

UNIT - III

Software Quality Assurance: Background Issues, Elements of Software Quality Assurance, SQA Tasks, Goals and Metrics, Formal Approaches to SQA, Statistical Software Quality Assurance, Software Reliability, The ISO 9000 Quality Standards, The SQA Plan.

Risk Management: Risk Strategies, Software Risks, Risk Identification, Risk Projection, Risk Refinement, Risk Mitigation, Monitoring, and Management, The RMMM Plan.

Software Quality Assurance:

QUALITY CONCEPTS:

Quality management encompasses a quality management approach, Effective software engineering technology (methods and tools), formal technical reviews that are applied throughout the software process, a multi tiered testing strategy, Control of software documentation and the changes made to it, A procedure to ensure compliance with software development standards (when applicable), and measurement and reporting mechanisms.

Variation control is the heart of quality control.

Quality

The *American Heritage Dictionary* defines *quality* as —a characteristic or attribute of something.

Quality of design refers to the characteristics that designers specify for an item.

Quality of conformance is the degree to which the design specifications are followed during manufacturing.

In software development, quality of design encompasses requirements, specifications, and the design of the system. Quality of conformance is an issue focused primarily on

implementation. If the implementation follows the design and the resulting system meets its requirements and performance goals, conformance quality is high.

Robert Glass argues that a more —intuitive relationship is in order:

User satisfaction = compliant product + good quality + delivery within budget and schedule

QualityControl

Quality control involves the series of inspections, reviews, and tests used throughout the software process to ensure each work product meets the requirements placed upon it.

A key concept of quality control is that all work products have defined, measurable specifications to which we may compare the output of each process. The feedback loop is essential to minimize the defects produced.

Quality Assurance

Quality assurance consists of the auditing and reporting functions that assess the effectiveness and completeness of quality control activities. The **goal of quality** assurance is to provide management with the data necessary to be informed about product quality, thereby gaining insight and confidence that product quality is meeting its goals.

Cost of Quality

The *cost of quality* includes all costs incurred in the pursuit of quality or in performing quality-related activities.

Quality costs may be divided into costs associated with prevention, appraisal, and failure.

Prevention costs include

Quality planning Formal technical reviews test equipment Training

Appraisal costs include activities to gain insight into product condition the —first time Through each process. Examples of appraisal costs

include in-process and inter process inspection Equipment calibration and maintenance testing

Failure costs are those that would disappear if no defects appeared before shipping a product to customers. Failure costs may be subdivided into internal failure costs and external failure costs.

Internal failure costs are incurred when we detect a defect in our product prior to shipment.

Internal failure costs include

Rework repair Failure mode analysis

External failure costs are associated with defects found after the product has been shipped to the customer. Examples of external failure costs are Complaint resolution

Product return and replacement help line support Warranty work

SOFTWARE QUALITY ASSURANCE

Software quality is defined as conformance to explicitly stated functional and performance requirements, explicitly documented development standards, and implicit characteristics that are expected of all professionally developed software. The definition serves to emphasize three important points:

Software requirements are the foundation from which quality is measured. Lack of conformance to requirements is lack of quality.

Specified standards define a set of development criteria that guide the manner in which software is engineered. If the criteria are not followed, lack of quality will almost surely result.

A set of implicit requirements often goes unmentioned (e.g., the desire for ease of use and good maintainability). If software conforms to its explicit requirements but fails to meet implicit requirements, software quality is suspect.

Background Issues

The first formal quality assurance and control function was introduced at Bell Labs in 1916 and spread rapidly throughout the manufacturing world. During the 1940s, more formal approaches to quality control were suggested. These relied on measurement and continuous process improvement as key elements of quality management. Today, every company has mechanisms to

ensure quality in its products.

During the early days of computing (1950s and 1960s), quality was the sole responsibility of the programmer. Standards for quality assurance for software were introduced in military contract software development during the 1970s.

Extending the definition presented earlier, software quality assurance is a "planned and systematic pattern of actions" that are required to ensure high quality in software. The scope of quality assurance responsibility might best be characterized by paraphrasing a once-popular automobile commercial: "Quality Is Job #1." The implication for software is that many different constituencies have software quality assurance responsibility— software engineers, project managers, customers, salespeople, and the individuals who serve within an SQA group.

