



# Conosciamo i manuali del PMI Un approfondimento sulle stime di progetto

**Luigi Buglione, CFPS/CSMS/CSP/CCFL**  
– *Presidente GUFPI-ISMA*

- **GUFPI-ISMA è...**

- ...dal 1990 l'Associazione Italiana per la promozione, la diffusione e lo sviluppo delle **tecniche quantitative di misurazione** del software (e non solo...), inclusi i metodi di misurazione della dimensione funzionale Function Point IFPUG e COSMIC.

The screenshot shows the homepage of the Gruppo Utenti Function Point Italia (Italian Software Metrics Association). The page features a navigation menu on the left with items like HOME, CHI SIAMO, SOCI, EVENTI, ASSOCIARSI, VERIFICA FORNITORI, SPAZIO UNIVERSITÀ, CERTIFICAZIONI, NETWORK, LINK, AREA SOCI, and AREA CD. The main content area includes a header with the GUFPI-ISMA logo and the text 'Gruppo Utenti Function Point Italia Italian Software Metrics Association'. Below this, there is a paragraph describing the association's mission. The page also displays logos for COSMIC, ISBSG (Member), and MA2N. A 'NEWS' section lists recent updates with dates and brief descriptions, such as the 24 April 2014 update regarding the 2013 financial statement and the 18 April 2014 update regarding the COSMIC exam in Rome.

# Estimation: quante variabili?



Stato del manto stradale

Distanza tra veicoli

Velocità media

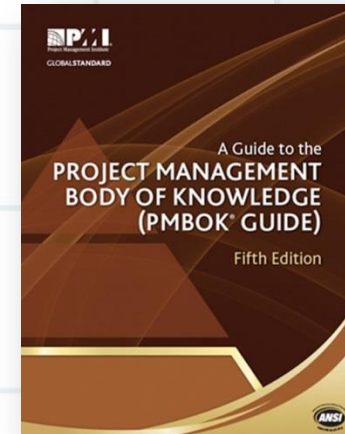
Stile guida altri 'driver'

'Mio' stile di guida

Possibili incidenti/rallentamenti

...

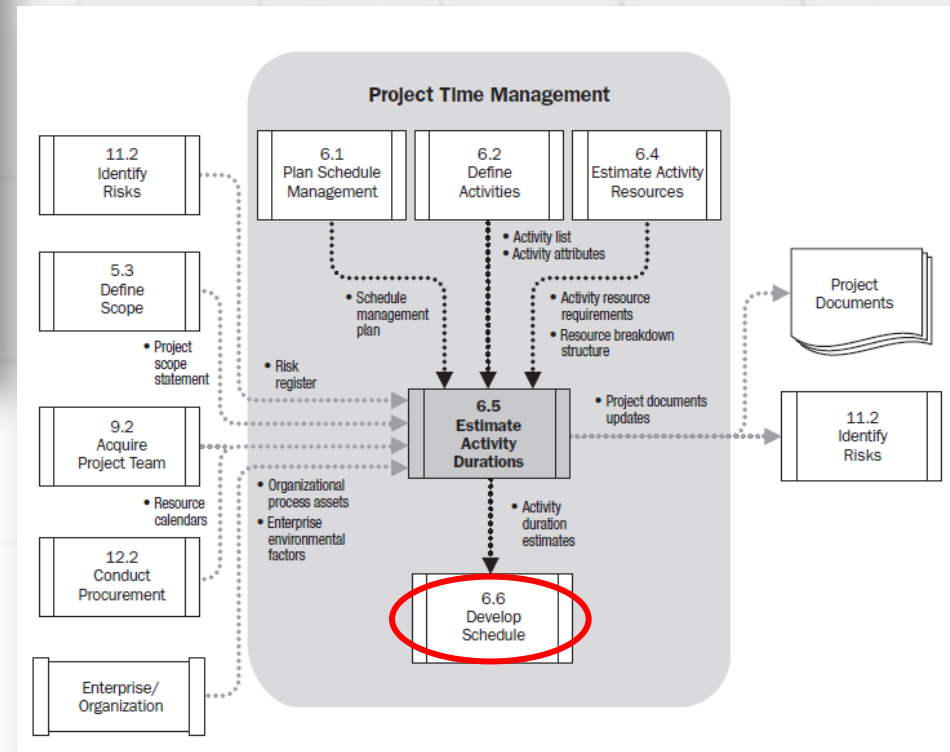
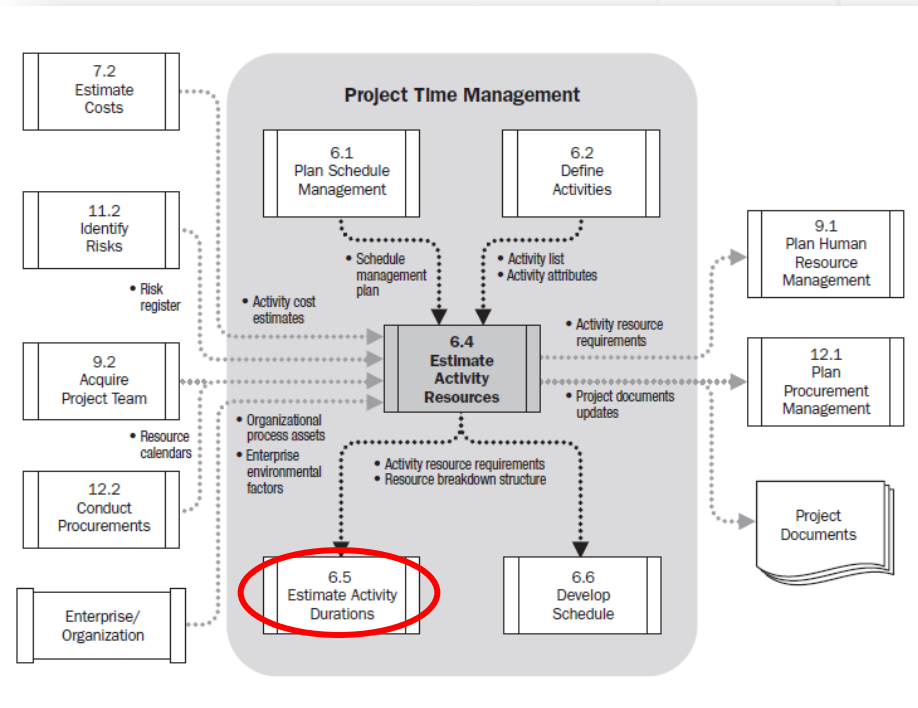
# PMBOK5: KA vs Estimation

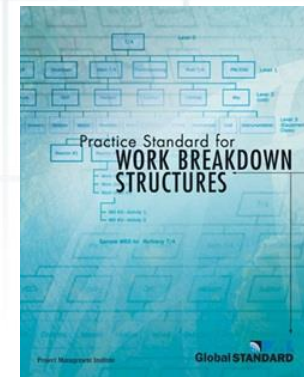
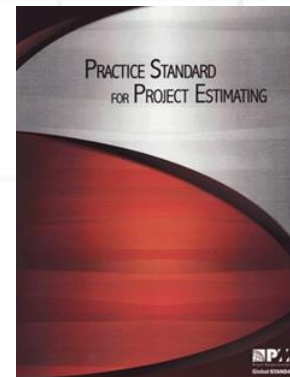
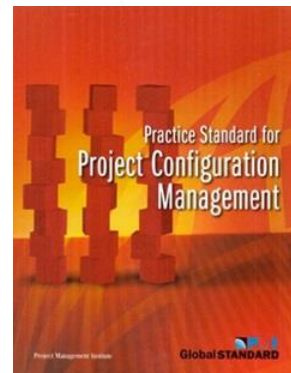
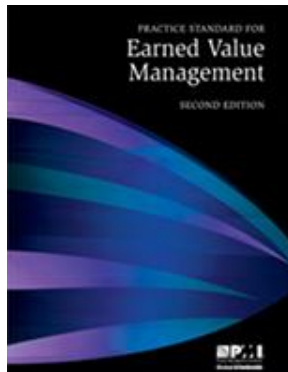
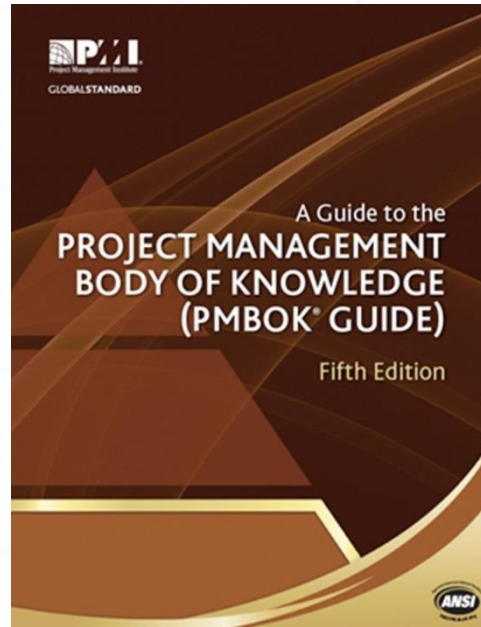


