modules / programs / units	5 hrs	Thu 8/5/08	Fri 9/5/08		40,00 €	Senior System Developer
307	1.3.2.3.2.1.1.5	No	Develop unit test scripts	2 hrs	Tue 13/5/08	Tue 13/5/08		16,00 €	Senior System Developer
308	1.3.2.3.2.1.1.5	No	Test modules / programs / units	2 hrs	Fri 9/5/08	Fri 9/5/08		12,00 €	System Tester
309	1.3.2.3.2.1.1.5	No	Review modules	2 hrs	Fri 9/5/08	Fri 9/5/08		12,00 €	System Tester
310	**1.3.2.3.2.1.1.6**	**No**	**Application Integration**	**0,75 days**	**Fri 9/5/08**	**Mon 12/5/08**		**68,00 €**	
311	1.3.2.3.2.1.1.6	No	Integrate modules / programs / units	4 hrs	Fri 9/5/08	Fri 9/5/08		32,00 €	Senior System Developer
312	1.3.2.3.2.1.1.6	No	Develop unit testing scripts	2 hrs	Fri 9/5/08	Fri 9/5/08		12,00 €	System Tester
313	1.3.2.3.2.1.1.6	No	Unit Testing	2 hrs	Fri 9/5/08	Fri 9/5/08		12,00 €	System Tester
314	1.3.2.3.2.1.1.6	No	Review integration	2 hrs	Fri 9/5/08	Mon 12/5/08		12,00 €	System Tester
315	**1.3.2.3.2.1.1.7**	**No**	**Data Migration**	**2,88 days**	**Thu 8/5/08**	**Mon 12/5/08**		**84,00 €**	
316	**1.3.2.3.2.1.1.7**	**No**	**Build**	**2,38 days**	**Thu 8/5/08**	**Mon 12/5/08**		**48,00 €**	
317	1.3.2.3.2.1.1.7	No	Data migration design	2 hrs	Thu 8/5/08	Thu 8/5/08		16,00 €	Senior System Developer
318	1.3.2.3.2.1.1.7	No	Build data migration components	2 hrs	Mon 12/5/08	Mon 12/5/08		16,00 €	Senior System Developer
319	1.3.2.3.2.1.1.7	No	Perform Data migration	2 hrs	Mon 12/5/08	Mon 12/5/08		16,00 €	Senior System Developer
320	**1.3.2.3.2.1.1.7**	**No**	**Test**	**0,5 days**	**Mon 12/5/08**	**Mon 12/5/08**	**316**	**24,00 €**	
321	1.3.2.3.2.1.1.7	No	Build testing routines	2 hrs	Mon 12/5/08	Mon 12/5/08		12,00 €	System Tester
322	1.3.2.3.2.1.1.7	No	Test Migration Results	2 hrs	Mon 12/5/08	Mon 12/5/08		12,00 €	System Tester
323	1.3.2.3.2.1.1.7	No	Review data migration	2 hrs	Mon 12/5/08	Mon 12/5/08		12,00 €	System Tester
324	**1.3.2.3.2.2**	**No**	**Hardware build**	**1,25 days**	**Thu 8/5/08**	**Fri 9/5/08**		**80,00 €**	
325	1.3.2.3.2.2.1	No	acquire, install and test HW for the project	10 hrs	Thu 8/5/08	Fri 9/5/08		80,00 €	System Analyst & Designer
326	**1.3.2.4**	**No**	**Test**	**1 day**	**Tue 13/5/08**	**Wed 14/5/08**	**285**	**96,00 €**	
327	1.3.2.4.1	No	perform system testings	4 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	System Tester
328	1.3.2.4.2	No	verifications and validations	4 hrs	Tue 13/5/08	Wed 14/5/08		24,00 €	System Tester
329	1.3.2.4.3	No	Optimise test suites	4 hrs	Tue 13/5/08	Tue 13/5/08		24,00 €	System Tester (backup)
330	1.3.2.4.4	No	Report defects	4 hrs	Tue 13/5/08	Wed 14/5/08		24,00 €	System Tester (backup)
331	**1.3.2.5**	**No**	**Iteration's outcome**	**0,5 days**	**Wed 14/5/08**	**Wed 14/5/08**	**326**	**60,00 €**	
332	1.3.2.5.1	No	issue the beta version of the product	4 hrs	Wed 14/5/08	Wed 14/5/08		60,00 €	IT Manager
333									
334	**1.3.3**	**No**	**3rd ITERATION**	**7,88 days**	**Wed 14/5/08**	**Thu 22/5/08**	**274**	**2.112,00 €**	
335	**1.3.3.1**	**No**	**Business modelling**	**0,25 days**	**Tue 20/5/08**	**Tue 20/5/08**		**40,00 €**	
336	1.3.3.1.1	No	maintain domain model	2 hrs	Tue 20/5/08	Tue 20/5/08		40,00 €	Project Manager
337	**1.3.3.2**	**No**	**Requirements**	**1,13 days**	**Wed 14/5/08**	**Thu 15/5/08**		**90,00 €**	
338	1.3.3.2.1	No	review/evaluate the needs of stakeholders	4 hrs	Wed 14/5/08	Wed 14/5/08		40,00 €	Requirements Analyst
339	1.3.3.2.2	No	review/update the scope of the system	1 hr	Thu 15/5/08	Thu 15/5/08		10,00 €	Requirements Analyst
340	1.3.3.2.3	No	explore usage	2 hrs	Thu 15/5/08	Thu 15/5/08		20,00 €	Requirements Analyst
341	1.3.3.2.4	No	get feedback for revised requirements	2 hrs	Thu 15/5/08	Thu 15/5/08		20,00 €	Requirements Analyst
342	**1.3.3.3**	**No**	**Analysis & Design**	**0,5 days**	**Thu 15/5/08**	**Thu 15/5/08**	**337**	**96,00 €**	
343	1.3.3.3.1	No	follow the selected architecture system	2 hrs	Thu 15/5/08	Thu 15/5/08		30,00 €	IT Manager

