OT2003 Think Tank TT1

Big RUP

How can we best apply the RUP to large projects?

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Abstract

RUP tells us to run our projects iteratively, with each iteration delivering a working piece of software. This reduces risk and encourages rapid progress.

However, large projects (defined as those with more than 30 people) pose problems, particularly when the team is geographically dispersed. Such projects inevitably get organised into sub-teams. These may be organised around geographic locations, or technical specialities, or mid-level managers, or system functions.

Either way, problems arise, which include these:

o   you make early and hard-to-change decisions about the overall architecture

o   you have to make multiple teams dance to one iteration schedule

o   you have to manage complex integration

o   you have to handle the cases where one sub-team's slippage holds back other sub-teams

o   you have to keep all the different people productively employed.

All of these problems have been observed in large projects.

The aim of this Think Tank is to agree the top five tips we can give to anyone running a large RUP project.

Audience background

Must at least have some prior knowledge of the basic structure of the process in RUP: Phases, iterations, workflows. Must have worked on or studied a project that uses an iterative process, ideally a large project.

Benefits of participating

o   Contribute your experience to others

o   Learn what approaches others have used

o   Be prepared for problems you might face

Process

Consensus building, starting with pairs or small groups to generate issues/solutions, then repeatedly combining groups, maintaining consensus at each stage, until a plenary is formed. A vote will ultimately decide on the top five tips.

Timetable

0-10   Welcome and introduction

10-25   Generate issues in groups

25-40   Generate solutions resulting in a top five issues/solutions

40-55   Join small groups into three larger groups, present lists to each other. Merge identical tips and then vote to create three combined top fives

55-70   Repeat the previous round as a plenary to generate one top five.

70-75   Address in plenary any issues without solutions that emerge from the first two rounds.

Issue

Solution

Issue

Solution

Issue

Solution

Issue

Solution

Issue

Solution

Issue

Solution