

Introduction

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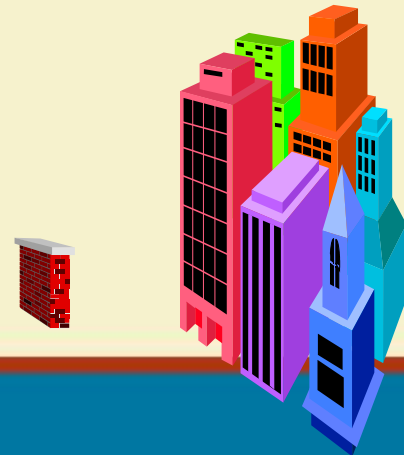
About Myself

- RAJIB MALL
- B.E. , M.E., Ph.D from Indian Institute of Science, Bangalore
- Worked with Motorola (India)
- Shifted to IIT, Kharagpur in 1994
 - Currently Professor at CSE department



What is Software Engineering?

- Engineering approach to develop software.
 - Building Construction Analogy.
- Systematic collection of past experience:
 - Techniques,
 - Methodologies,
 - Guidelines.



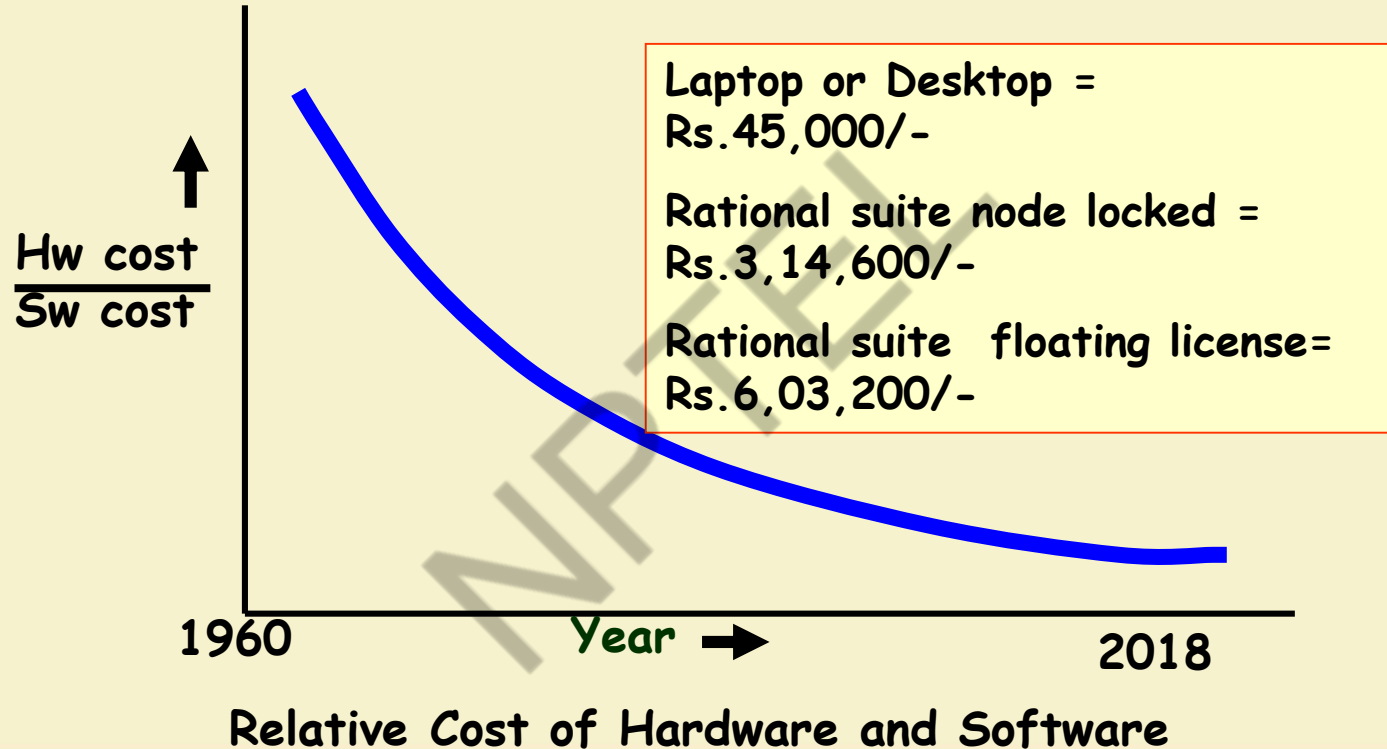
IEEE Definition

- “Software engineering is the application of a systematic, disciplined, quantifiable approach to the development, operation, and maintenance of software; that is, the application of engineering to software.”