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
344	1.3.3.3.2	No	Construct a proof-of-concept to validate the candidate architecture	2 hrs	Thu 15/5/08	Thu 15/5/08		30,00 €	IT Manager
345	1.3.3.3.3	No	understand/analyse the requirements of the system	2 hrs	Thu 15/5/08	Thu 15/5/08		16,00 €	System Analyst & Designer
346	**1.3.3.3.4**	**No**	**review the components/services/modules**	**0,25 days**	**Thu 15/5/08**	**Thu 15/5/08**		**20,00 €**	
347	1.3.3.3.4.1	No	review the network/user interface and database design	2 hrs	Thu 15/5/08	Thu 15/5/08		20,00 €	Technical Team Leader
348	**1.3.3.4**	**No**	**Implementation**	**4,25 days**	**Thu 15/5/08**	**Wed 21/5/08**	**337;342**	**598,00 €**	
349	1.3.3.4.1	No	Understand and evolve the design model	2 hrs	Thu 15/5/08	Fri 16/5/08		30,00 €	IT Manager
350	**1.3.3.4.2**	**No**	**Implement components/services/modules**	**4,25 days**	**Thu 15/5/08**	**Wed 21/5/08**		**568,00 €**	
351	**1.3.3.4.2.1**	**No**	**Software Build**	**4,25 days**	**Thu 15/5/08**	**Wed 21/5/08**		**488,00 €**	
352	**1.3.3.4.2.1.1**	**No**	**Application Development**	**4,25 days**	**Thu 15/5/08**	**Wed 21/5/08**		**488,00 €**	
353	**1.3.3.4.2.1.1.1**	**No**	**Development Planning**	**0,5 days**	**Fri 16/5/08**	**Mon 19/5/08**		**32,00 €**	
354	1.3.3.4.2.1.1.1	No	Development module plan	4 hrs	Fri 16/5/08	Mon 19/5/08		32,00 €	Senior System Developer
355	**1.3.3.4.2.1.1.2**	**No**	**Initial Database**	**2 days**	**Thu 15/5/08**	**Mon 19/5/08**		**52,00 €**	
356	1.3.3.4.2.1.1.2	No	Build / Develop/ Setup database	4 hrs	Thu 15/5/08	Fri 16/5/08		24,00 €	Junior System Developer
357	1.3.3.4.2.1.1.2	No	Test database	2 hrs	Fri 16/5/08	Fri 16/5/08		16,00 €	Senior System Developer
358	1.3.3.4.2.1.1.2	No	Review database	2 hrs	Mon 19/5/08	Mon 19/5/08		12,00 €	System Tester
359	**1.3.3.4.2.1.1.3**	**No**	**Prototype**	**1,25 days**	**Fri 16/5/08**	**Mon 19/5/08**		**52,00 €**	
360	1.3.3.4.2.1.1.3	No	Build prototype	4 hrs	Fri 16/5/08	Fri 16/5/08		24,00 €	Junior System Developer
361	1.3.3.4.2.1.1.3	No	Test prototype	2 hrs	Fri 16/5/08	Fri 16/5/08	357	16,00 €	Senior System Developer
362	1.3.3.4.2.1.1.3	No	Review prototype	2 hrs	Mon 19/5/08	Mon 19/5/08	361	12,00 €	System Tester
363	**1.3.3.4.2.1.1.4**	**No**	**Common Routines / Modules / Templates**	**2,25 days**	**Mon 19/5/08**	**Wed 21/5/08**		**84,00 €**	
364	1.3.3.4.2.1.1.4	No	Build common routines / modules /templates	4 hrs	Mon 19/5/08	Tue 20/5/08		32,00 €	Senior System Developer
365	1.3.3.4.2.1.1.4	No	Develop unit test scripts	3 hrs	Tue 20/5/08	Tue 20/5/08		24,00 €	Senior System Developer
366	1.3.3.4.2.1.1.4	No	Test common routines / modules / templates	2 hrs	Wed 21/5/08	Wed 21/5/08		16,00 €	Senior System Developer
367	1.3.3.4.2.1.1.4	No	Review routines	2 hrs	Mon 19/5/08	Mon 19/5/08		12,00 €	System Tester
368	**1.3.3.4.2.1.1.5**	**No**	**Modules / Programs / Units**	**1,25 days**	**Tue 20/5/08**	**Wed 21/5/08**		**80,00 €**	
369	1.3.3.4.2.1.1.5	No	Build modules / programs / units	4 hrs	Tue 20/5/08	Tue 20/5/08		32,00 €	Senior System Developer
370	1.3.3.4.2.1.1.5	No	Develop unit test scripts	3 hrs	Tue 20/5/08	Wed 21/5/08		24,00 €	Senior System Developer
371	1.3.3.4.2.1.1.5	No	Test modules / programs / units	2 hrs	Tue 20/5/08	Tue 20/5/08		12,00 €	System Tester
372	1.3.3.4.2.1.1.5	No	Review modules	2 hrs	Tue 20/5/08	Tue 20/5/08		12,00 €	System Tester
373	**1.3.3.4.2.1.1.6**	**No**	**Application Integration**	**1,5 days**	**Thu 15/5/08**	**Mon 19/5/08**		**104,00 €**	
374	1.3.3.4.2.1.1.6	No	Integrate modules / programs / units	4 hrs	Thu 15/5/08	Fri 16/5/08		32,00 €	Senior System Developer
375	1.3.3.4.2.1.1.6	No	Develop unit testing scripts	4 hrs	Thu 15/5/08	Fri 16/5/08		24,00 €	System Tester
376	1.3.3.4.2.1.1.6	No	Unit Testing	4 hrs	Fri 16/5/08	Fri 16/5/08	375	24,00 €	System Tester
377	1.3.3.4.2.1.1.6	No	Review integration	4 hrs	Fri 16/5/08	Mon 19/5/08	376	24,00 €	System Tester
378	**1.3.3.4.2.1.1.7**	**No**	**Data Migration**	**1,5 days**	**Mon 19/5/08**	**Tue 20/5/08**		**84,00 €**	
379	**1.3.3.4.2.1.1.7**	**No**	**Build**	**0,75 days**	**Mon 19/5/08**	**Mon 19/5/08**	**373**	**48,00 €**	
380	1.3.3.4.2.1.1.7	No	Data migration design	2 hrs	Mon 19/5/08	Mon 19/5/08		16,00 €	Senior System Developer
381	1.3.3.4.2.1.1.7	No	Build data migration components	2 hrs	Mon 19/5/08	Mon 19/5/08	380	16,00 €	Senior System Developer
382	1.3.3.4.2.1.1.7	No	Perform Data migration	2 hrs	Mon 19/5/08	Mon 19/5/08	381	16,00 €	Senior System Developer
383	**1.3.3.4.2.1.1.7**	**No**	**Test**	**0,5 days**	**Mon 19/5/08**	**Tue 20/5/08**	**379**	**24,00 €**	
384	1.3.3.4.2.1.1.7	No	Build testing routines	2 hrs	Mon 19/5/08	Mon 19/5/08		12,00 €	System Tester
385	1.3.3.4.2.1.1.7	No	Test Migration Results	2 hrs	Mon 19/5/08	Tue 20/5/08		12,00 €	System Tester
386	1.3.3.4.2.1.1.7	No	Review data migration	2 hrs	Tue 20/5/08	Tue 20/5/08	379;383	12,00 €	System Tester