The SQA group serves as the customer's in-house representative. That is, the people who perform SQA must look at the software from the customer's point of view

SQA Activities

Software quality assurance is composed of a variety of tasks associated with two different constituencies—

The software engineers who do technical work and

An SQA group that has responsibility for quality assurance planning, oversight, record keeping, analysis, and reporting.

The Software Engineering Institute recommends a set of SQA activities that address quality assurance planning, oversight, record keeping, analysis, and reporting. These activities are performed (or facilitated) by an independent SQA group that conducts the following activities.

Prepares an SQA plan for a project

The plan is developed during project planning and is reviewed by all interested parties. Quality assurance activities performed by the software engineering team and the SQA group are governed by the plan. The plan identifies .Evaluations to be performed.

Audits and reviews to be performed standards that are applicable to the project procedures for error reporting and tracking documents to be produced by the SQA group

Amount of feedback provided to the software project team

Participates in the development of the project's software process description. The software team selects a process for the work to be performed. The SQA group reviews the process description for compliance with organizational policy, internal software standards, externally imposed standards (e.g., ISO-9001), and other parts of the software project plan.

Reviews software engineering activities to verify compliance with the defined software process. The SQA group identifies, documents, and tracks deviations from the process and verifies that corrections have been made.

Audits designated software work products to verify compliance with those defined as part of the software process. The SQA group reviews selected work products; identifies, documents, and tracks deviations; verifies that corrections have been made; and periodically reports the results of its work to the project manager.

Ensures that deviations in software work and work products are documented and handled according to a documented procedure. Deviations may be encountered in the project plan, process description, applicable standards, or technical work products.

Records any noncompliance and reports to senior management. Noncompliance items are tracked until they are resolved.

SOFTWARE REVIEWS

Software reviews are a "filter" for the software engineering process. That is, reviews are applied at various points during software development and serve to uncover errors and defects that can then be removed. Software reviews "purify" the software engineering activities that we have called *analysis*, *design*, and *coding*.

Many different types of reviews can be conducted as part of software engineering. Each has its place. An informal meeting around the coffee machine is a form of review, if technical problems are discussed. A formal presentation of software design to an audience of customers, management, and technical staff is also a form of review.

A formal technical review is the most effective filter from a quality assurance standpoint. Conducted by software engineers (and others) for software engineers, the FTR is an effective means for improving software quality.

Cost Impact of Software Defects:

The primary objective of formal technical reviews is to find errors during the process so that they do not become defects after release of the software.

A number of industry studies indicate that design activities introduce between 50 and 65 percent of all errors during the software process. However, formal review techniques have been shown to be up to 75 percent effective] in uncovering design errors. By detecting and removing a large percentage of these errors, the review process substantially reduces the cost of subsequent steps in the development and support phases.

FORMAL TECHNICAL REVIEWS

A formal technical review is a software quality assurance activity performed by software engineers (and others). The objectives of the FTR are to uncover errors in function, logic, or implementation for any representation of the software; to verify that the software under review meets its requirements; to ensure that the software has been represented according to predefined standards; to achieve software that is developed in a uniform manner; and to make projects more manageable.

The Review Meeting

Every review meeting should abide by the following constraints:

- Between three and five people (typically) should be involved in the review.
- Advance preparation should occur but should require no more than two hours of work for Each person.
-
- The duration of the review meeting should be less than two hours. The focus of the FTR is on a work product.
- The individual who has developed the work product—the *producer*—informs the project leader that the work product is complete and that a review is required.
- The project leader contacts a *review leader*, who evaluates the product for readiness, generates copies of product materials, and distributes them to two or three reviewers for advance preparation.
- Each reviewer is expected to spend between one and two hours reviewing the product, making notes, and otherwise becoming familiar with the work.
- The review meeting is attended by the review leader, all reviewers, and the producer.
- A reviewer takes on the role of the *recorder*; that is, the individual who records (in writing) all important issues raised during the review.
- At the end of the review, all attendees of the FTR must decide whether to accept the product without further modification, reject the product due to severe errors (once corrected, another review must be performed), or accept the product provisionally.
- The decision made, all FTR attendees complete a sign-off, indicating their participation in the review and their concurrence with the review team's findings.