Software Crisis

- It is often the case that software products:
 - Fail to meet user requirements.
 - Expensive.
 - Difficult to alter, debug, and enhance.
 - Often delivered late.
 - Use resources non-optimally.

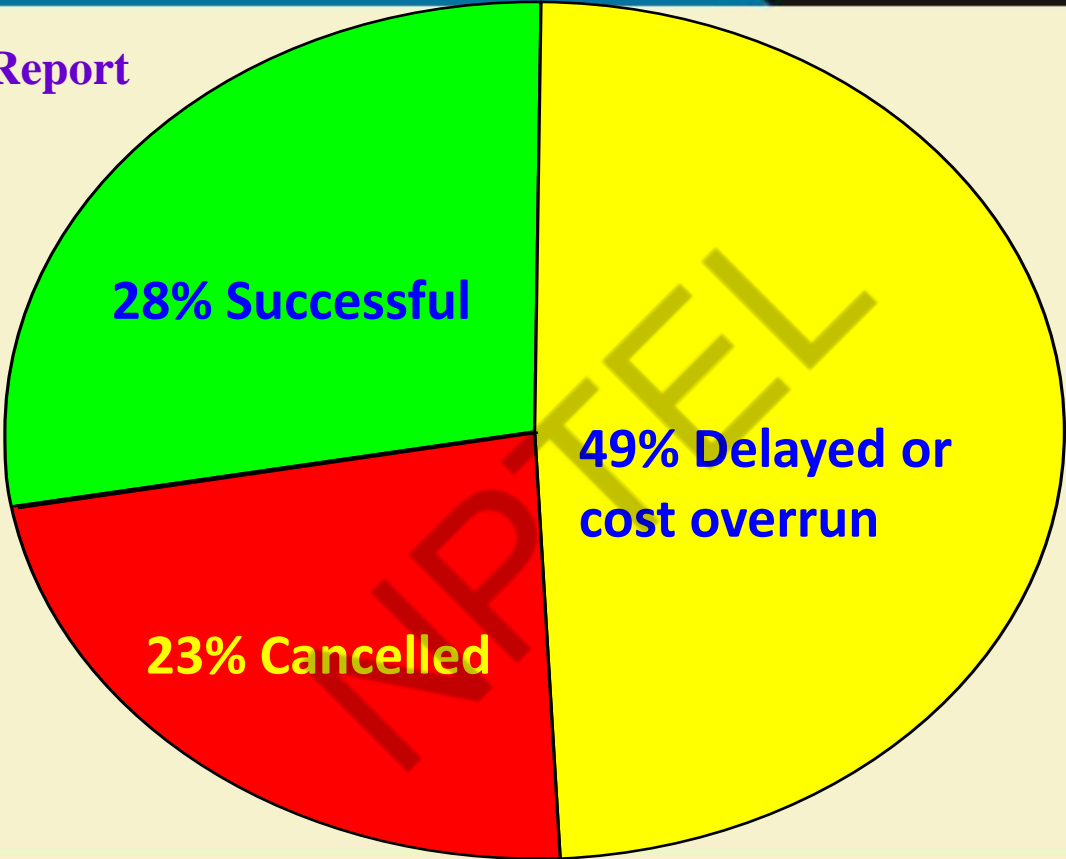
Software Crisis (cont.)



Then why not have entirely hardware systems?...

- A virtue of software:
 - Relatively easy and faster to develop and to change...
 - Consumes no space, weight, or power...
 - Otherwise all might as well be hardware.
- The more is the complexity of software, the harder it is to change--why?
 - Further, the more the changes made to a program, the greater becomes its complexity.