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
387	**1.3.3.4.2.2**	**No**	**Hardware build**	**1,25 days**	**Thu 15/5/08**	**Fri 16/5/08**		**80,00 €**	
388	1.3.3.4.2.2.1	No	acquire, install and test HW for the project	10 hrs	Thu 15/5/08	Fri 16/5/08		80,00 €	System Analyst & Designer
389	**1.3.3.5**	**No**	**Test**	**1,5 days**	**Wed 21/5/08**	**Thu 22/5/08**	**348**	**120,00 €**	
390	1.3.3.5.1	No	perform system testings	8 hrs	Wed 21/5/08	Thu 22/5/08		48,00 €	System Tester
391	1.3.3.5.2	No	verifications and validations	4 hrs	Thu 22/5/08	Thu 22/5/08		24,00 €	System Tester
392	1.3.3.5.3	No	Optimise test suites	4 hrs	Wed 21/5/08	Wed 21/5/08		24,00 €	System Tester (backup)
393	1.3.3.5.4	No	Report defects	4 hrs	Wed 21/5/08	Thu 22/5/08		24,00 €	System Tester (backup)
394	**1.3.3.6**	**No**	**Deployment**	**0,5 days**	**Wed 14/5/08**	**Wed 14/5/08**		**100,00 €**	
395	1.3.3.6.1	No	Plan the deployment strategy	4 hrs	Wed 14/5/08	Wed 14/5/08		60,00 €	IT Manager
396	1.3.3.6.2	No	Develop support and operational material	4 hrs	Wed 14/5/08	Wed 14/5/08		40,00 €	Technical Team Leader
397	**1.3.3.7**	**No**	**Configuration & Change Management**	**3 days**	**Wed 14/5/08**	**Fri 16/5/08**		**288,00 €**	
398	1.3.3.7.1	No	Manage change requests	8 hrs	Wed 14/5/08	Thu 15/5/08		96,00 €	Configuration Manager/QA
399	1.3.3.7.2	No	Plan configuration control	8 hrs	Thu 15/5/08	Fri 16/5/08	398	96,00 €	Configuration Manager/QA
400	1.3.3.7.3	No	Set up the Change Management environment	8 hrs	Fri 16/5/08	Fri 16/5/08	399	96,00 €	Configuration Manager/QA
401	**1.3.3.8**	**No**	**Project Management**	**2,5 days**	**Wed 14/5/08**	**Fri 16/5/08**		**400,00 €**	
402	1.3.3.8.1	No	Manage project staff	4 hrs	Wed 14/5/08	Wed 14/5/08		80,00 €	Project Manager
403	1.3.3.8.2	No	Enhance the relationship with external teams and resources	4 hrs	Thu 15/5/08	Thu 15/5/08		80,00 €	Project Manager
404	1.3.3.8.3	No	Risk management	4 hrs	Thu 15/5/08	Thu 15/5/08		80,00 €	Project Manager
405	1.3.3.8.4	No	Estimating, scheduling and planning	4 hrs	Thu 15/5/08	Fri 16/5/08		80,00 €	Project Manager
406	1.3.3.8.5	No	Managing the iteration	4 hrs	Fri 16/5/08	Fri 16/5/08		80,00 €	Project Manager
407	**1.3.3.9**	**No**	**Environment**	**2 days**	**Fri 16/5/08**	**Tue 20/5/08**		**320,00 €**	
408	1.3.3.9.1	No	Tailor the process materials for an individual project team	4 hrs	Fri 16/5/08	Fri 16/5/08		80,00 €	Project Manager
409	1.3.3.9.2	No	Identify and evaluate tools	4 hrs	Mon 19/5/08	Mon 19/5/08		80,00 €	Project Manager
410	1.3.3.9.3	No	Install and set up tools for the project team	4 hrs	Mon 19/5/08	Mon 19/5/08		80,00 €	Project Manager
411	1.3.3.9.4	No	Support the tools and process throughout the project	4 hrs	Mon 19/5/08	Tue 20/5/08		80,00 €	Project Manager
412									
413	**1.3.3.10**	**Yes**	**Make kick-off meeting with the stakeholders - Initial operating capability milestone**	**0,5 days**	**Thu 22/5/08**	**Thu 22/5/08**	**342;348;389**	**60,00 €**	
414	1.3.3.10.1	Yes	present of the final produced material	4 hrs	Thu 22/5/08	Thu 22/5/08		60,00 €	IT Manager
415	1.3.3.10.2	Yes	decide go/no-go to the transition phase	0 hrs	Thu 22/5/08	Thu 22/5/08		0,00 €	IT Manager
416									
417									
418	**1.4**	**No**	**Transition phase**	**13,5 days**	**Thu 22/5/08**	**Fri 6/6/08**	**205**	**2.342,00 €**	
419									
420	**1.4.1**	**No**	**1st ITERATION**	**13,5 days**	**Thu 22/5/08**	**Fri 6/6/08**		**2.342,00 €**	
421	**1.4.1.1**	**No**	**Business modelling**	**0,5 days**	**Thu 29/5/08**	**Fri 30/5/08**		**80,00 €**	
422	1.4.1.1.1	No	keep the agreed domain model	4 hrs	Thu 29/5/08	Fri 30/5/08		80,00 €	Project Manager
423	**1.4.1.2**	**No**	**Requirements**	**0,5 days**	**Thu 22/5/08**	**Fri 23/5/08**		**40,00 €**	
424	1.4.1.2.1	No	identify possible requirements that may arise during the transition phase	4 hrs	Thu 22/5/08	Fri 23/5/08		40,00 €	Requirements Analyst
425	**1.4.1.3**	**No**	**Analysis & Design**	**0,75 days**	**Thu 22/5/08**	**Fri 23/5/08**		**90,00 €**	
426	1.4.1.3.1	No	Network/User Interface and software	6 hrs	Thu 22/5/08	Fri 23/5/08		90,00 €	IT Manager
427	**1.4.1.4**	**No**	**Implementation**	**2 days**	**Thu 22/5/08**	**Mon 26/5/08**		**288,00 €**	
428	1.4.1.4.1	No	install software	8 hrs	Thu 22/5/08	Fri 23/5/08		64,00 €	Senior System Developer
429	1.4.1.4.2	No	install all applications	8 hrs	Fri 23/5/08	Mon 26/5/08		64,00 €	Senior System Developer

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors	Cost	Resource Names
430	1.4.1.4.3	No	application testing	8 hrs	Thu 22/5/08	Fri 23/5/08		48,00 €	System Tester
431	1.4.1.4.4	No	parallel testing	8 hrs	Fri 23/5/08	Mon 26/5/08		48,00 €	System Tester
432	1.4.1.4.5	No	system launched	8 hrs	Thu 22/5/08	Fri 23/5/08		64,00 €	Senior System Developer (back
433	**1.4.1.5**	**No**	**Test**	**1 day**	**Mon 26/5/08**	**Tue 27/5/08**	**427**	**72,00 €**	
434	1.4.1.5.1	No	perform final testings in server and stations	4 hrs	Mon 26/5/08	Mon 26/5/08		24,00 €	System Tester
435	1.4.1.5.2	No	perform final testings in the network	4 hrs	Mon 26/5/08	Mon 26/5/08		24,00 €	System Tester (backup)
436	1.4.1.5.3	No	report defects	4 hrs	Mon 26/5/08	Tue 27/5/08		24,00 €	System Tester (backup)
437	**1.4.1.6**	**No**	**Deployment**	**8 days**	**Thu 22/5/08**	**Mon 2/6/08**		**336,00 €**	
438	**1.4.1.6.1**	**No**	**Deploy software to installation sites**	**1 day**	**Thu 22/5/08**	**Fri 23/5/08**		**96,00 €**	
439	1.4.1.6.1.1	No	install database in server	8 hrs	Thu 22/5/08	Fri 23/5/08		48,00 €	Junior System Developer
440	1.4.1.6.1.2	No	install software to end users stations	8 hrs	Thu 22/5/08	Fri 23/5/08		48,00 €	Junior System Developer (back
441	**1.4.1.6.2**	**No**	**Train end-users**	**5 days**	**Tue 27/5/08**	**Mon 2/6/08**	**427;433**	**240,00 €**	
442	1.4.1.6.2.1	No	conduct training to the users	40 hrs	Tue 27/5/08	Mon 2/6/08		240,00 €	System Tester
443	**1.4.1.7**	**No**	**Configuration & Change Management**	**1,25 days**	**Thu 22/5/08**	**Fri 23/5/08**		**156,00 €**	
444	1.4.1.7.1	No	Manage change requests	4 hrs	Thu 22/5/08	Fri 23/5/08		48,00 €	Configuration Manager/QA
445	1.4.1.7.2	No	improve the Change Management environment	4 hrs	Fri 23/5/08	Fri 23/5/08		48,00 €	Configuration Manager/QA
446	1.4.1.7.3	No	Manage the production of the beta release	4 hrs	Fri 23/5/08	Fri 23/5/08		60,00 €	IT Manager
447	**1.4.1.8**	**No**	**Project Management**	**4 days**	**Thu 22/5/08**	**Wed 28/5/08**		**640,00 €**	
448	1.4.1.8.1	No	Manage project staff	8 hrs	Thu 22/5/08	Fri 23/5/08		160,00 €	Project Manager
449	1.4.1.8.2	No	Enhance the relationship with external teams and resources	8 hrs	Fri 23/5/08	Mon 26/5/08	448	160,00 €	Project Manager
450	1.4.1.8.3	No	Risk management	8 hrs	Mon 26/5/08	Tue 27/5/08	449	160,00 €	Project Manager
451	1.4.1.8.4	No	Estimating, scheduling and planning	8 hrs	Tue 27/5/08	Wed 28/5/08	450	160,00 €	Project Manager
452	**1.4.1.9**	**No**	**Environment**	**2 days**	**Wed 28/5/08**	**Thu 29/5/08**		**320,00 €**	
453	1.4.1.9.1	No	Tailor the process materials for an individual project team	4 hrs	Wed 28/5/08	Wed 28/5/08	447	80,00 €	Project Manager
454	1.4.1.9.2	No	Identify and evaluate tools	4 hrs	Wed 28/5/08	Wed 28/5/08	453	80,00 €	Project Manager
455	1.4.1.9.3	No	set up tools for the project team	4 hrs	Wed 28/5/08	Thu 29/5/08	454	80,00 €	Project Manager
456	1.4.1.9.4	No	support the tools and process throughout the project	4 hrs	Thu 29/5/08	Thu 29/5/08	455	80,00 €	Project Manager
457									
458	**1.4.1.10**	**Yes**	**Make final meeting with the stakeholders - Product release milestone**	**0,5 days**	**Mon 2/6/08**	**Mon 2/6/08**	**427;433;437**	**80,00 €**	
459	1.4.1.10.1	Yes	is the user satisfied ?	4 hrs	Mon 2/6/08	Mon 2/6/08		80,00 €	Project Manager
460									
461	1.4.1.11	No	**After transition / on-site support**	40 hrs	Mon 2/6/08	Fri 6/6/08	459	240,00 €	Junior System Developer