Review Reporting and Record Keeping

At the end of the review meeting and a review issues list is produced. In addition, a formal technical review summary report is completed. A *review summary report* answers three questions:

What was reviewed? Who reviewed it?

What were the findings and conclusions?

The review summary report is a single page form. It is important to establish a follow-up procedure to ensure that items on the issues list have been properly corrected.

Review Guidelines

The following represents a minimum set of guidelines for formal technical reviews:

Review the product, not the producer. An FTR involves people and egos. Conducted properly, the FTR should leave all participants with a warm feeling of accomplishment.

Set an agenda and maintain it. An FTR must be kept on track and on schedule. The review leader is chartered with the responsibility for maintaining the meeting schedule and should not be afraid to nudge people when drift sets in.

Limit debate and rebuttal. When an issue is raised by a reviewer, there may not be universal agreement on its impact.

Enunciate problem areas, but don't attempt to solve every problem noted. A review is not a problem-solving session. The solution of a problem can often be accomplished by the producer alone or with the help of only one other individual. Problem solving should be postponed until after the review meeting.

Take written notes. It is sometimes a good idea for the recorder to make notes on a wall board, so that wording and priorities can be assessed by other reviewers as information is recorded.

Limit the number of participants and insist upon advance preparation. Keep the number of people involved to the necessary minimum.

Develop a checklist for each product that is likely to be reviewed. A checklist helps the review leader to structure the FTR meeting and helps each reviewer to focus on important issues. Checklists should be developed for analysis, design, code, and even test documents.

Allocate resources and schedule time for FTRs. For reviews to be effective, they should be scheduled as a task during the software engineering process.

Conduct meaningful training for all reviewers. To be effective all review participants should receive some formal training.

Review your early reviews. Debriefing can be beneficial in uncovering problems with the review process itself.

Sample-Driven Reviews(SDRs):

SDRs attempt to quantify those work products that are primary targets for full FTRs. To accomplish this the following steps are suggested...

Inspect a fraction a_i of each software work product, i . Record the number of faults, f_i found within a_i .

Develop a gross estimate of the number of faults within work product i by multiplying f_i by $1/a_i$.

Sort the work products in descending order according to the gross estimate of the number of

faults in each.

Focus available review resources on those work products that have the highest estimated number of faults.

The fraction of the work product that is sampled must be representative of the work product as a whole and large enough to be meaningful to the reviewer(s) who does the sampling.

STATISTICAL SOFTWARE QUALITY ASSURANCE

For software, statistical quality assurance implies the following steps: Information about software defects is collected and categorized.

An attempt is made to trace each defect to its underlying cause (e.g., non-conformance to specifications, design error, violation of standards, poor communication with the customer).

Using the Pareto principle (80 percent of the defects can be traced to 20 percent of all possible causes), isolate the 20 percent (the "vital few").

Once the vital few causes have been identified, move to correct the problems that have caused the For software, statistical quality assurance implies the following steps:

The application of the statistical SQA and the Pareto principle can be summarized in a single sentence: *spend your time focusing on things that really matter, but first be sure that you understand what really matters.*

Six Sigma for software Engineering:

Six Sigma is the most widely used strategy for statistical quality assurance in industry today. The term—six sigma is derived from six standard deviations—3.4 instances (defects) per million occurrences—implying an extremely high quality standard. The Six Sigma methodology defines three core steps:

Define customer requirements and deliverables and project goals via well-defined methods of customer communication

Measure the existing process and its output to determine current quality performance (collect defect metrics)

Analyze defect metrics and determine the vital few causes.

If an existing software process is in place, but improvement is required, Six Sigma suggests two additional steps.

Improve the process by eliminating the root causes of defects.

Control the process to ensure that future work does not reintroduce the causes of defects. These core and additional steps are sometimes referred to

as the DMAIC (define, measure, analyze, improve, and control) method.