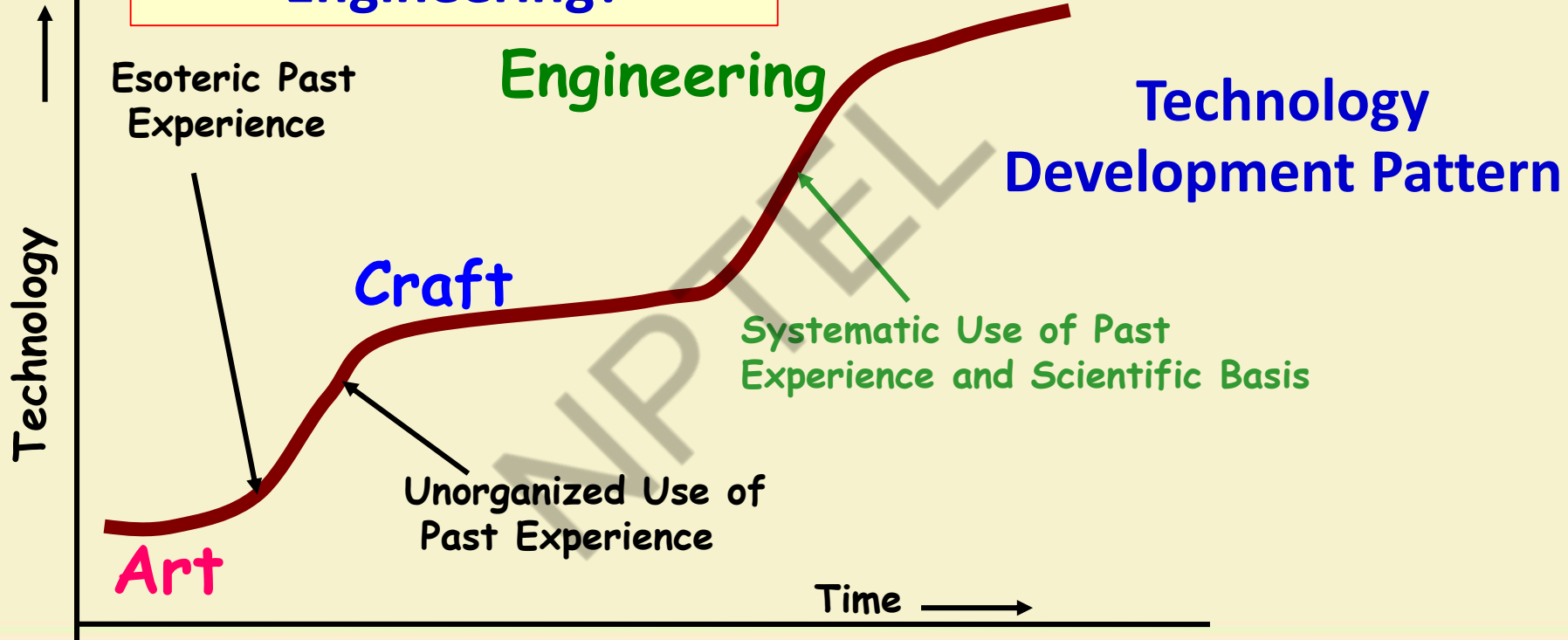
Standish Group Report



Which Factors are Contributing to the Software Crisis?

- Larger problems,
- Poor project management
- **Lack of adequate training in software engineering,**
- Increasing skill shortage,
- Low productivity improvements.

Programming: an Art or Engineering?



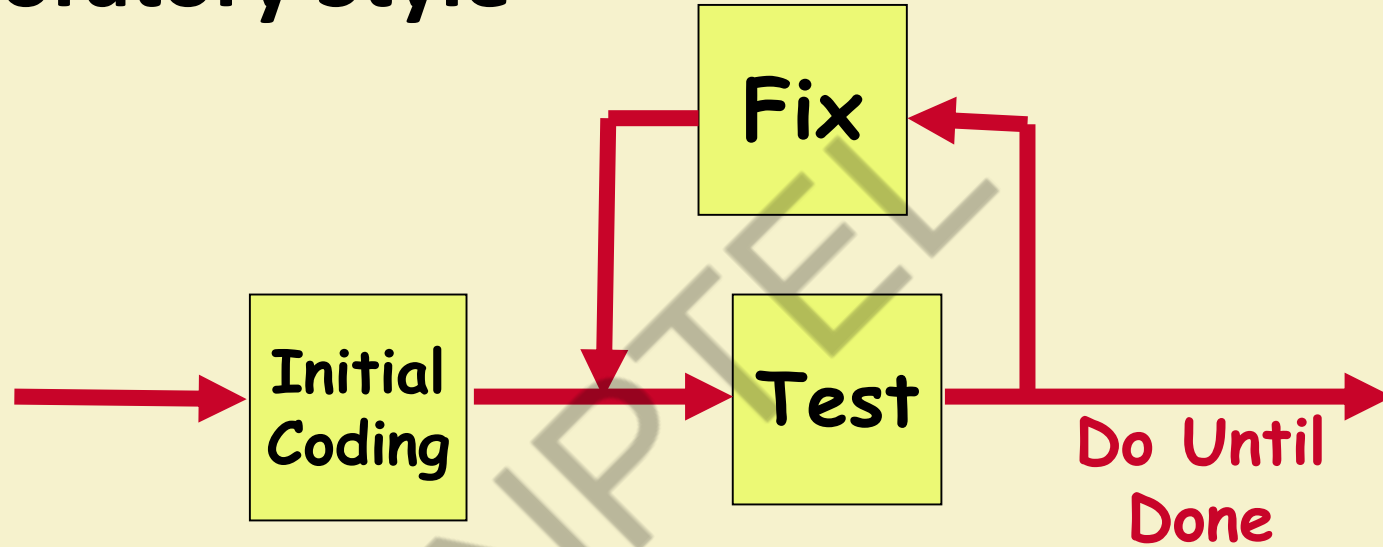
Programming an Art or Engineering?