JTP_Information_System_scenario_B

ID	Resource Name	Type	Initials	Group	Max. Units	Std. Rate	Base Calendar
1	Project Manager	Work	P	Management Team	100%	20,00 €/hr	24 Hours
2	IT Manager	Work	I	IT Experts Team	100%	15,00 €/hr	24 Hours
3	Technical Team Leader	Work	T	IT Experts Team	100%	10,00 €/hr	24 Hours
4	Architect	Work	A	Management Team	100%	12,00 €/hr	24 Hours
5	Configuration Manager/QA	Work	C	Management Team	100%	12,00 €/hr	24 Hours
6	Requirements Analyst	Work	R	Management Team	100%	10,00 €/hr	24 Hours
7	System Analyst & Designer	Work	S	IT Experts Team	100%	8,00 €/hr	24 Hours
8	Senior System Developer	Work	S	IT Experts Team	100%	8,00 €/hr	24 Hours
9	Junior System Developer	Work	J	IT Experts Team	100%	6,00 €/hr	24 Hours
10	System Tester	Work	S	IT Experts Team	100%	6,00 €/hr	24 Hours
11	Network/Hardware Expert	Work	N	IT Experts Team	100%	6,00 €/hr	24 Hours
12	System Tester (backup)	Work	S	IT Experts Team	100%	6,00 €/hr	24 Hours
13	Senior System Developer (backup)	Work	S	IT Experts Team	100%	8,00 €/hr	24 Hours
14	Junior System Developer (backup)	Work	J	IT Experts Team	100%	6,00 €/hr	24 Hours
15	Network/Hardware Expert (backup)	Work	N	IT Experts Team	100%	6,00 €/hr	24 Hours

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Project starts (Scenario B - 40% earlier+50% cost increase)									
Inception phase									
1st ITERATION									
Business modelling									
Explore current business processes									
study on the documentation given by the company	40,00 €								
Explore current roles and responsibilities									
identify target audience/key users of the system	20,00 €								
identify roles of each individual within the company	20,00 €								
Assessment of the company									
identify current situation	20,00 €								
Requirements									
map the needs of stakeholders	20,00 €								
review business functions	20,00 €								
schedule interviews with stakeholders/feedback in the 2nd iteration	40,00 €								
Analysis & Design									
map the requirements of the system	8,00 €								
Implementation									
form the current operating model	96,00 €								
Test									
combine information and develop an initial test model for this phase to cross-check the data	32,00 €								
Deployment									
plan of the possible deployment of the project's parts	48,00 €	48,00 €							
Configuration & Change Management									
start incorporating the idea of change	96,00 €								
Project Management									
make contacts with the team / get feedback and start planning	80,00 €	240,00 €							
Environment									
Tailor the process materials for the project team									
identify existed resources	160,00 €								
Iteration's outcome									
identification of the current model and the possible scope of the project		96,00 €							
2nd ITERATION									
Business modelling									
Explore current business processes									
make the flowcharts of current processes (outcome)		32,00 €							
Explore current roles and responsibilities									
make the organisation chart of the company (outcome)		10,00 €							
Assessment of the company & Preliminary Plan (outcome)									
description of current situation		12,00 €							
problem emergence		12,00 €							
problem recognition		12,00 €							
problem articulation		12,00 €							
establish project's objectives		12,00 €							
Requirements									
get feedback from interviews/stakeholders		40,00 €							
identify hi-level requirements/hidden information		20,00 €							
prepare a mind-mapping diagram with the stakeholders' requirements (outcome)		20,00 €							
define the scope of the system									

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
preliminary project scope statement (outcome)		48,00 €							
formulate the scope of the project (outcome)		48,00 €							
Analysis & Design									
Understand-Analyse the requirements of the system									
use the documentation produced so far		8,00 €							
Formulate-Define an architecture for the system									
identify HW/SW environment		16,00 €							
initial HW/SW planning									
software part									
database/middle application/GUI		16,00 €							
hardware part									
computers/peripherals/network		16,00 €							
Implementation									
Understand and evolve the model			12,00 €						
Test									
Define and plan testing efforts		8,00 €							
user acceptance criteria		8,00 €							
Deployment									
Plan the deployment of the project's parts			24,00 €						
Configuration & Change Management									
Manage change requests		36,00 €							
how changes will be manipulated and incorporated throughout the project		12,00 €							
Project Management									
Human resource planning									
Manage project staff									
define the initial members of the project team		40,00 €							
define the key users to be involved from the company's side		30,00 €							
appointment of new roles and responsibilities according to the project		40,00 €							
Communications planning									
Decide the strategy for the internal communication plan		20,00 €							
Enhance the relationship with external teams and resources		12,00 €							
Risk management									
initial list of risks		40,00 €							
Quality planning		24,00 €							
Plan purchases and acquisitions		24,00 €							
Environment									
Tailor the process materials for the project team									
check the resources needed by the team to begin		15,00 €							
determine the physical resources		15,00 €							
Identify software tools the team will use		15,00 €							
Install and set up the procedures the project team will follow		15,00 €							
Support the tools and process throughout the project									
take care for the team to have available access to resources		40,00 €							
Prepare the outcomes/documentation									
project charter									
statement of work		12,00 €							
enterprise environmental factors		12,00 €							
organisational process assets			12,00 €						
project vision			12,00 €						