If any organization is developing a software process (rather than improving an existing process),

the core steps are augmented as follows:

Design the process to

avoid the root causes of defects and
to meet customer requirements

•**Verify** that the process model will, in fact, avoid defects and meet customer requirements. This variation is sometimes called the DMADV (define, measure, analyze, design and verify) method.

THE ISO 9000 QUALITY STANDARDS

A *quality assurance system* may be defined as the organizational structure, responsibilities, procedures, processes, and resources for implementing quality management. ISO 9000 describes quality assurance elements in generic terms that can be applied to any business regardless of the products or services offered.

ISO 9001:2000 is the quality assurance standard that applies to software engineering. The standard contains 20 requirements that must be present for an effective quality assurance system. Because the ISO 9001:2000 standard is applicable to all engineering disciplines, a special set of ISO guidelines have been developed to help interpret the standard for use in the software process.

The requirements delineated by ISO 9001 address topics such as management responsibility, quality system, contract review, design control, document and data control, product identification and traceability, process control, inspection and testing, corrective and preventive action, control of quality records, internal quality audits, training, servicing and statistical techniques.

In order for a software organization to become registered to ISO 9001, it must establish policies and procedures to address each of the requirements just noted (and others) and then be able to demonstrate that these policies and procedures are being followed.

SOFTWARE RELIABILITY

Software reliability is defined in statistical terms as "the probability of failure-free operation of a computer program in a specified environment for a specified time".

7.1 Measures of Reliability and Availability:

Most hardware-related reliability models are predicated on failure due to wear rather than failure due to design defects. In hardware, failures due to physical wear (e.g., the effects of temperature, corrosion, shock) are more likely than a design-related failure. Unfortunately, the opposite is true for software. In fact, all software failures can be traced to design or implementation problems; wear does not enter into the picture.

A simple measure of reliability is *meantime-between-failure* (MTBF), where

$$MTBF = MTTF + MTTR$$

The acronyms MTTF and MTTR are mean-time-to-failure and mean-time-to-repair, respectively.

In addition to a reliability measure, we must develop a measure of availability. *Software availability* is the probability that a program is operating according to requirements at a given point in time and is defined as

$$\text{Availability} = [\text{MTTF}/(\text{MTTF} + \text{MTTR})] 100\%$$

The MTBF reliability measure is equally sensitive to MTTF and MTTR. The availability measure is somewhat more sensitive to MTTR, an indirect measure of the maintainability of software.

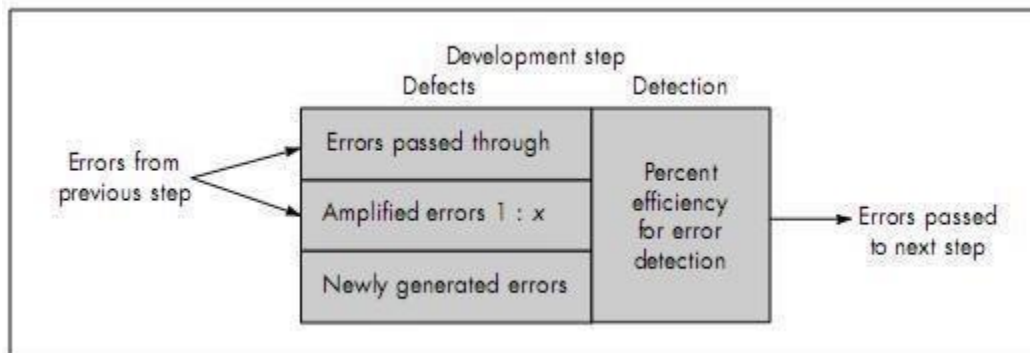
Software Safety

Software safety is a software quality assurance activity that focuses on the identification and assessment of potential hazards that may affect software negatively and cause an entire system to fail. If hazards can be identified early in the software engineering process, software design features can be specified that will either eliminate or control potential hazards.