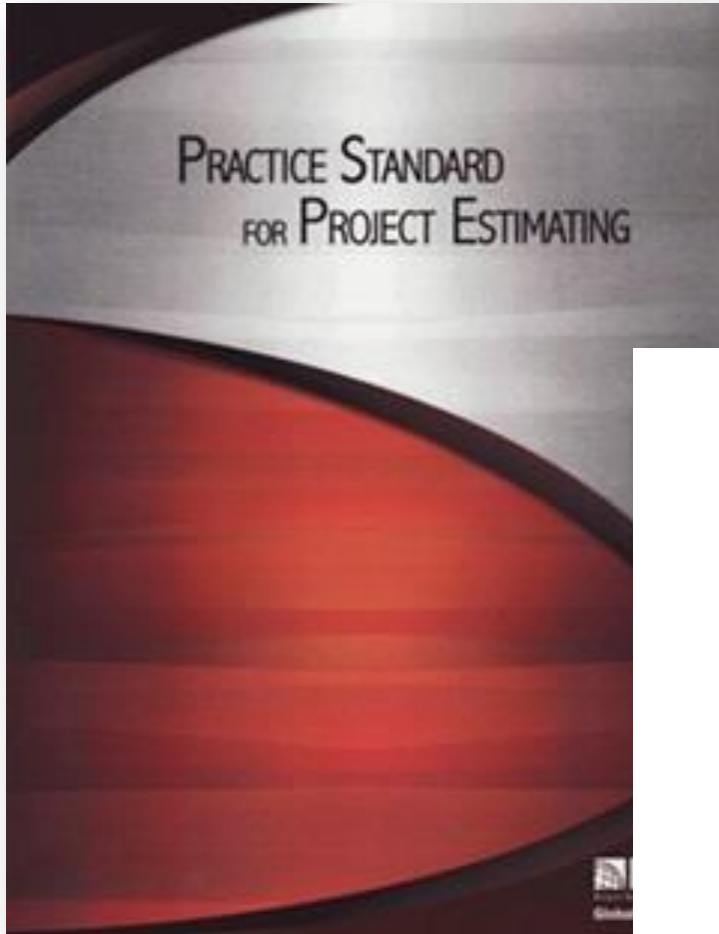
Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Co	

8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	



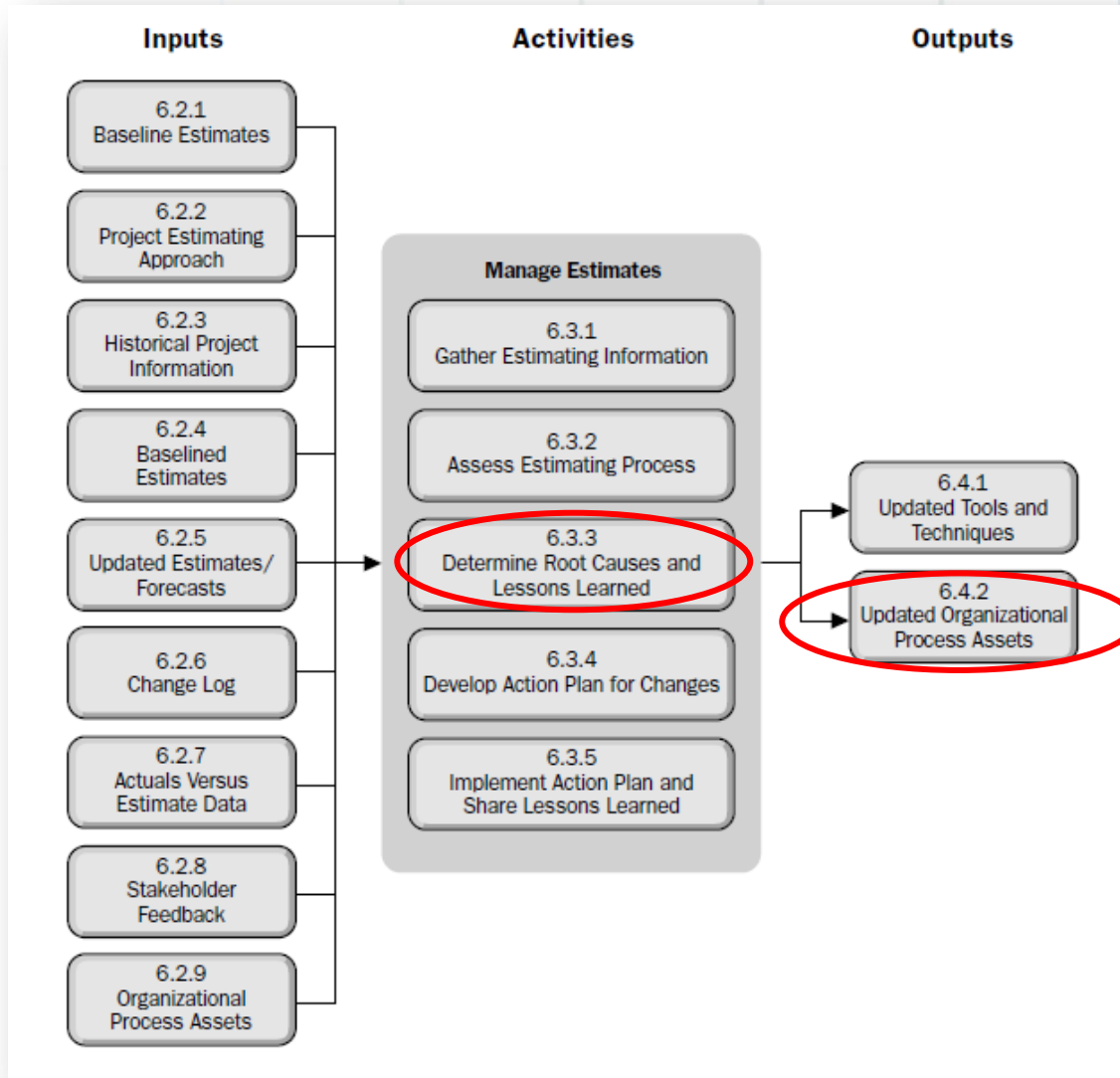




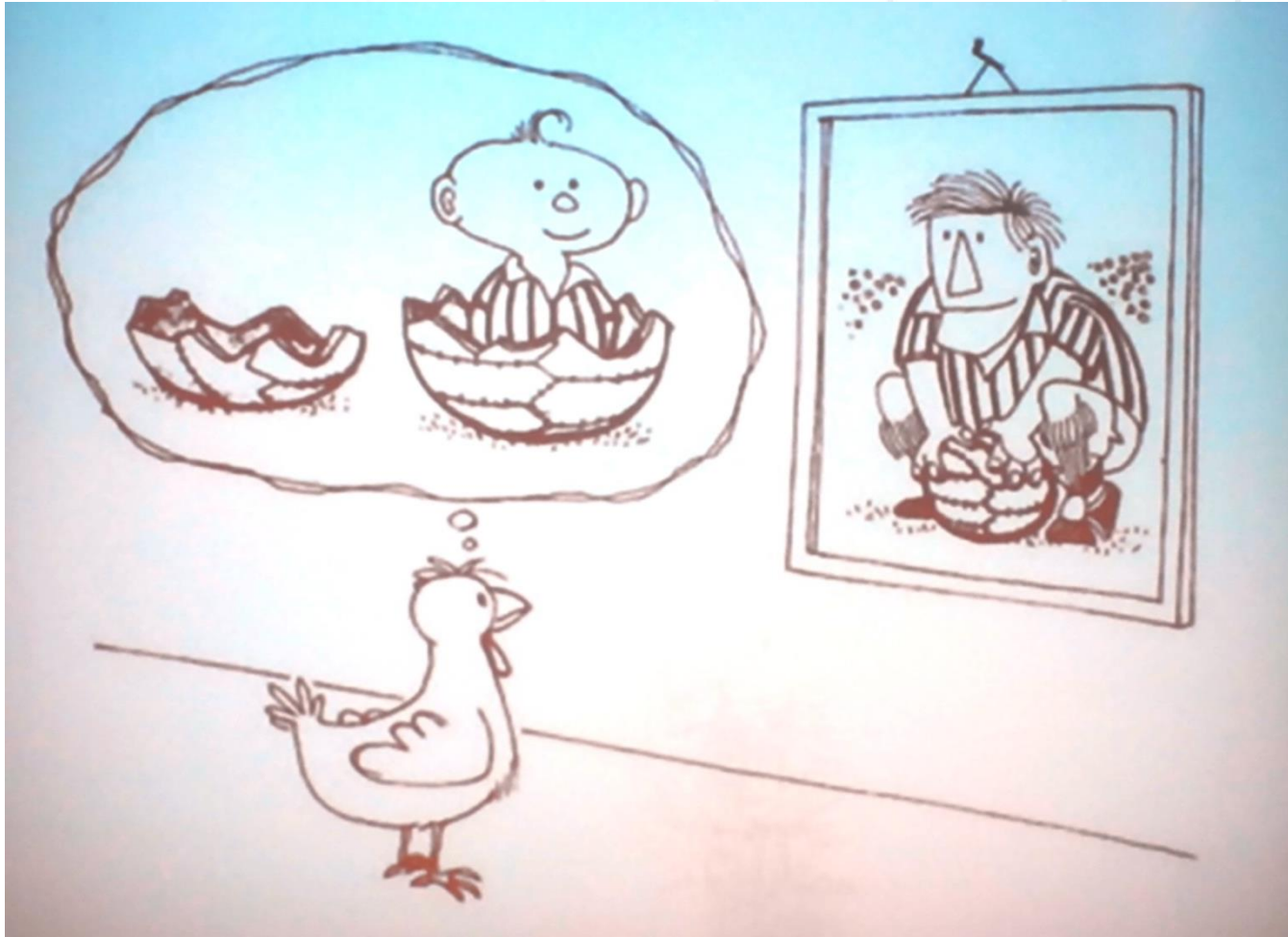


1. Introduction
2. Principles and Concepts
3. Prepare to Estimate
4. Create Estimate
5. Manage Estimate
- 6. Improve Estimating Process**