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
initial risk assessment			24,00 €						
initial financial forecast			24,00 €						
Make kick-off meeting with the stakeholders - Lifecycle objectives milestone									
present the material/outcomes in the meeting			80,00 €						
decide go/no-go									
Elaboration phase									
1st ITERATION									
Business modelling									
Identify and evaluate potential strategies for re-engineering the business processes			40,00 €						
Develop a domain model which reflects the new system (outcome)			48,00 €						
Requirements									
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques			40,00 €						
Identify and prioritise new/changed requirements as they are identified throughout the project			40,00 €						
Analysis & Design									
Design the components/services/modules									
Software requirements specifications									
Software prototyping			32,00 €						
Software unit detail design			32,00 €						
Network/User Interface and Database design			32,00 €						
Hardware									
Develop hardware configuration			24,00 €						
Development / Testing / Production environment details			24,00 €						
Implementation									
Understand and evolve the design model			36,00 €						
Test									
Define and plan testing efforts			12,00 €						
Develop test cases			12,00 €						
Deployment									
Plan the deployment strategy			24,00 €						
Develop support and operational material			24,00 €						
Configuration & Change Management									
Manage change requests			48,00 €						
Plan configuration control			24,00 €						
Set up the Change Management environment			24,00 €						
Project Management									
Manage project staff			80,00 €						
Enhance the relationship with external teams and resources			24,00 €						
Risk management			80,00 €						
managing the iteration			80,00 €						
Environment									
tailor the parameters to create the environment for the team			40,00 €						
identify/find tools			40,00 €						
Install and set up tools for the project team			40,00 €						
Iteration's outcome									
prepare an initial architectural model to apply			96,00 €						
2nd ITERATION									
Business modelling									
Identify and evaluate potential strategies for re-engineering the business processes			40,00 €						
evaluate the domain model			24,00 €						

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Requirements									
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques			40,00 €						
Identify and prioritise new/changed requirements as they are identified throughout the project				40,00 €					
Analysis & Design									
Design the components/services/modules									
Software requirements specifications									
Software prototyping				32,00 €					
Software unit detail design				32,00 €					
Network/User Interface and Database design				32,00 €					
Hardware									
Develop hardware configuration				24,00 €					
Development / Testing / Production environment details				24,00 €					
Implementation									
Understand and evolve the design model			60,00 €						
Test									
Define and plan testing efforts			24,00 €						
Develop test cases				24,00 €					
Deployment									
Plan the deployment strategy			24,00 €	12,00 €					
Develop support and operational material				36,00 €					
Configuration & Change Management									
Manage change requests			48,00 €						
Plan configuration control				48,00 €					
Set up the Change Management environment				48,00 €					
Project Management									
Manage project staff			40,00 €	120,00 €					
Enhance the relationship with external teams and resources				24,00 €					
Risk management				80,00 €					
Managing the iteration				60,00 €					
Environment									
Tailor the process materials for the project team				40,00 €					
Identify and evaluate tools				40,00 €					
Install and set up tools for the project team				40,00 €					
Prepare the outcomes/documentation									
software architecture document									
identification of key mechanisms				60,00 €					
identification of design elements				60,00 €					
detailed descriptions of the architecture				48,00 €					
risk list				160,00 €					
plan iterations during construction phase				48,00 €					
hardware architecture document				24,00 €					
Make kick-off meeting with the stakeholders - Lifecycle architecture milestone									
present the material to stakeholders				75,00 €					
decide go/no-go									
Construction phase									
1st ITERATION									
Business modelling									
update domain model which reflects the new system				20,00 €					
Requirements									

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
explore usage/continous review users' requirements				40,00 €					
get feedback for revised requirements				60,00 €					
Analysis & Design									
follow the selected architecture system				32,00 €					
understand/analyse the requirements of the system				32,00 €					
review the components/services/modules									
review the network/user interface and database design				20,00 €					
Implementation									
Evolve the design model				60,00 €					
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan				50,00 €					
Initial Database									
Build / Develop/ Setup database				48,00 €					
Prototype									
Build prototype				48,00 €					
Common Routines / Modules / Templates									
Build common routines / modules /templates				30,00 €	18,00 €				
Develop unit test scripts					48,00 €				
Modules / Programs / Units									
Build modules / programs / units					48,00 €				
Develop unit test scripts					64,00 €				
Application Integration									
Integrate modules / programs / units				64,00 €					
Data Migration									
Build									
Data migration design				64,00 €					
Build data migration components				64,00 €					
Test									
Build testing routines									
Hardware build									
acquire, install and test HW for the project				126,00 €	18,00 €				
acquire, install and test the Network for the project				126,00 €	18,00 €				
Test									
perform system testings				24,00 €					
verifications and validations				24,00 €					
Optimise test suites				24,00 €					
Report defects				24,00 €					
Deployment									
Plan the deployment strategy				60,00 €					
Develop support and operational material				40,00 €					
Configuration & Change Management									
Manage change requests				72,00 €					
Plan configuration control				48,00 €					
Set up the Change Management environment				48,00 €					
Project Management									
Manage project staff				160,00 €					

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Enhance the relationship with external teams and resources					60,00 €				
Risk management				120,00 €					
Estimating, scheduling and planning				80,00 €					
Managing the iteration				60,00 €	20,00 €				
Environment									
Tailor the process materials for the project team					40,00 €				
Identify and evaluate tools					40,00 €				
Install and set up tools for the project team					40,00 €				
Support the tools and process throughout the project					40,00 €				
Iteration's outcome									
internal meeting to check the implementation's progress					160,00 €				
issue the alpha version of the software									
2nd ITERATION (tailored-only technical disciplines)									
Requirements									
review/evaluate the needs of stakeholders					40,00 €				
review/update the scope of the system					40,00 €				
explore usage					40,00 €				
get feedback for revised requirements					40,00 €				
Analysis & Design									
follow the selected architecture system					16,00 €				
understand/analyse the requirements of the system					32,00 €				
review the components/services/modules									
review the network/user interface and database design					20,00 €				
Implementation									
Understand and evolve the design model					30,00 €				
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan					40,00 €				
Initial Database									
Build / Develop/ Setup database					24,00 €				
Test database						16,00 €			
Review database					12,00 €				
Prototype									
Build prototype					24,00 €				
Test prototype						16,00 €			
Review prototype					12,00 €				
Common Routines / Modules / Templates									
Build common routines / modules /templates					32,00 €				
Develop unit test scripts						16,00 €			
Test common routines / modules / templates						16,00 €			
Review routines					12,00 €				
Modules / Programs / Units									
Build modules / programs / units					40,00 €				
Develop unit test scripts						16,00 €			
Test modules / programs / units					12,00 €				
Review modules					12,00 €				
Application Integration									

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Integrate modules / programs / units					32,00 €				
Develop unit testing scripts					12,00 €				
Unit Testing					12,00 €				
Review integration					6,00 €	6,00 €			
Data Migration									
Build									
Data migration design					16,00 €				
Build data migration components						16,00 €			
Perform Data migration						16,00 €			
Test									
Build testing routines						12,00 €			
Test Migration Results						12,00 €			
Review data migration						12,00 €			
Hardware build									
acquire, install and test HW for the project					80,00 €				
Test									
perform system testings						24,00 €			
verifications and validations						24,00 €			
Optimise test suites						24,00 €			
Report defects						24,00 €			
Iteration's outcome									
issue the beta version of the product						60,00 €			
3rd ITERATION									
Business modelling									
maintain domain model							40,00 €		
Requirements									
review/evaluate the needs of stakeholders						40,00 €			
review/update the scope of the system						10,00 €			
explore usage						20,00 €			
get feedback for revised requirements						20,00 €			
Analysis & Design									
follow the selected architecture system						30,00 €			
Construct a proof-of-concept to validate the candidate architecture						30,00 €			
understand/analyse the requirements of the system						16,00 €			
review the components/services/modules									
review the network/user interface and database design						20,00 €			
Implementation									
Understand and evolve the design model						30,00 €			
Implement components/services/modules									
Software Build									
Application Development									
Development Planning									
Development module plan						24,00 €	8,00 €		
Initial Database									
Build / Develop/ Setup database						24,00 €			
Test database						16,00 €			
Review database							12,00 €		
Prototype									
Build prototype						24,00 €			