- Heavy use of past experience:
 - Past experience is systematically arranged.
- Theoretical basis and quantitative techniques provided.
- Many are just thumb rules.
- Tradeoff between alternatives.
- Pragmatic approach to cost-effectiveness.

- Early programmers used **exploratory** (also called **build and fix**) style.
 - A 'dirty' program is quickly developed.
 - The bugs are fixed as and when they are noticed.
 - Similar to how a junior student develops programs...

**What is
Exploratory
Software
Development?**

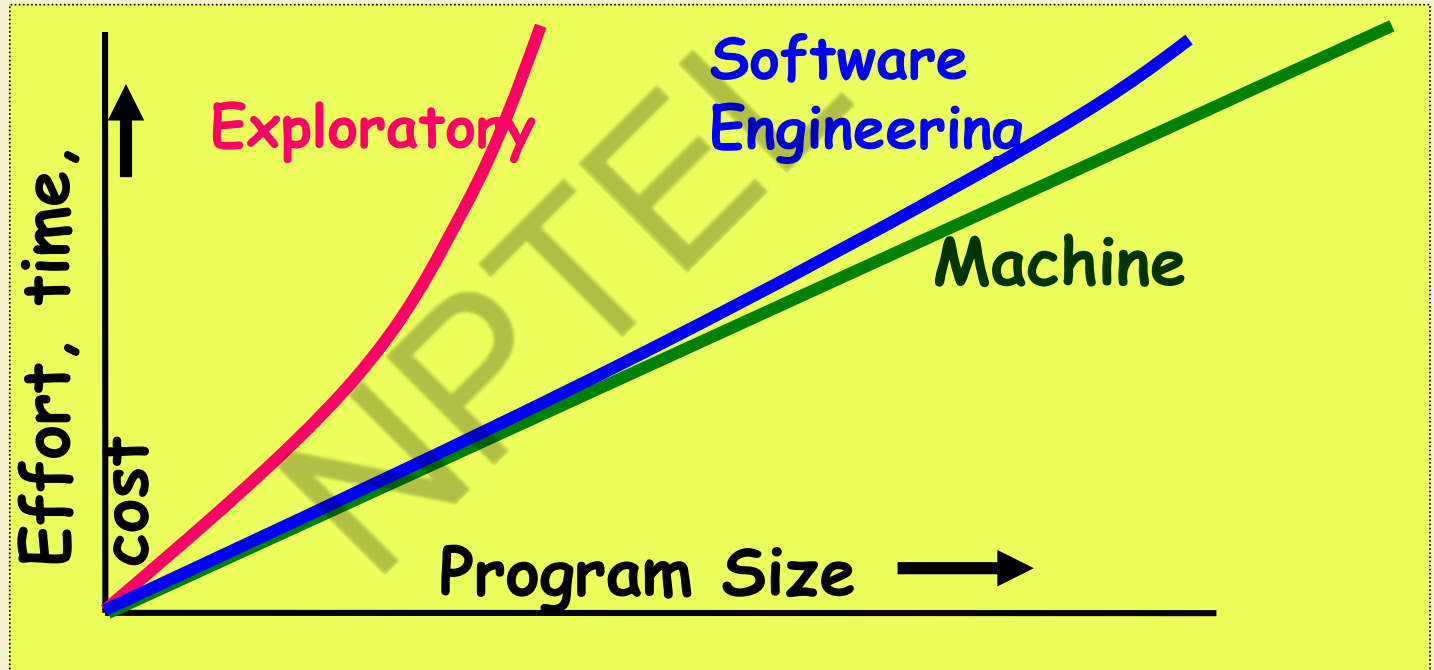
Exploratory Style



Does not work for nontrivial projects... Why?...