If a set of external environmental conditions are met (and only if they are met), the improper position of the mechanical device will cause a disastrous failure. Analysis techniques such as *fault tree analysis* [VES81], *real-time logic* [JAN86], or *petri net models* [LEV87] can be used to predict the chain of events that can cause hazards and the probability that each of the events will occur to create the chain.

Once hazards are identified and analyzed, safety-related requirements can be specified for the software. That is, the specification can contain a list of undesirable events and the desired system responses to these events. The role of software in managing undesirable events is then indicated.

Although software reliability and software safety are closely related to one another, it is



important to understand the subtle difference between them. Software reliability uses statistical analysis to determine the likelihood that a software failure will occur. However, the occurrence of a failure does not necessarily result in a hazard or mishap. Software safety examines the ways in which failures result in conditions that can lead to am is hap. Defect Amplification and Removal:

Defect Amplification Model

A defect amplification model can be used to illustrate the generation and detection of errors during the preliminary design, detail design, and coding steps of the software engineering process.

A box represents a software development step. During the step, errors may be

inadvertently generated. Review may fail to uncover newly generated errors and errors from previous steps, resulting in some number of errors that are passed through. In some cases, errors passed through from previous steps are amplified (amplification factor, x) by current work. The box subdivisions represent each of these characteristics and the percent of efficiency for detecting errors, a function of the thoroughness of the review.

Referring to the figure 8.3 each test step is assumed to uncover and correct 50 percent of all incoming errors without introducing any new errors (an optimistic assumption). Ten preliminary design defects are amplified to 94 errors before testing commences. Twelve latent errors are released to the field.

Figure 8.4 considers the same conditions except that design and code reviews are conducted as part of each development step. In this case, ten initial preliminary design errors are amplified to 24 errors before testing commences. Only three latent errors exist.

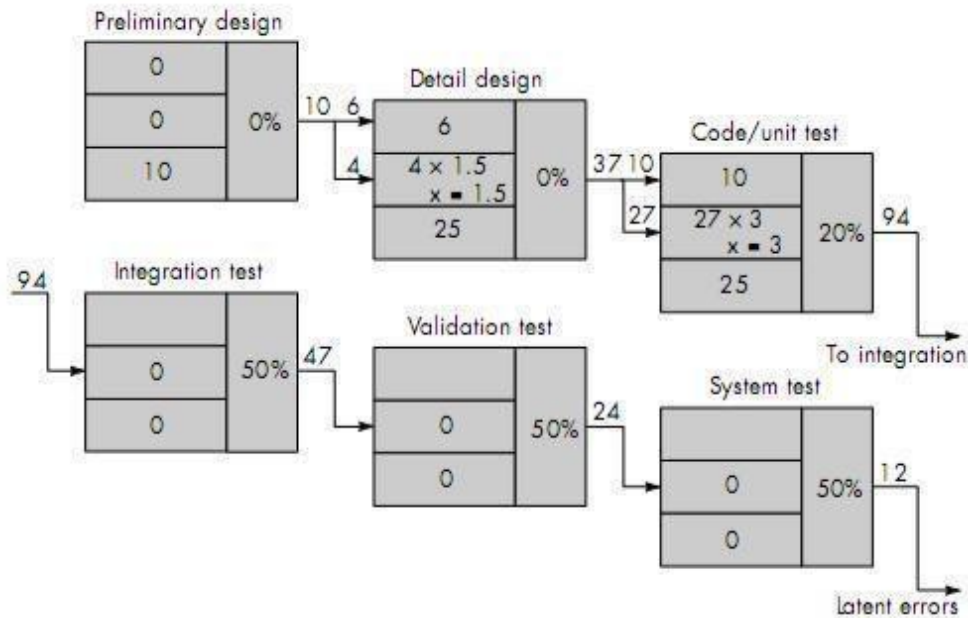
Recalling the relative costs associated with the discovery and correction of errors, overall cost (with and without review for our hypothetical example) can be established. The number of errors uncovered during each of the steps noted in Figures 8.3 and 8.4 is multiplied by the cost to remove an error (1.5 cost units for design, 6.5 cost units before test, 15 cost units during test, and 67 cost units after release).

Using these data, the total cost for development and maintenance when reviews are conducted is 783 cost units.