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Risk Mgmt

Duration

NFR

Asset & Capacity Mgmt

Processo


## Bigoli con gorgonzola e zucchine HOT

Inviato da Margherita Maria Caruso Galanti 09 Gennaio, 2009 2484 0 Add

G+1 0
Tweet 0
Mi piace 0
Invia
0.0 (0)

**RICETTE**

Ricetta	Vegetariana
Livello di difficoltà	Facile
Tempo preparazione	5 minuti
Tempo cottura	20 minuti
Persone	4
Vino in abbinamento	Bianco di Custoza
Url scheda vino	<a href="http://www.vitadidonna.org/vini-e-grappe/vini-bianchi/Bianco-di-Custoza-Veneto.html">http://www.vitadidonna.org/vini-e-grappe/vini-bianchi/Bianco-di-Custoza-Veneto.html</a>
Ingredienti	450 grammi di bigoli 300 grammi di gorgonzola dolce 3 zucchine ½ cipolla brodo 1/4 di litro olio, sale e pepe q.b.



*"Me piase i bigoli con la luganega..." dice una famosa canzone popolare... ma anche con il -Gorgonzola- non sono male.*

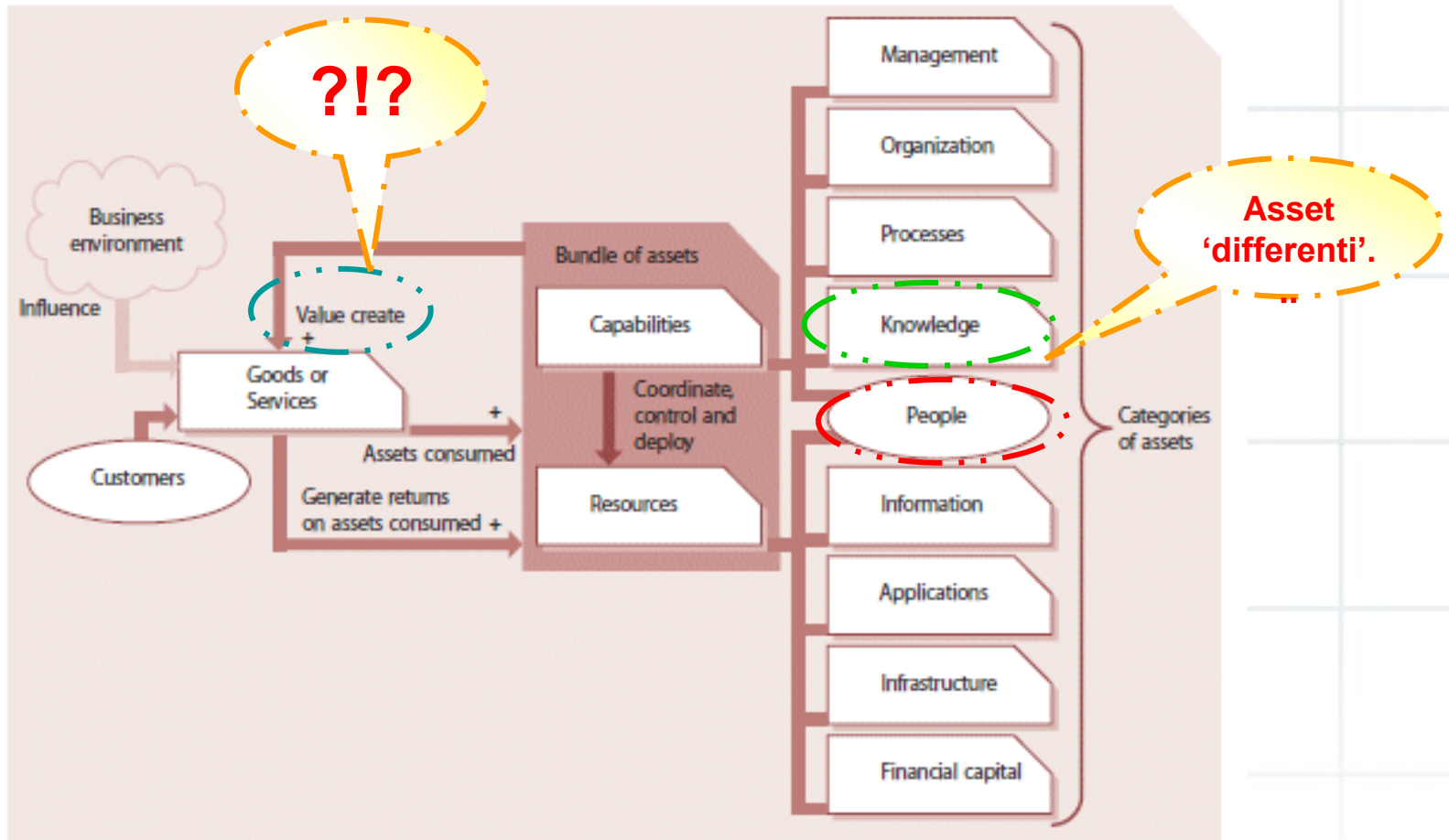
In una padella grande col fondo antiaderente, versate 4 cucchiai d'olio e soffriggete la cipolla affettata sottilmente e le zucchine tagliate a rondelle.

Quindi proseguite con la cottura aggiungendo un paio di mestoli di brodo salando e pepando.

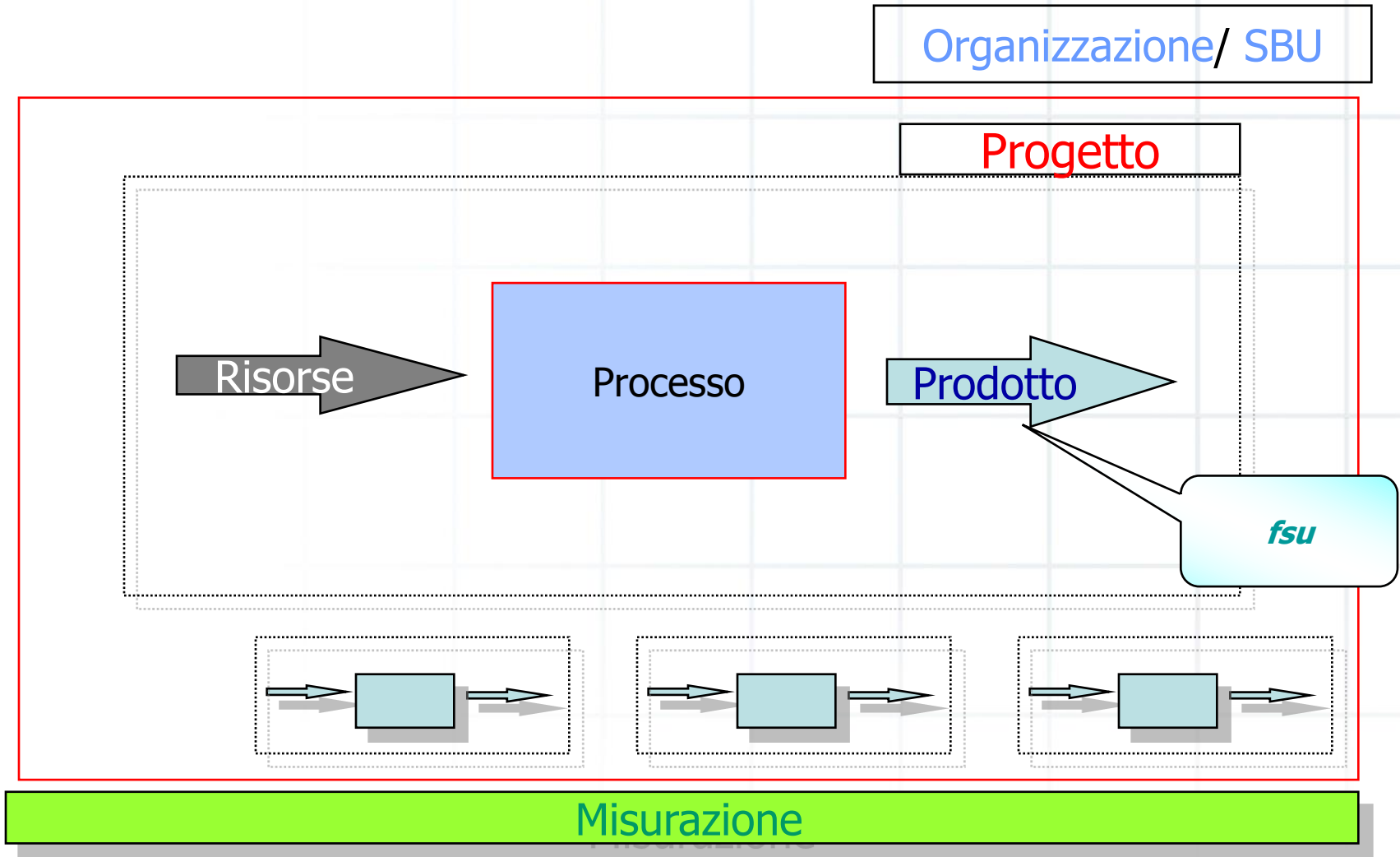
Dopo circa 20 minuti aggiungete il Gorgonzola tagliato a dadini e fatelo sciogliere a fuoco dolce.