What is Wrong with the Exploratory Style?

- Can successfully be used for developing only very small (toy) programs.



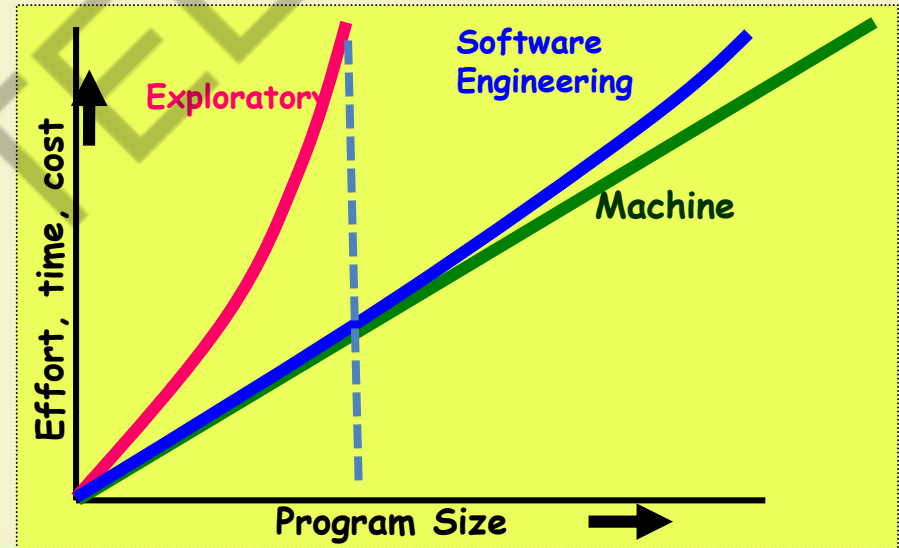
What is Wrong with the Exploratory Style?

Cont...

- Besides the exponential growth of effort, cost, and time with problem size:
 - Exploratory style usually results in unmaintainable code.
 - **It becomes very difficult to use the exploratory style in team development environments...**

What is Wrong with the Exploratory Style? Cont...

- Why does the effort required to develop a software grow exponentially with size?
- Why does the approach completely break down when the size of software becomes large?