When no reviews are conducted, total cost is 2177 units—nearly three times more costly.

To conduct reviews, a software engineer must expend time and effort and the development organization must spend money. Formal technical reviews (for design and other technical activities) provide a demonstrable cost benefit. They should be conducted.

FIGURE 8.3
Defect amplification, no reviews



RISK MANAGEMENT:

REACTIVE VS. PROACTIVE RISK STRATEGIES

At best, **active strategy** monitors the project for likely risks. Resources are set as ideal with them, should they become actual problems. More commonly, the software team does nothing about risks until something goes wrong. Then, the team flies into action in an attempt to correct the problem rapidly. This is often called a *fire fighting mode*.

project team reacts to risks when they occur

mitigation—plan for additional resources in anticipation of fire fighting fix on failure—resources are found and applied when the risk strikes

crisis management —failure does not respond to applied resources and project is in jeopardy

A **proactive strategy** begins long before technical work is initiated. Potential risks are identified,

their probability and impact are assessed, and they are ranked by importance. Then, the software team establishes a plan for managing risk .
formal risk analysis is performed

organization corrects the root causes of risk

o examining risk sources that lie beyond the bounds of the software o developing the skill to manage change

Risk Management Paradigm



SOFTWARE RISK

Risk always involves two characteristics

Uncertainty—the risk may or may not happen; that is, there are no 100% probable risks

Loss—if the risk becomes a reality, unwanted consequences or losses will occur.

When risks are analyzed, it is important to quantify the level of uncertainty in the degree of loss associated with each risk. To accomplish this, different categories of risks are considered.

Project risks threaten the project plan. That is, if project risks become real, it is likely that project schedule will slip and that costs will increase.

Technical risks threaten the quality and timeliness of the software to be produced. If a technical risk becomes a reality, implementation may become difficult or impossible. Technical risks identify potential design, implementation, interface, verification, and maintenance problems.

Business risks threaten the viability of the software to be built. Business risks often jeopardize the project or the product. Candidates for the top five business risks are

Building a excellent product or system that no one really wants (market risk),

Building a product that no longer fits into the overall business strategy for the company (strategic risk),

Building a product that the sales force doesn't understand how to sell,

Losing the support of senior management due to a change in focus or a change in people (management risk), and

Losing budgetary or personnel commitment (budget risks).

Known risks are those that can be uncovered after careful evaluation of the project plan, the business and technical environment in which the project is being developed, and other reliable information sources.

Predictable risks are extrapolated from past project experience.

Unpredictable risks are the joker in the deck. They can and do occur, but they are extremely difficult to identify in advance.

RISK IDENTIFICATION

Risk identification is a systematic attempt to specify threats to the project plan. There are two distinct types of risks.

Generic risks and product-specific risks.

Generic risks are a potential threat to every software project.

Product-specific risks can be identified only by those with a clear understanding of the technology, the people, and the environment that is specific to the project that is to be built. Known and predictable risks in the following generic subcategories:

Product size—risks associated with the overall size of the software to be built or modified.

Business impact—risks associated with constraints imposed by management or the marketplace.

Customer characteristics—risks associated with the sophistication of the customer and the Developer's ability to communicate with the customer in a timely manner.

Process definition—risks associated with the degree to which the software process has been defined and is followed by the development organization.

Development environment—risks associated with the availability and quality of the tools to be used to Build the product.

Technology to be built—risks associated with the complexity of the system to be built and the "newness" of the technology that is packaged by the system.

Staff size and experience—risks associated with the overall technical and project experience of the software engineers who will do the work.

Assessing Overall Project Risk

The questions are ordered by their relative importance to the success of a project.

Have top software and customer managers formally committed to support the project?

Are end-users enthusiastically committed to the project and the system/product to be built?

Are requirements fully understood by the software engineering team and their customers?

Have customers been involved fully in the definition of requirements?

Do end-users have realistic expectations? Is project scope stable?

Does the software engineering team have the right mix of skills? Are project requirements stable?

Does the project team have experience with the technology to be implemented?

Is the number of people on the project team adequate to do the job?