Nel frattempo cuocete i bigoli al dente, scolateli e metterli nella padella con gli altri ingredienti e fateli saltare per un paio di minuti a fiamma viva.

Servite ben caldi.



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# Progetto: Software o Servizio?

**Pareto Rule: 20 (DEV)/80 (SVC)**  
...quale è il **tu** confine?

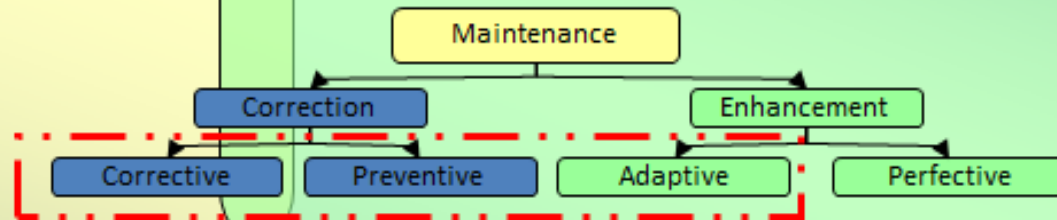
Project Scope



ISO  
14764:2006

Development (CMMI-DEV)

Enhancement (CMMI-SVC)



Operations



# Entità Misurabili: Progetto vs Prodotto

✓ ...un'applicazione (software) non è il progetto, pertanto questo non può essere rappresentato in termini dimensionali solo da una metrica di prodotto come i FP (genericamente, da fsu).

✓ ...il 'contenitore' (il progetto) è più grande del suo 'contenuto' (il prodotto).

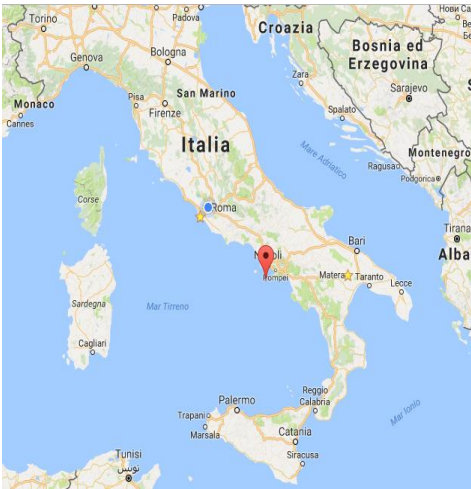
✓ ...pertanto, come è possibile dimensionare l'entità più grande attraverso quella più piccola e quindi fare tutte le susseguenti assunzioni di natura tecnica ed economica solo su tale unità di misura?



✓ ...una possibile risposta può essere data considerando al tempo stesso (a almeno in momenti differenti del SLC) diverse misure di dimensioni per diverse entità (progetto, prodotto)

# Progetto: Gestire il **Valore**

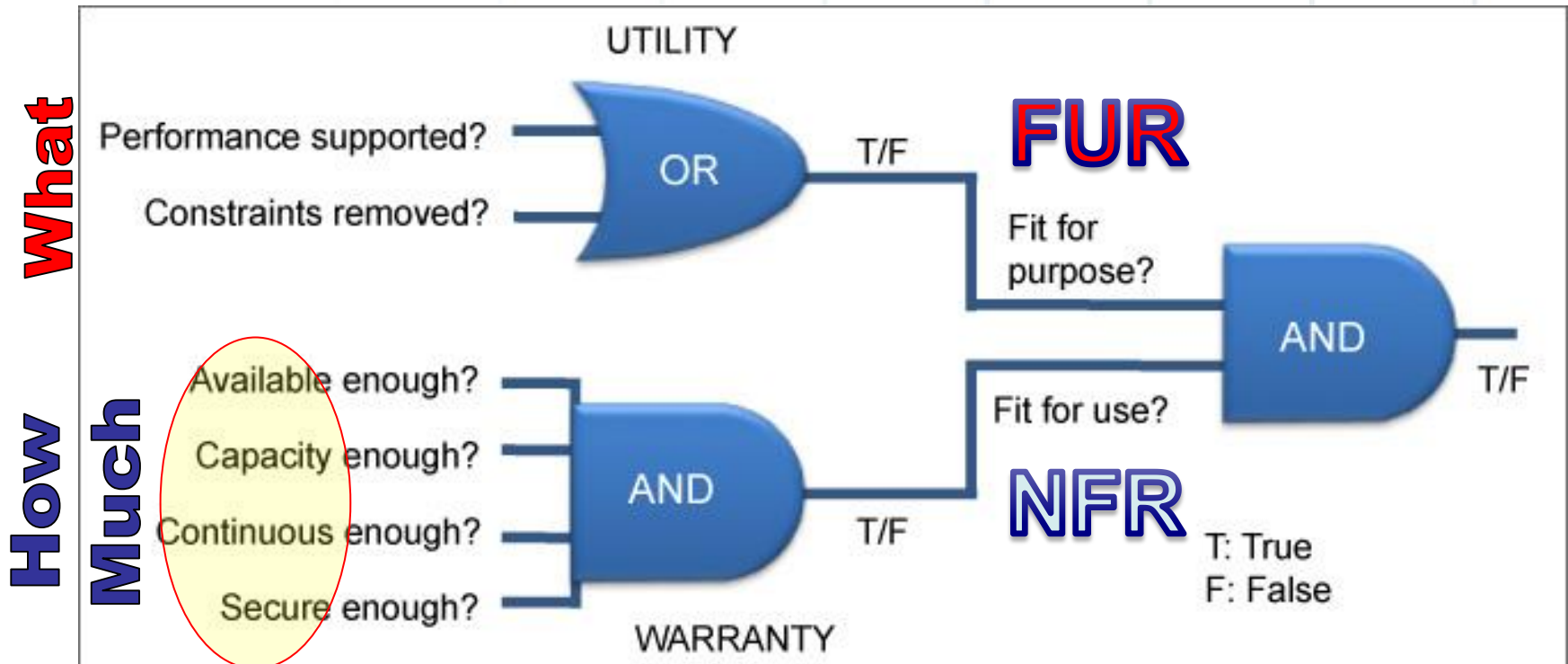
## Grotta Azzurra (Capri)



Qual è il giusto **prezzo** che pagheresti per il **servizio**?



- Valore** ← **Utilità (Utility)** + **Garanzia (Warranty)**

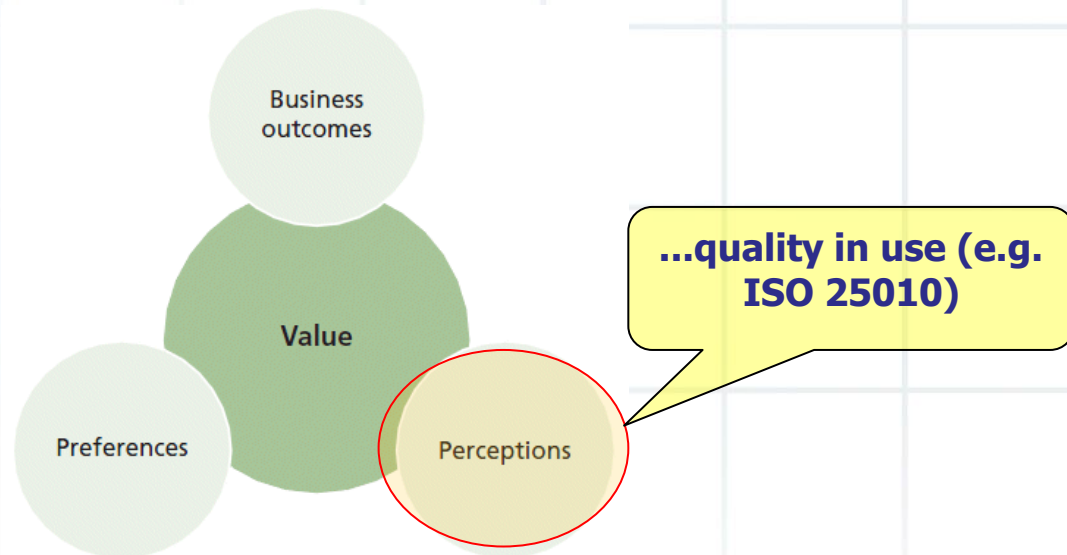


- Service** is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. (ITIL v3 Glossary, 2011)