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Test prototype						16,00 €			
Review prototype							12,00 €		
Common Routines / Modules / Templates									
Build common routines / modules /templates							32,00 €		
Develop unit test scripts							24,00 €		
Test common routines / modules / templates							16,00 €		
Review routines							12,00 €		
Modules / Programs / Units									
Build modules / programs / units							32,00 €		
Develop unit test scripts							24,00 €		
Test modules / programs / units							12,00 €		
Review modules							12,00 €		
Application Integration									
Integrate modules / programs / units						32,00 €			
Develop unit testing scripts						24,00 €			
Unit Testing						24,00 €			
Review integration						18,00 €	6,00 €		
Data Migration									
Build									
Data migration design							16,00 €		
Build data migration components							16,00 €		
Perform Data migration							16,00 €		
Test									
Build testing routines							12,00 €		
Test Migration Results							12,00 €		
Review data migration							12,00 €		
Hardware build									
acquire, install and test HW for the project						80,00 €			
Test									
perform system testings							48,00 €		
verifications and validations							24,00 €		
Optimise test suites							24,00 €		
Report defects							24,00 €		
Deployment									
Plan the deployment strategy						60,00 €			
Develop support and operational material						40,00 €			
Configuration & Change Management									
Manage change requests						96,00 €			
Plan configuration control						96,00 €			
Set up the Change Management environment						96,00 €			
Project Management									
Manage project staff						80,00 €			
Enhance the relationship with external teams and resources						80,00 €			
Risk management						80,00 €			
Estimating, scheduling and planning						80,00 €			
Managing the iteration						80,00 €			
Environment									
Tailor the process materials for an individual project team						80,00 €			
Identify and evaluate tools							80,00 €		

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	7/4/08	14/4/08	21/4/08	28/4/08	5/5/08	12/5/08	19/5/08	26/5/08	2/6/08
Install and set up tools for the project team							80,00 €		
Support the tools and process throughout the project							80,00 €		
Make kick-off meeting with the stakeholders - Initial operating capability milestone									
present of the final produced material							60,00 €		
decide go/no-go to the transition phase									
Transition phase									
1st ITERATION									
Business modelling									
keep the agreed domain model								80,00 €	
Requirements									
identify possible requirements that may arise during the transition phase							40,00 €		
Analysis & Design									
Network/User Interface and software							90,00 €		
Implementation									
install software							64,00 €		
install all applications							24,00 €	40,00 €	
application testing							48,00 €		
parallel testing							18,00 €	30,00 €	
system launched							64,00 €		
Test									
perform final testings in server and stations								24,00 €	
perform final testings in the network								24,00 €	
report defects								24,00 €	
Deployment									
Deploy software to installation sites									
install database in server							48,00 €		
install software to end users stations							48,00 €		
Train end-users									
conduct training to the users								222,00 €	18,00 €
Configuration & Change Management									
Manage change requests							48,00 €		
improve the Change Management environment							48,00 €		
Manage the production of the beta release							60,00 €		
Project Management									
Manage project staff							160,00 €		
Enhance the relationship with external teams and resources							60,00 €	100,00 €	
Risk management								160,00 €	
Estimating, scheduling and planning								160,00 €	
Environment									
Tailor the process materials for an individual project team								80,00 €	
Identify and evaluate tools								80,00 €	
set up tools for the project team								80,00 €	
support the tools and process throughout the project								80,00 €	
Make final meeting with the stakeholders - Product release milestone									
is the user satisfied ?									80,00 €
After transition / on-site support									240,00 €
Total	700,00 €	1.136,00 €	1.484,00 €	2.899,00 €	1.250,00 €	1.676,00 €	1.566,00 €	1.184,00 €	338,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	Total
Project starts (Scenario B - 40% earlier+50% cost increase)	
Inception phase	
1st ITERATION	
Business modelling	
Explore current business processes	
study on the documentation given by the company	40,00 €
Explore current roles and responsibilities	
identify target audience/key users of the system	20,00 €
identify roles of each individual within the company	20,00 €
Assessment of the company	
identify current situation	20,00 €
Requirements	
map the needs of stakeholders	20,00 €
review business functions	20,00 €
schedule interviews with stakeholders/feedback in the 2nd iteration	40,00 €
Analysis & Design	
map the requirements of the system	8,00 €
Implementation	
form the current operating model	96,00 €
Test	
combine information and develop an initial test model for this phase to cross-check the data	32,00 €
Deployment	
plan of the possible deployment of the project's parts	96,00 €
Configuration & Change Management	
start incorporating the idea of change	96,00 €
Project Management	
make contacts with the team / get feedback and start planning	320,00 €
Environment	
Tailor the process materials for the project team	
identify existed resources	160,00 €
Iteration's outcome	
identification of the current model and the possible scope of the project	96,00 €
2nd ITERATION	
Business modelling	
Explore current business processes	
make the flowcharts of current processes (outcome)	32,00 €
Explore current roles and responsibilities	
make the organisation chart of the company (outcome)	10,00 €
Assessment of the company & Preliminary Plan (outcome)	
description of current situation	12,00 €
problem emergence	12,00 €
problem recognition	12,00 €
problem articulation	12,00 €
establish project's objectives	12,00 €
Requirements	
get feedback from interviews/stakeholders	40,00 €
identify hi-level requirements/hidden information	20,00 €
prepare a mind-mapping diagram with the stakeholders' requirements (outcome)	20,00 €
define the scope of the system	

	Total
preliminary project scope statement (outcome)	48,00 €
formulate the scope of the project (outcome)	48,00 €
Analysis & Design	
Understand-Analyse the requirements of the system	
use the documentation produced so far	8,00 €
Formulate-Define an architecture for the system	
identify HW/SW environment	16,00 €
initial HW/SW planning	
software part	
database/middle application/GUI	16,00 €
hardware part	
computers/peripherals/network	16,00 €
Implementation	
Understand and evolve the model	12,00 €
Test	
Define and plan testing efforts	8,00 €
user acceptance criteria	8,00 €
Deployment	
Plan the deployment of the project's parts	24,00 €
Configuration & Change Management	
Manage change requests	36,00 €
how changes will be manipulated and incorporated throughout the project	12,00 €
Project Management	
Human resource planning	
Manage project staff	
define the initial members of the project team	40,00 €
define the key users to be involved from the company's side	30,00 €
appointment of new roles and responsibilities according to the project	40,00 €
Communications planning	
Decide the strategy for the internal communication plan	20,00 €
Enhance the relationship with external teams and resources	12,00 €
Risk management	
initial list of risks	40,00 €
Quality planning	24,00 €
Plan purchases and acquisitions	24,00 €
Environment	
Tailor the process materials for the project team	
check the resources needed by the team to begin	15,00 €
determine the physical resources	15,00 €
Identify software tools the team will use	15,00 €
Install and set up the procedures the project team will follow	15,00 €
Support the tools and process throughout the project	
take care for the team to have available access to resources	40,00 €
Prepare the outcomes/documentation	
project charter	
statement of work	12,00 €
enterprise environmental factors	12,00 €
organisational process assets	12,00 €
project vision	12,00 €