Do all customer/user constituencies agree on the importance of the project and on the

requirements for the system/product to be built?

Risk Components and Drivers

The risk components are defined in the following manner:

Performance risk—the degree of uncertainty that the product will meet its requirements and be fit for its intended use.

Cost risk—the degree of uncertainty that the project budget will be maintained. **Support risk**—the degree of uncertainty that the resultant software will be easy to correct, adapt, and enhance.

Schedule risk—the degree of uncertainty that the project schedule will be maintained and that the product will be delivered on time.

The impact of each risk driver on the risk component is divided into one of four impact categories— negligible, marginal, critical, or catastrophic.

RISK PROJECTION

Risk projection, also called **risk estimation**, attempts to rate each risk in two ways—the likelihood or probability that the risk is real and the consequences of the problems associated with the risk, should it occur.

The project planner, along with other managers and technical staff, performs four risk projection activities: establish a scale that reflects the perceived likelihood of a risk, Delineate the consequences of the risk, estimate the impact of the risk on the project and the product, and Note the overall accuracy of the risk projection so that there will be no misunderstandings.

Developing a Risk Table Building aRis

Risk	Probability	Impact	RMMM
			Risk Mitigation Monitoring & Management

A project team begins by listing all risks (no matter how remote) in the first column of the table. Each risk is categorized in Next; the impact of each risk is assessed.

The categories for each of the four risk components—performance, support, cost, and schedule—Are averaged to determine an overall impact value.

High-probability, high-impact risks percolate to the top of the table, and low-probability risks drop to the bottom. This accomplishes first-order risk prioritization. The project manager studies the resultant sorted table and defines a cut offline.

The **cutoff line** (drawn horizontally at some point in the table) implies that only risks that lie above the line will be given further attention. Risks that fall below the line are re-evaluated to accomplish second-order prioritization.

Assessing Risk Impact three factors affect the consequences that are likely if a risk does occur: its nature, its scope, and its timing.

The **nature** of the risk indicates the problems that are likely if it occurs.

The **scope** of a risk combines the severity (just how serious is it?) with its overall distribution. Finally, the **timing** of a risk considers when and for how long the impact will be felt.

The overall **risk exposure**, RE, is determined using the following relationship $RE = P \times C$

Where P is the probability of occurrence for a risk, and C is the cost to the project should the risk occur.

Risk identification. Only 70 percent of the software components scheduled for reuse will, in fact, be integrated into the application. The remaining functionality will have to be custom developed.

Risk probability. 80% (likely).

Risk impact. 60 reusable software components were planned.

Risk exposure. $RE = 0.80 \times 25,200 \sim \$20,200$.

The total risk exposure for all risks (above the cutoff in the risk table) can provide a means for adjusting the final cost estimate for a project etc.

RISK REFINEMENT

One way for risk refinement is to represent the risk in *condition-transition-consequence (CTC)*

Format. This general condition can be refined in the following manner: **Sub condition 1.** Certain reusable components were developed by a third party with no knowledge of internal design standards.

Sub condition 2. The design standard for component interfaces has not been solidified and may not conform to certain existing reusable components.

Sub condition 3. Certain reusable components have been implemented in a language that is not supported on the target environment.

RISK MITIGATION, MONITORING, AND MANAGEMENT

An effective strategy must consider three issues:

Risk avoidance Risk monitoring

Risk management and contingency planning

If a software team adopts a proactive approach to risk, avoidance is always the best strategy. To mitigate this risk, project management must develop a strategy for reducing turnover. Among the possible steps to be taken are Meet with current staff to determine causes for turnover (e.g., poor working conditions, low pay, and competitive job market).

Mitigate those causes that are under our control before the project starts.

Once the project commences, assume turnover will occur and develop techniques to ensure continuity when people leave.

Organize project teams so that information about each development activity is widely parsed.

Define documentation standards and establish mechanisms to be sure that documents are developed in a timely manner.

Conduct peer reviews of all work (so that more than one person is "up to speed").

- Assign a backup staff member for every critical technologist.

As the project proceeds, risk monitoring activities commence. The following factors can be monitored: General attitude of team members based on project pressures.