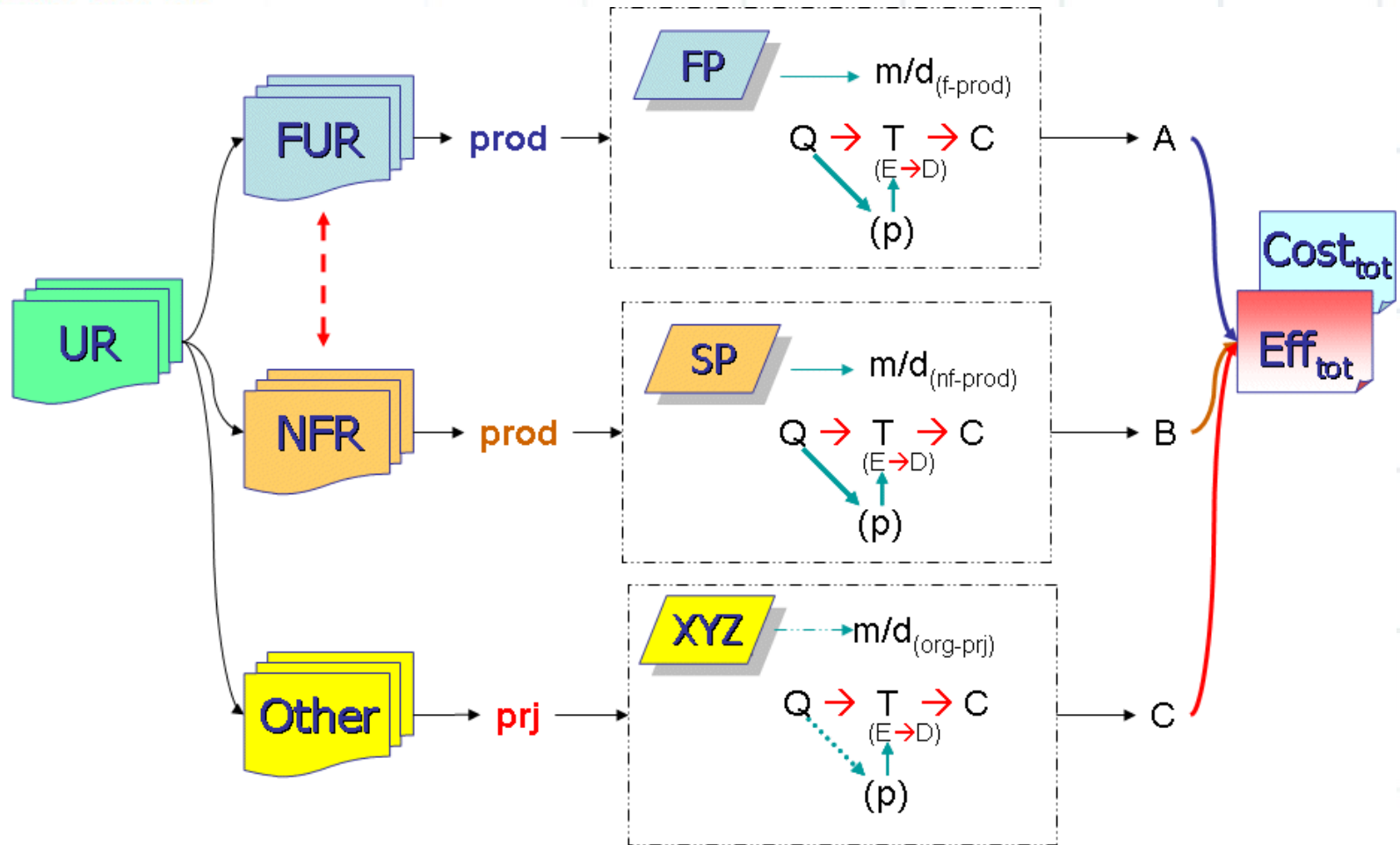
- **Valore (3 componenti)**

- ✓ **Preferenze** (Cliente/Committente)
- ✓ **Business Outcomes** (verso gli Utenti/Stakeholders)
- ✓ **Percezioni** (degli Utenti/Stakeholders)



- **Service** is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. (ITIL v3 Glossary, 2011)

# Scope Management: Io schema ABC



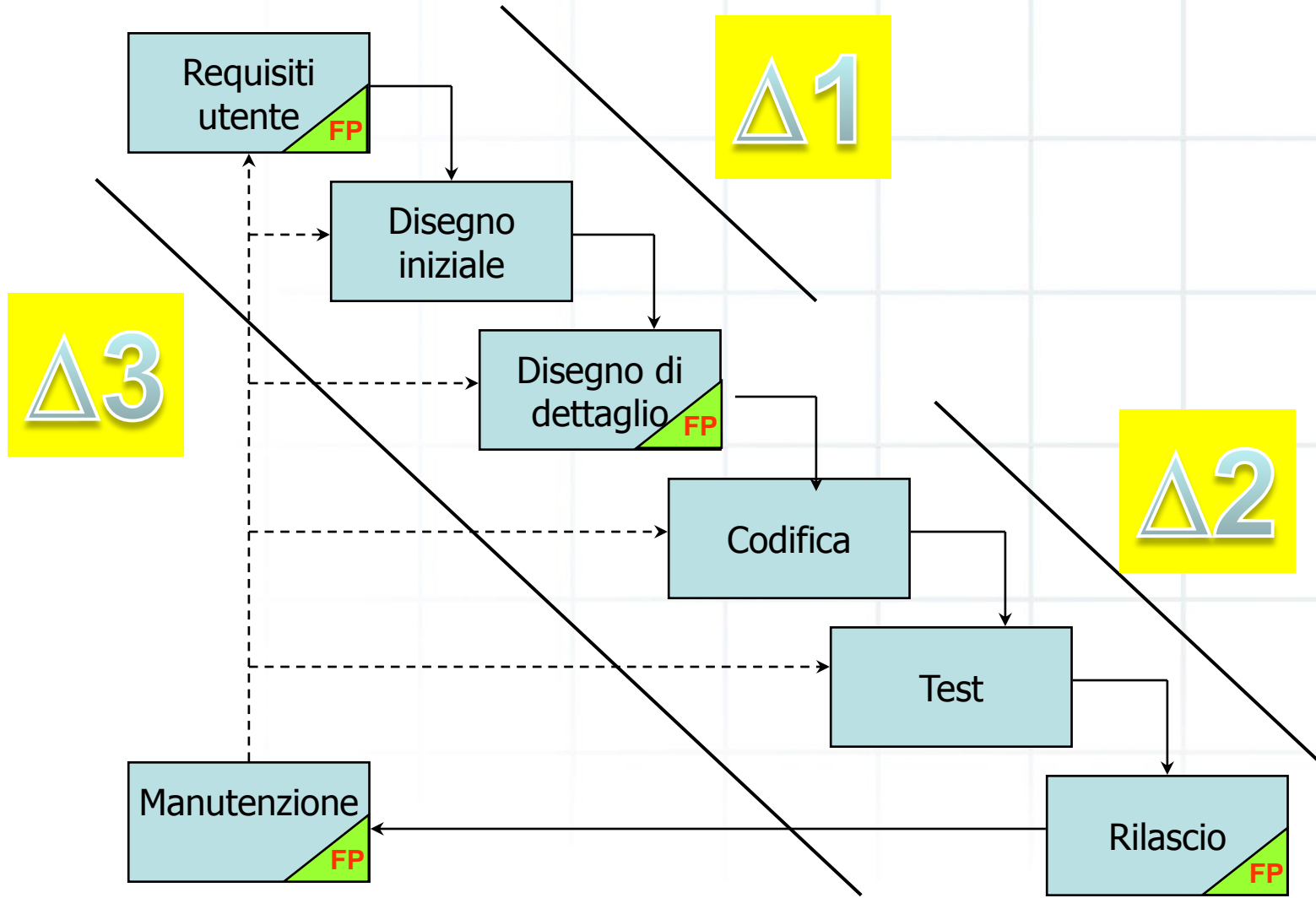
• **Fonte:** Buglione L., The Next Frontier: Measuring and Evaluating the NonFunctional Productivity, MetricViews, IFPUG Newsletter, Vol.6 Issue No.2, August 2012, pp.11-14, URL: <http://goo.gl/yMgdC>

# Partire dall'ABC...quali proporzioni?

		(SP)		prod(NFR) come/quanto						
	p=	Q	FP	??	prod(FUR) cosa'					
		T	Eff	??	project					
	T (gg/uu)	Q	4 FP		4,00 gg/uu					
		p	1,00 FP/gg-uu		32,00 hrs/uu	Backlog				
					0,00	Residuo				

	PM	QA	Mis	CM	Analisi	Progett	Costru	Test	Rilascio	Abs	%
A (prod/F)					2	3	6	4		15	47%
B (prod/NF)					1	2	0	3		6	19%
C (prj/gg-uu)	3	1	2	2					3	11	34%
Abs	3	1	2	2	3	5	6	7	3	32	100%
%	9%	3%	6%	6%	9%	16%	19%	22%	9%	100%	