	Total
initial risk assessment	24,00 €
initial financial forecast	24,00 €
Make kick-off meeting with the stakeholders - Lifecycle objectives milestone	
present the material/outcomes in the meeting	80,00 €
decide go/no-go	
Elaboration phase	
1st ITERATION	
Business modelling	
Identify and evaluate potential strategies for re-engineering the business processes	40,00 €
Develop a domain model which reflects the new system (outcome)	48,00 €
Requirements	
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	40,00 €
Identify and prioritise new/changed requirements as they are identified throughout the project	40,00 €
Analysis & Design	
Design the components/services/modules	
Software requirements specifications	
Software prototyping	32,00 €
Software unit detail design	32,00 €
Network/User Interface and Database design	32,00 €
Hardware	
Develop hardware configuration	24,00 €
Development / Testing / Production environment details	24,00 €
Implementation	
Understand and evolve the design model	36,00 €
Test	
Define and plan testing efforts	12,00 €
Develop test cases	12,00 €
Deployment	
Plan the deployment strategy	24,00 €
Develop support and operational material	24,00 €
Configuration & Change Management	
Manage change requests	48,00 €
Plan configuration control	24,00 €
Set up the Change Management environment	24,00 €
Project Management	
Manage project staff	80,00 €
Enhance the relationship with external teams and resources	24,00 €
Risk management	80,00 €
managing the iteration	80,00 €
Environment	
tailor the parameters to create the environment for the team	40,00 €
identify/find tools	40,00 €
Install and set up tools for the project team	40,00 €
Iteration's outcome	
prepare an initial architectural model to apply	96,00 €
2nd ITERATION	
Business modelling	
Identify and evaluate potential strategies for re-engineering the business processes	40,00 €
evaluate the domain model	24,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	Total
Requirements	
Explore usage, business rules, the user interface & technical requirements via appropriate modelling techniques	40,00 €
Identify and prioritise new/changed requirements as they are identified throughout the project	40,00 €
Analysis & Design	
Design the components/services/modules	
Software requirements specifications	
Software prototyping	32,00 €
Software unit detail design	32,00 €
Network/User Interface and Database design	32,00 €
Hardware	
Develop hardware configuration	24,00 €
Development / Testing / Production environment details	24,00 €
Implementation	
Understand and evolve the design model	60,00 €
Test	
Define and plan testing efforts	24,00 €
Develop test cases	24,00 €
Deployment	
Plan the deployment strategy	36,00 €
Develop support and operational material	36,00 €
Configuration & Change Management	
Manage change requests	48,00 €
Plan configuration control	48,00 €
Set up the Change Management environment	48,00 €
Project Management	
Manage project staff	160,00 €
Enhance the relationship with external teams and resources	24,00 €
Risk management	80,00 €
Managing the iteration	60,00 €
Environment	
Tailor the process materials for the project team	40,00 €
Identify and evaluate tools	40,00 €
Install and set up tools for the project team	40,00 €
Prepare the outcomes/documentation	
software architecture document	
identification of key mechanisms	60,00 €
identification of design elements	60,00 €
detailed descriptions of the architecture	48,00 €
risk list	160,00 €
plan iterations during construction phase	48,00 €
hardware architecture document	24,00 €
Make kick-off meeting with the stakeholders - Lifecycle architecture milestone	
present the material to stakeholders	75,00 €
decide go/no-go	
Construction phase	
1st ITERATION	
Business modelling	
update domain model which reflects the new system	20,00 €
Requirements	

	Total
explore usage/continous review users' requirements	40,00 €
get feedback for revised requirements	60,00 €
Analysis & Design	
follow the selected architecture system	32,00 €
understand/analyse the requirements of the system	32,00 €
review the components/services/modules	
review the network/user interface and database design	20,00 €
Implementation	
Evolve the design model	60,00 €
Implement components/services/modules	
Software Build	
Application Development	
Development Planning	
Development module plan	50,00 €
Initial Database	
Build / Develop/ Setup database	48,00 €
Prototype	
Build prototype	48,00 €
Common Routines / Modules / Templates	
Build common routines / modules /templates	48,00 €
Develop unit test scripts	48,00 €
Modules / Programs / Units	
Build modules / programs / units	48,00 €
Develop unit test scripts	64,00 €
Application Integration	
Integrate modules / programs / units	64,00 €
Data Migration	
Build	
Data migration design	64,00 €
Build data migration components	64,00 €
Test	
Build testing routines	
Hardware build	
acquire, install and test HW for the project	144,00 €
acquire, install and test the Network for the project	144,00 €
Test	
perform system testings	24,00 €
verifications and validations	24,00 €
Optimise test suites	24,00 €
Report defects	24,00 €
Deployment	
Plan the deployment strategy	60,00 €
Develop support and operational material	40,00 €
Configuration & Change Management	
Manage change requests	72,00 €
Plan configuration control	48,00 €
Set up the Change Management environment	48,00 €
Project Management	
Manage project staff	160,00 €

	Total
Enhance the relationship with external teams and resources	60,00 €
Risk management	120,00 €
Estimating, scheduling and planning	80,00 €
Managing the iteration	80,00 €
Environment	
Tailor the process materials for the project team	40,00 €
Identify and evaluate tools	40,00 €
Install and set up tools for the project team	40,00 €
Support the tools and process throughout the project	40,00 €
Iteration's outcome	
internal meeting to check the implementation's progress	160,00 €
issue the alpha version of the software	
2nd ITERATION (tailored-only technical disciplines)	
Requirements	
review/evaluate the needs of stakeholders	40,00 €
review/update the scope of the system	40,00 €
explore usage	40,00 €
get feedback for revised requirements	40,00 €
Analysis & Design	
follow the selected architecture system	16,00 €
understand/analyse the requirements of the system	32,00 €
review the components/services/modules	
review the network/user interface and database design	20,00 €
Implementation	
Understand and evolve the design model	30,00 €
Implement components/services/modules	
Software Build	
Application Development	
Development Planning	
Development module plan	40,00 €
Initial Database	
Build / Develop/ Setup database	24,00 €
Test database	16,00 €
Review database	12,00 €
Prototype	
Build prototype	24,00 €
Test prototype	16,00 €
Review prototype	12,00 €
Common Routines / Modules / Templates	
Build common routines / modules /templates	32,00 €
Develop unit test scripts	16,00 €
Test common routines / modules / templates	16,00 €
Review routines	12,00 €
Modules / Programs / Units	
Build modules / programs / units	40,00 €
Develop unit test scripts	16,00 €
Test modules / programs / units	12,00 €
Review modules	12,00 €
Application Integration	

	Total
Integrate modules / programs / units	32,00 €
Develop unit testing scripts	12,00 €
Unit Testing	12,00 €
Review integration	12,00 €
Data Migration	
Build	
Data migration design	16,00 €
Build data migration components	16,00 €
Perform Data migration	16,00 €
Test	
Build testing routines	12,00 €
Test Migration Results	12,00 €
Review data migration	12,00 €
Hardware build	
acquire, install and test HW for the project	80,00 €
Test	
perform system testings	24,00 €
verifications and validations	24,00 €
Optimise test suites	24,00 €
Report defects	24,00 €
Iteration's outcome	
issue the beta version of the product	60,00 €
3rd ITERATION	
Business modelling	
maintain domain model	40,00 €
Requirements	
review/evaluate the needs of stakeholders	40,00 €
review/update the scope of the system	10,00 €
explore usage	20,00 €
get feedback for revised requirements	20,00 €
Analysis & Design	
follow the selected architecture system	30,00 €
Construct a proof-of-concept to validate the candidate architecture	30,00 €
understand/analyse the requirements of the system	16,00 €
review the components/services/modules	
review the network/user interface and database design	20,00 €
Implementation	
Understand and evolve the design model	30,00 €
Implement components/services/modules	
Software Build	
Application Development	
Development Planning	
Development module plan	32,00 €
Initial Database	
Build / Develop/ Setup database	24,00 €
Test database	16,00 €
Review database	12,00 €
Prototype	
Build prototype	24,00 €