The degree to which the team has jelled. Interpersonal relationships among team members.

Potential problems with compensation and benefits

The availability of jobs within the company and outside it.

Software safety and hazard analysis are software quality assurance activities that focus on the identification and assessment of potential hazards that may affect software negatively and cause an entire system to fail. If hazards can be identified early in the software engineering process, software design features can be specified that will either eliminate or control potential hazards.

THE RMMM PLAN

A risk management strategy can be included in the software project plan or the risk management steps can be organized into a separate *Risk Mitigation, Monitoring and Management Plan*.

The RMMM plan documents all work performed as part of risk analysis and is used by the project manager as part of the overall project plan.

Risk monitoring is a project tracking activity with three primary objectives: to assess whether predicted risks do, in fact, occur; to ensure that risk aversion steps defined for the risk are being properly applied; and to collect information that can be used for future risk analysis.

RMMM Plan :

A risk management technique is usually seen in the software Project plan. This can be divided into Risk Mitigation, Monitoring, and Management Plan (RMMM). In this plan, all works are done as part of risk analysis. As part of the overall project plan project manager generally uses this RMMM plan.

In some software teams, risk is documented with the help of a Risk Information Sheet (RIS). This RIS is controlled by using a database system for easier management of information i.e creation, priority ordering, searching, and other analysis. After documentation of RMMM and start of a project, risk mitigation and monitoring steps will start.

Risk Mitigation :

It is an activity used to avoid problems (Risk Avoidance). Steps for mitigating the risks as follows.

1. Finding out the risk.
2. Removing causes that are the reason for risk creation.
3. Controlling the corresponding documents from time to time.
4. Conducting timely reviews to speed up the work.

Risk Monitoring :

It is an activity used for project tracking. It has the following primary objectives as follows.

1. To check if predicted risks occur or not.
2. To ensure proper application of risk aversion steps defined for risk.
3. To collect data for future risk analysis.
4. To allocate what problems are caused by which risks throughout the project.

Risk Management and planning :

It assumes that the mitigation activity failed and the risk is a reality. This task is done by Project manager when risk becomes reality and causes severe problems. If the project manager effectively uses project mitigation to remove risks successfully then it is easier to manage the risks. This shows that the response that will be taken for each risk by a manager. The main objective of the risk management plan is the risk register. This risk register describes and focuses on the predicted threats to a software project.

Example:

Let us understand RMMM with the help of an example of high staff turnover.

Risk Mitigation:

To mitigate this risk, project management must develop a strategy for reducing turnover. The possible steps to be taken are:

- Meet the current staff to determine causes for turnover (e.g., poor working conditions, low pay, competitive job market).
- Mitigate those causes that are under our control before the project starts.

- Once the project commences, assume turnover will occur and develop techniques to ensure continuity when people leave.
- Organize project teams so that information about each development activity is widely dispersed.
- Define documentation standards and establish mechanisms to ensure that documents are developed in a timely manner.
- Assign a backup staff member for every critical technologist.

Risk Monitoring:

As the project proceeds, risk monitoring activities commence. The project manager monitors factors that may provide an indication of whether the risk is becoming more or less likely. In the case of high staff turnover, the following factors can be monitored:

- General attitude of team members based on project pressures.
- Interpersonal relationships among team members.
- Potential problems with compensation and benefits.
- The availability of jobs within the company and outside it.

Risk Management:

Risk management and contingency planning assumes that mitigation efforts have failed and that the risk has become a reality. Continuing the example, the project is well underway, and a number of people announce that they will be leaving. If the mitigation strategy has been followed, backup is available, information is documented, and knowledge has been dispersed across the team. In addition, the project manager may temporarily refocus resources (and readjust the project schedule) to those functions that are fully staffed, enabling newcomers who must be added to the team to “get up to the speed“.

Drawbacks of RMMM:

- It incurs additional project costs.
- It takes additional time.
- For larger projects, implementing an RMMM may itself turn out to be another tedious project.
- RMMM does not guarantee a risk-free project, in fact, risks may also come up after the project is delivered.