# Stime e Consuntivi: i tre 'Delta'





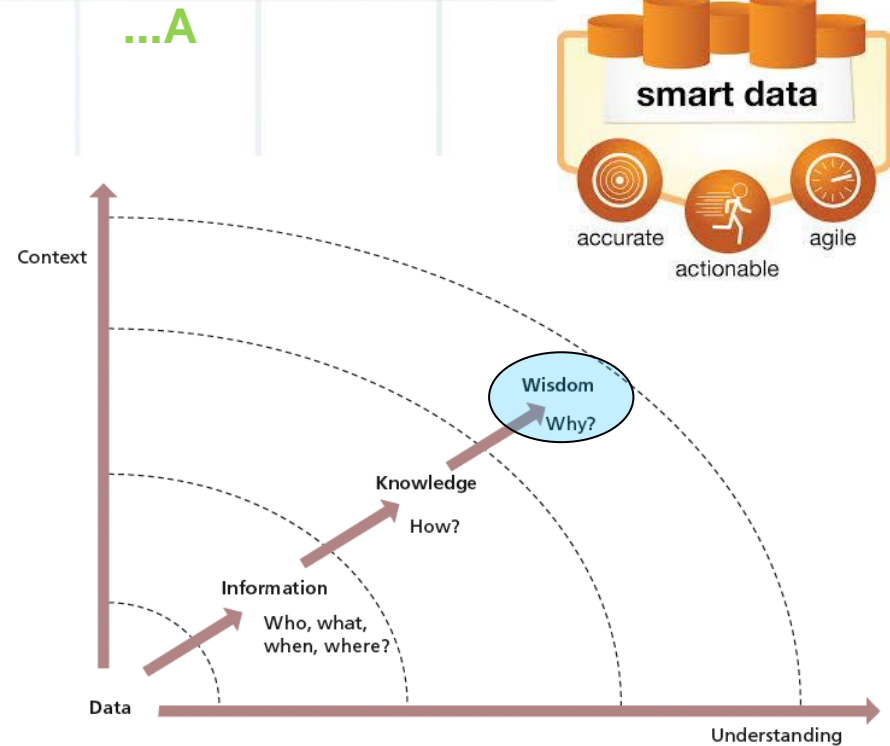
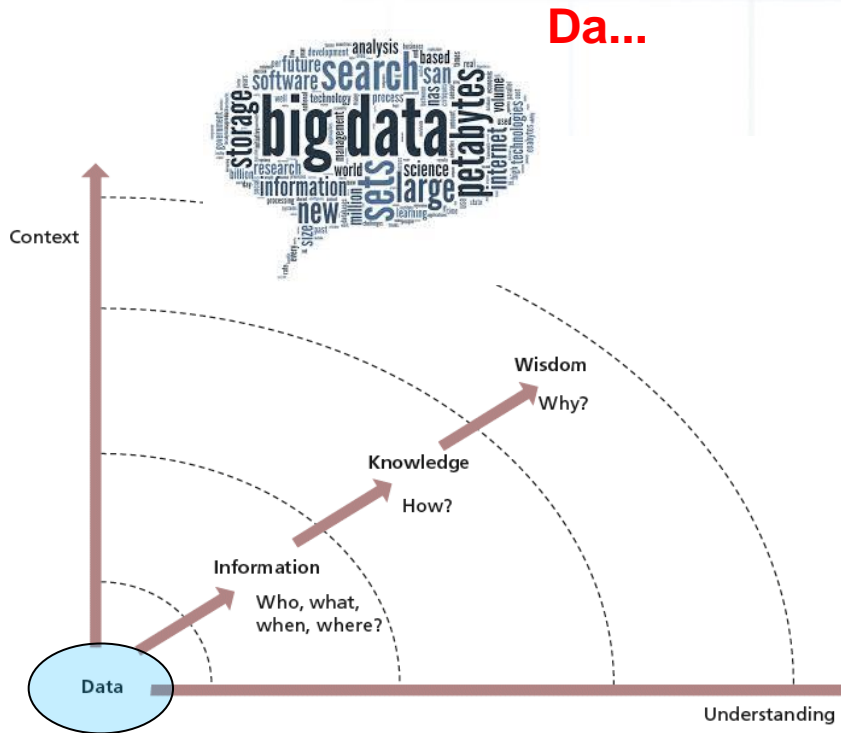
# Dati Storici: cosa raccogliere?



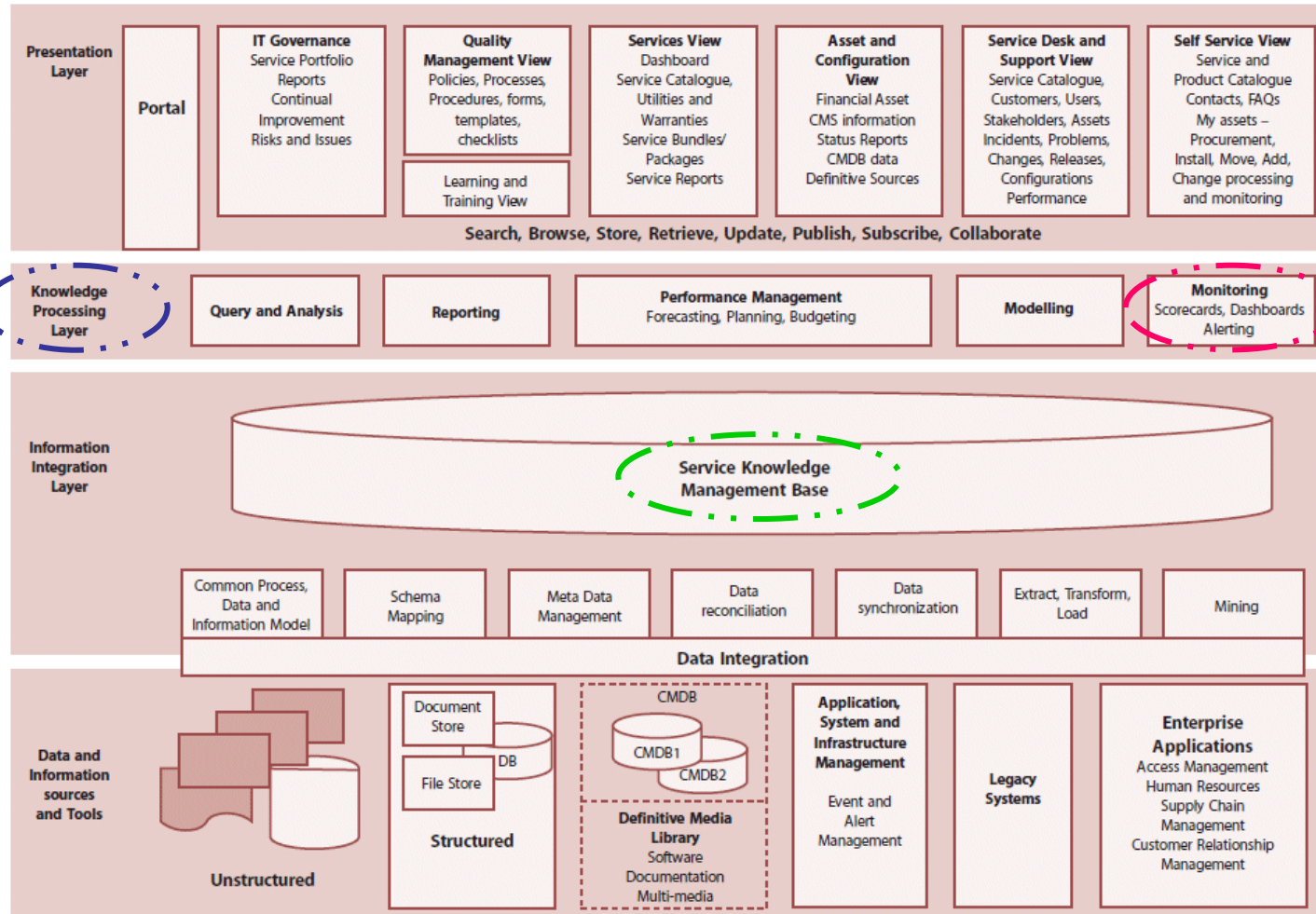
*“Ho visto cose che voi Umani non potreste immaginare...  
Navi da combattimento in fiamme al largo dei bastioni di Orione...  
E ho visto i raggi B balenare nel buio vicino le porte di Tannoizer...  
E tutti quei momenti andranno perduti nel tempo come lacrime nella  
pioggia...è tempo di morire...”*

Memoria → Dati → Esperienza .... DIKW

Philip Dick, *Do Androids dream of Electric Sheep?*, Del Rey, 1968, [ISBN 0-345-40447-5](https://www.amazon.com/Do-Androids-dream-Electric-Sheep/dp/0345404475)