	Total
Test prototype	16,00 €
Review prototype	12,00 €
Common Routines / Modules / Templates	
Build common routines / modules /templates	32,00 €
Develop unit test scripts	24,00 €
Test common routines / modules / templates	16,00 €
Review routines	12,00 €
Modules / Programs / Units	
Build modules / programs / units	32,00 €
Develop unit test scripts	24,00 €
Test modules / programs / units	12,00 €
Review modules	12,00 €
Application Integration	
Integrate modules / programs / units	32,00 €
Develop unit testing scripts	24,00 €
Unit Testing	24,00 €
Review integration	24,00 €
Data Migration	
Build	
Data migration design	16,00 €
Build data migration components	16,00 €
Perform Data migration	16,00 €
Test	
Build testing routines	12,00 €
Test Migration Results	12,00 €
Review data migration	12,00 €
Hardware build	
acquire, install and test HW for the project	80,00 €
Test	
perform system testings	48,00 €
verifications and validations	24,00 €
Optimise test suites	24,00 €
Report defects	24,00 €
Deployment	
Plan the deployment strategy	60,00 €
Develop support and operational material	40,00 €
Configuration & Change Management	
Manage change requests	96,00 €
Plan configuration control	96,00 €
Set up the Change Management environment	96,00 €
Project Management	
Manage project staff	80,00 €
Enhance the relationship with external teams and resources	80,00 €
Risk management	80,00 €
Estimating, scheduling and planning	80,00 €
Managing the iteration	80,00 €
Environment	
Tailor the process materials for an individual project team	80,00 €
Identify and evaluate tools	80,00 €

Cash Flow as of Thu 24/4/08
JTP_Information_System_scenario_B

	Total
Install and set up tools for the project team	80,00 €
Support the tools and process throughout the project	80,00 €
Make kick-off meeting with the stakeholders - Initial operating capability milestone	
present of the final produced material	60,00 €
decide go/no-go to the transition phase	
Transition phase	
1st ITERATION	
Business modelling	
keep the agreed domain model	80,00 €
Requirements	
identify possible requirements that may arise during the transition phase	40,00 €
Analysis & Design	
Network/User Interface and software	90,00 €
Implementation	
install software	64,00 €
install all applications	64,00 €
application testing	48,00 €
parallel testing	48,00 €
system launched	64,00 €
Test	
perform final testings in server and stations	24,00 €
perform final testings in the network	24,00 €
report defects	24,00 €
Deployment	
Deploy software to installation sites	
install database in server	48,00 €
install software to end users stations	48,00 €
Train end-users	
conduct training to the users	240,00 €
Configuration & Change Management	
Manage change requests	48,00 €
improve the Change Management environment	48,00 €
Manage the production of the beta release	60,00 €
Project Management	
Manage project staff	160,00 €
Enhance the relationship with external teams and resources	160,00 €
Risk management	160,00 €
Estimating, scheduling and planning	160,00 €
Environment	
Tailor the process materials for an individual project team	80,00 €
Identify and evaluate tools	80,00 €
set up tools for the project team	80,00 €
support the tools and process throughout the project	80,00 €
Make final meeting with the stakeholders - Product release milestone	
is the user satisfied ?	80,00 €
After transition / on-site support	240,00 €
Total	12.233,00 €

Milestones as of Thu 24/4/08
JTP_Information_System_scenario_B

ID	WBS	Milestone	Task Name	Duration	Start	Finish	Predecessors
1	**1**	**No**	**Project starts (Scenario B - 40% earlier+50% cost increase)**	**53,38 days**	**Wed 9/4/08**	**Fri 6/6/08**	
3	**1.1**	**No**	**Inception phase**	**11,25 days**	**Wed 9/4/08**	**Mon 21/4/08**	
37	**1.1.2**	**No**	**2nd ITERATION**	**5 days**	**Wed 16/4/08**	**Mon 21/4/08**	**5**
106	**1.1.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle objectives milestone**	**0,5 days**	**Mon 21/4/08**	**Mon 21/4/08**	**97**
107	1.1.2.11.1	Yes	present the material/outcomes in the meeting	4 hrs	Mon 21/4/08	Mon 21/4/08	
108	1.1.2.11.2	Yes	decide go/no-go	0 hrs	Mon 21/4/08	Mon 21/4/08	
111	**1.2**	**No**	**Elaboration phase**	**8,63 days**	**Tue 22/4/08**	**Wed 30/4/08**	**106**
154	**1.2.2**	**No**	**2nd ITERATION**	**4,13 days**	**Fri 25/4/08**	**Wed 30/4/08**	**113**
200	**1.2.2.11**	**Yes**	**Make kick-off meeting with the stakeholders - Lifecycle architecture milestone**	**0,63 days**	**Wed 30/4/08**	**Wed 30/4/08**	**191**
201	1.2.2.11.1	Yes	present the material to stakeholders	5 hrs	Wed 30/4/08	Wed 30/4/08	
202	1.2.2.11.2	Yes	decide go/no-go	0 hrs	Wed 30/4/08	Wed 30/4/08	
205	**1.3**	**No**	**Construction phase**	**20 days**	**Wed 30/4/08**	**Thu 22/5/08**	**111**
334	**1.3.3**	**No**	**3rd ITERATION**	**7,88 days**	**Wed 14/5/08**	**Thu 22/5/08**	**274**
413	**1.3.3.10**	**Yes**	**Make kick-off meeting with the stakeholders - Initial operating capability milestone**	**0,5 days**	**Thu 22/5/08**	**Thu 22/5/08**	**342;348;389**
414	1.3.3.10.1	Yes	present of the final produced material	4 hrs	Thu 22/5/08	Thu 22/5/08	
415	1.3.3.10.2	Yes	decide go/no-go to the transition phase	0 hrs	Thu 22/5/08	Thu 22/5/08	
418	**1.4**	**No**	**Transition phase**	**13,5 days**	**Thu 22/5/08**	**Fri 6/6/08**	**205**
420	**1.4.1**	**No**	**1st ITERATION**	**13,5 days**	**Thu 22/5/08**	**Fri 6/6/08**	
458	**1.4.1.10**	**Yes**	**Make final meeting with the stakeholders - Product release milestone**	**0,5 days**	**Mon 2/6/08**	**Mon 2/6/08**	**427;433;437**
459	1.4.1.10.1	Yes	is the user satisfied ?	4 hrs	Mon 2/6/08	Mon 2/6/08	

Cost	Resource Names
12.233,00 €	
2.024,00 €	
940,00 €	
80,00 €	
80,00 €	Project Manager
0,00 €	Project Manager
2.527,00 €	
1.531,00 €	
75,00 €	
75,00 €	IT Manager
0,00 €	IT Manager
5.340,00 €	
2.112,00 €	
60,00 €	
60,00 €	IT Manager
0,00 €	IT Manager
2.342,00 €	
2.342,00 €	
80,00 €	
80,00 €	Project Manager