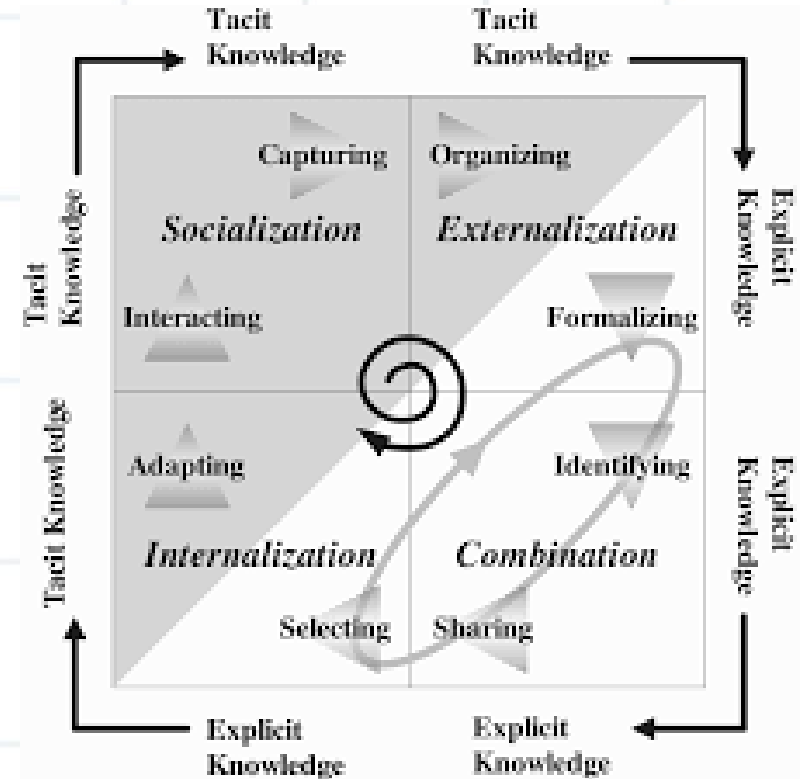
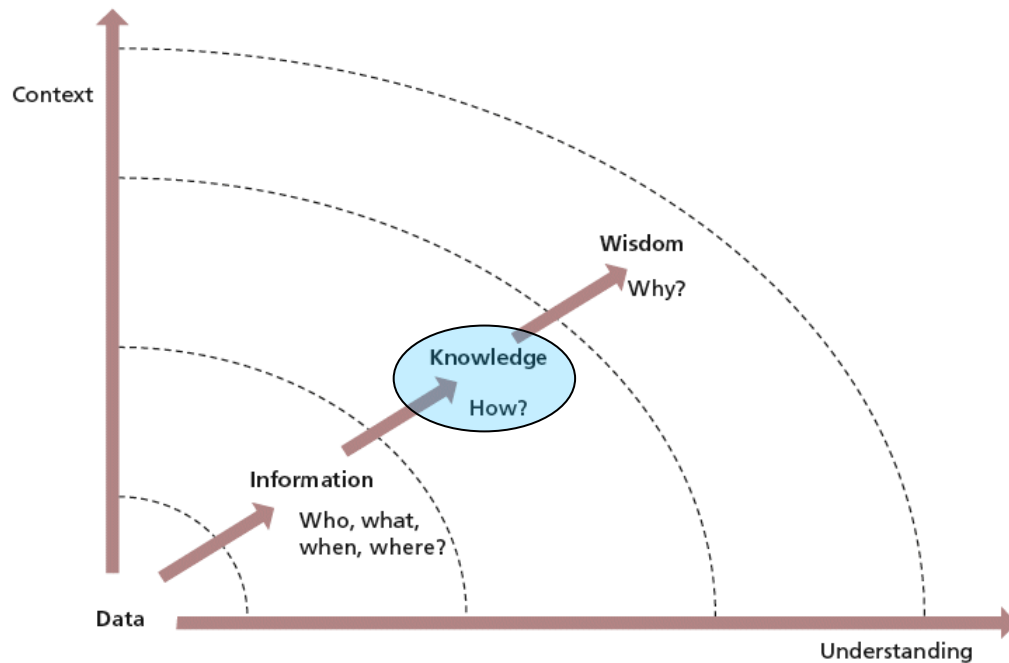


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# Dati Storici: non solo 'dati'...SECI



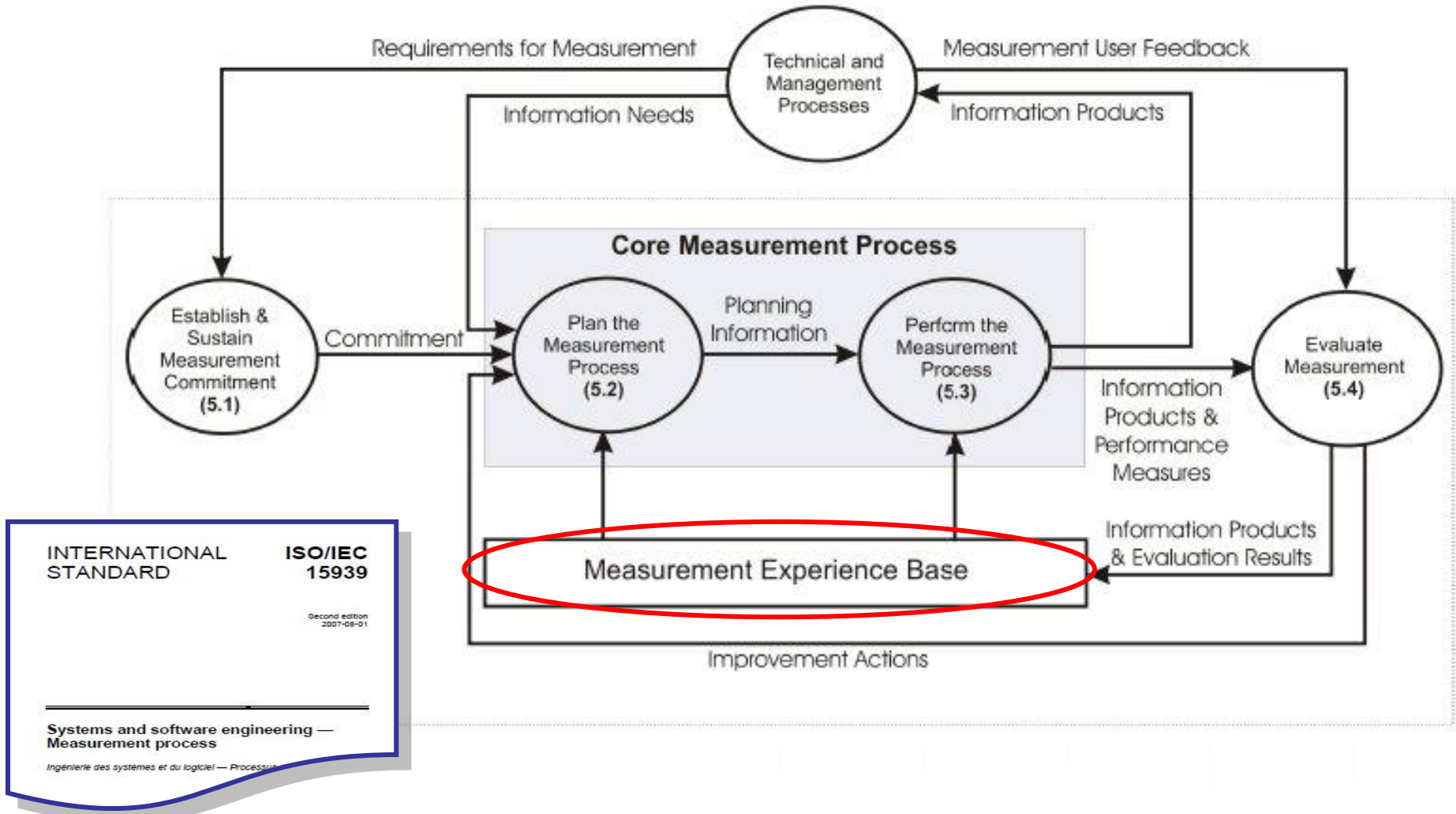
- **ITIL v3 DIKW**

- **Data/Information/Knowledge/Wisdom**

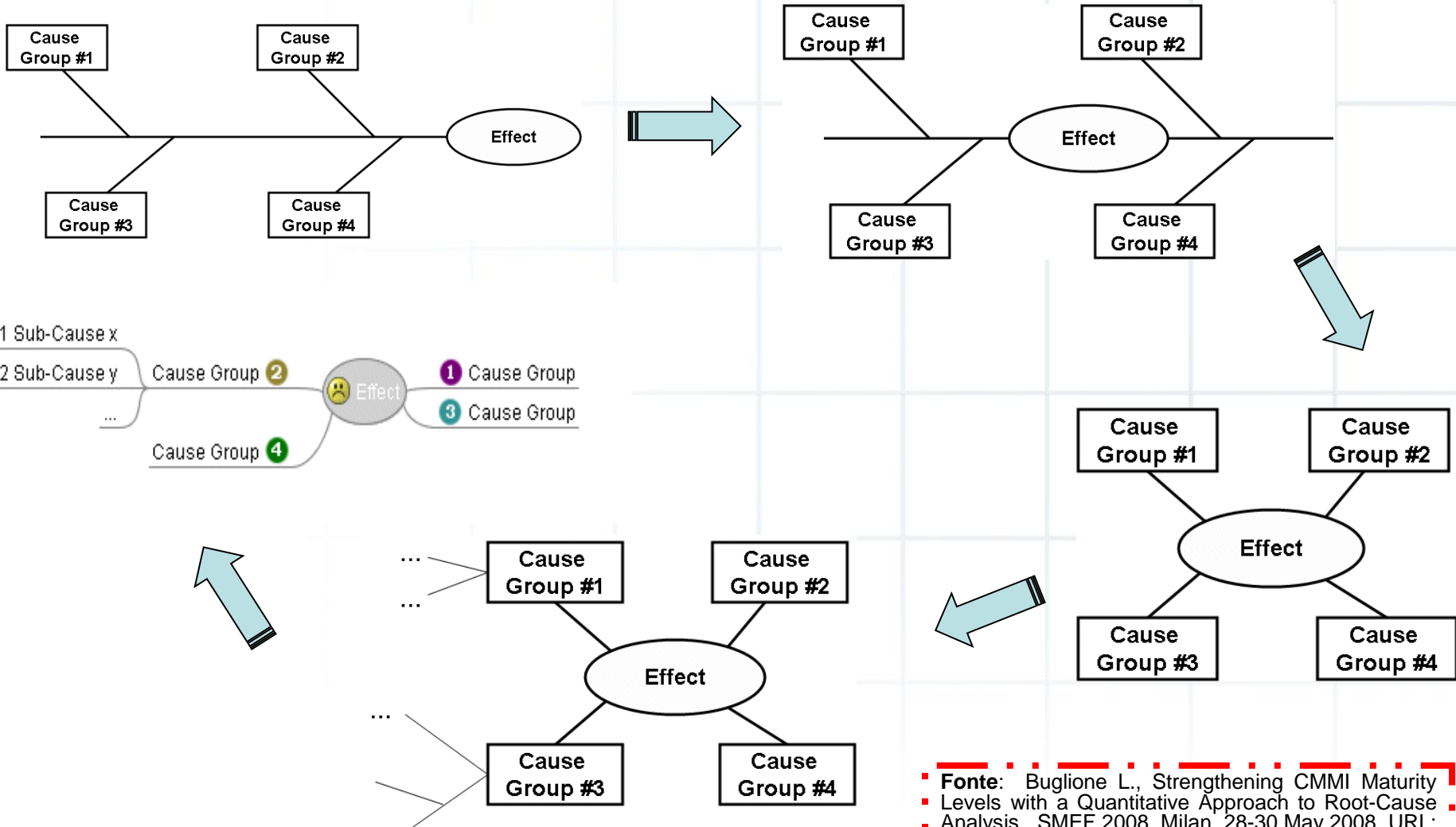
- ✓ Le 4 Onde del Knowledge Management
  - ✓ **Verifying (DIKW):** Data → Information → Knowledge → Wisdom
  - ✓ **Building (WKID):** Wisdom → Knowledge → Information → Data
- ✓ **'5W's+H' rule** (who, what, when, where, how, why)
- ✓ Due dimensioni: **Context; Understanding**

- **SECI Model (Nonaka/Tageuchi, 1995)**
  - ✓ Socialization, Externalization, Combination, Internalization
  - ✓ **Dalla conoscenza Tacita a quella Esplicita**

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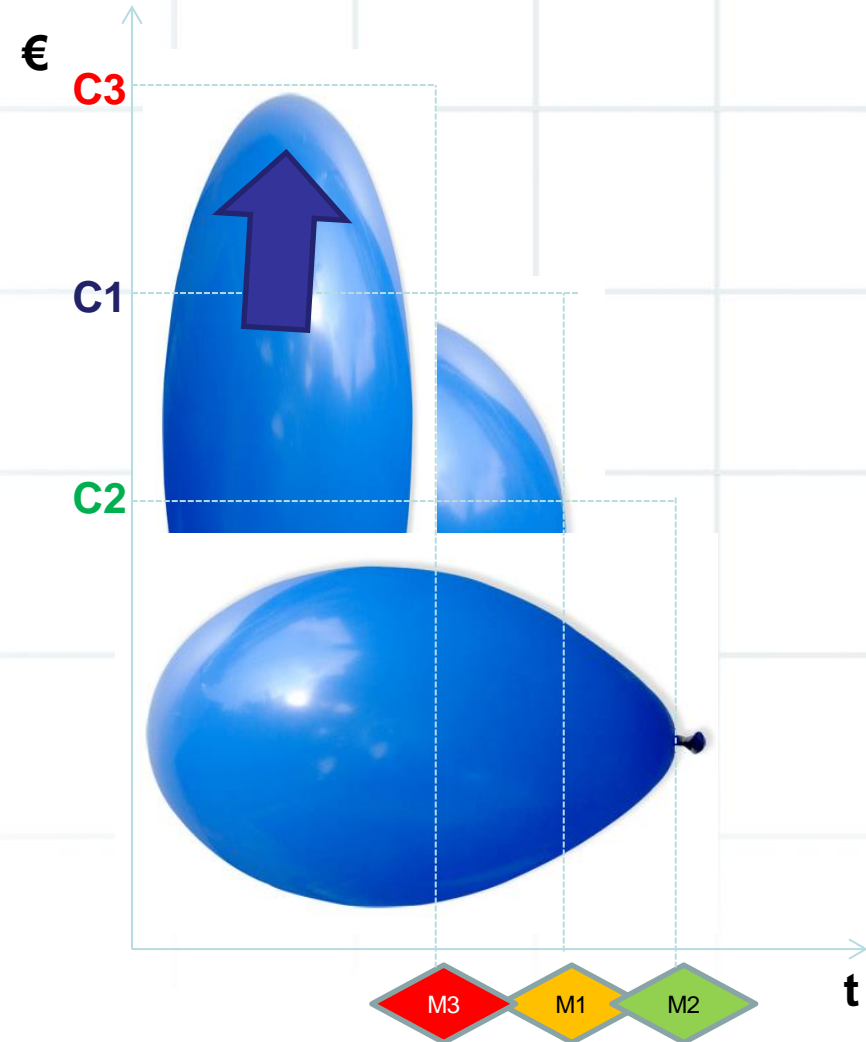
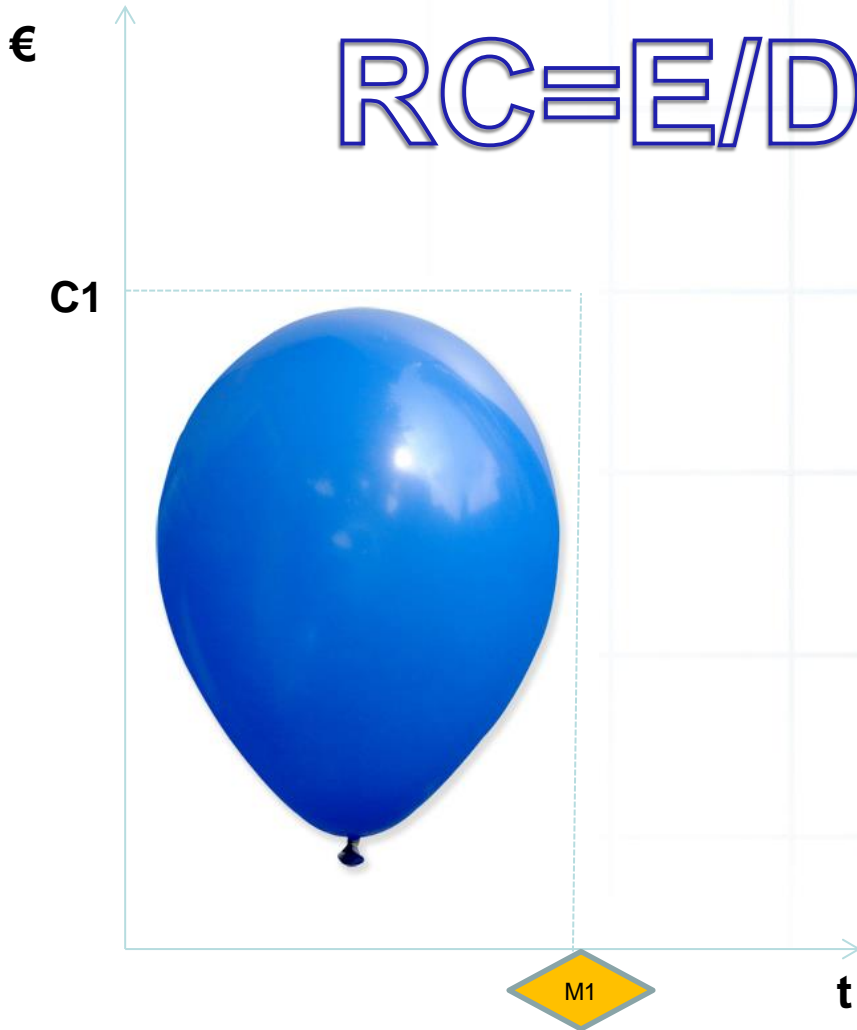


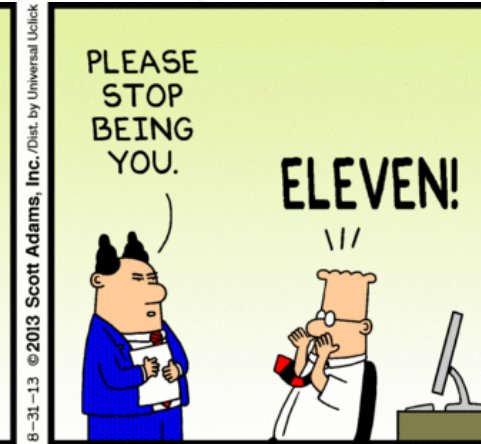


Fonte: Buglione L., Strengthening CMMI Maturity Levels with a Quantitative Approach to Root-Cause Analysis, SMEF 2008, Milan, 28-30 May 2008, URL: <https://goo.gl/jbzfF8>

# Rapporto di Compressione (RC)

$$RC = E/D$$












**Grazie!**

*Scan to connect*



- **Name** | Luigi Buglione
- **Email** | [luigi.buglione@gufpi-isma.org](mailto:luigi.buglione@gufpi-isma.org)
-  <https://www.linkedin.com/in/luigibuglione/>