An Interpretation Based on Human Cognition Mechanism

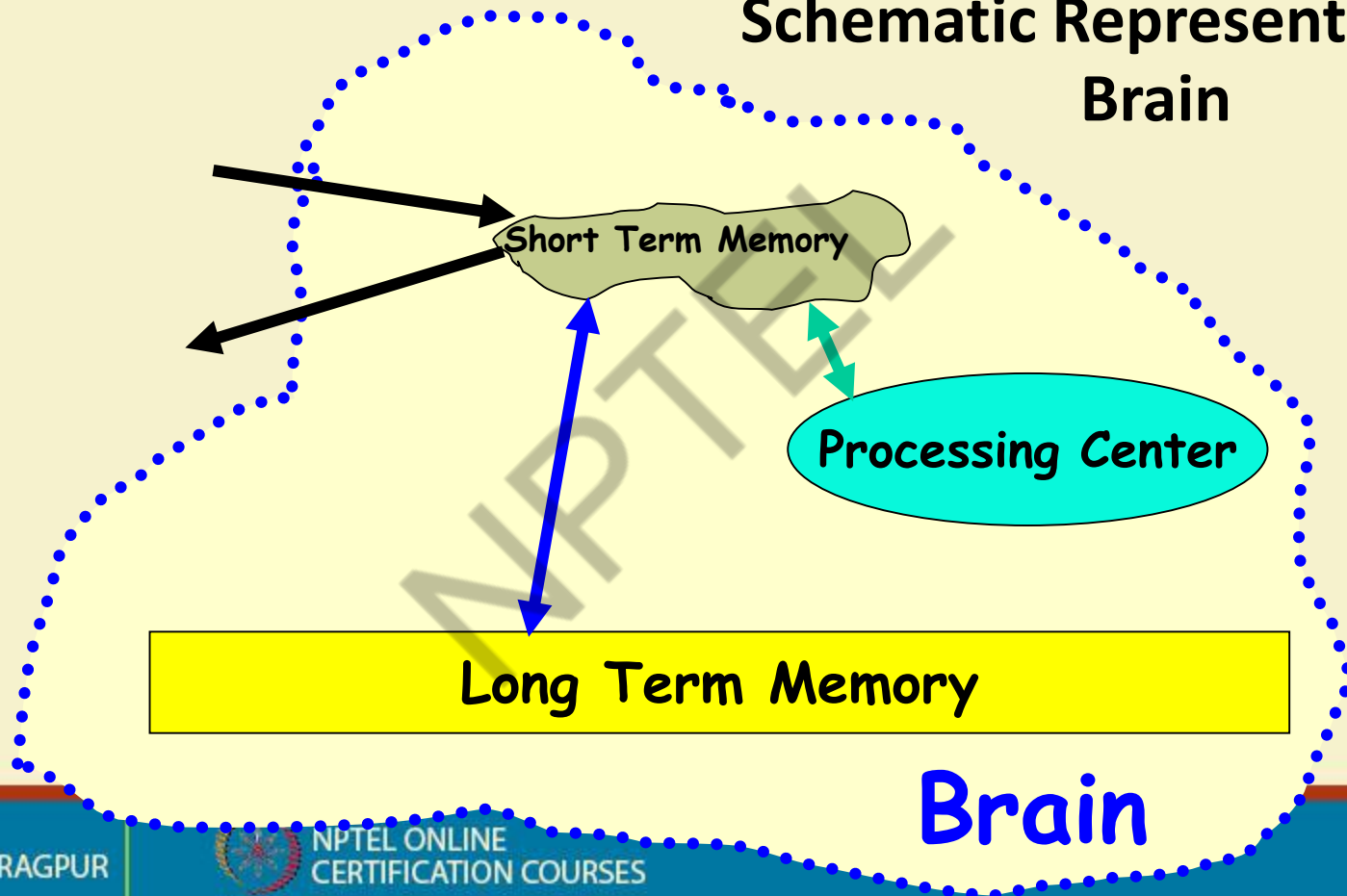
- Human memory can be thought to be made up of two distinct parts [Miller 56]:
 - Short term memory and
 - Long term memory.

Human Cognition Mechanism

- Suppose I ask: **“It is 10:10AM now, how many hours are remaining today?”**
 - 10AM would be stored in the short-term memory.
 - “A day is 24 hours long.” would be fetched from the long term memory into short term memory.
 - The mental manipulation unit would compute the difference (24-10).



Schematic Representation of Brain



Short Term Memory

- An item stored in the short term memory can get lost:
 - Either due to decay with time or
 - Displacement by newer information.
- This restricts the time for which an item is stored in short term memory:
 - Typically few tens of seconds.
 - However, an item can be retained longer in the short term memory by recycling.

What is an Item?

- **An item is any set of related information.**
 - A character such as 'a' or a digit such as '5'.
 - A word, a sentence, a story, or even a picture.
- Each item normally occupies one place in memory.
- When you are able to relate several different items together (**chunking**):
 - The information that should normally occupy several places, takes only one place in memory.

Chunking

- If I ask you to remember the number **110010101001**
 - It may prove very hard for you to understand and remember.
 - But, the octal form of **6251 (110)(010)(101)(001)** would be easier.
 - You have managed to create chunks of three items each.

Evidence of Short Term Memory

- In many of our day-to-day experiences:
 - **Short term memory is evident.**
- Suppose, you look up a number from the telephone directory and start dialling it.
 - If you find the number is busy, you can dial the number again after a few seconds without having to look up the number from directory.
- But, after several days:
 - You may not remember the number at all
 - Would need to consult the directory again.

- If a person deals with seven or less number of items:
 - These would be accommodated in the short term memory.

The Magical Number 7

- So, he can easily understand it.
- As the number of new information increases beyond seven:
 - It becomes exceedingly difficult to understand it.

What is the Implication in Program Development?

- A small program having just a few variables:
 - Is within easy grasp of an individual.
- As the number of independent variables in the program increases:
 - It quickly exceeds the grasping power of an individual...
 - Requires an unduly large effort to master the problem.

Implication in Program Development

- Instead of a human, if a machine could be writing (generating) a program,
 - The slope of the curve would be linear.
- But, how does use of software engineering principles helps hold down the effort-size curve to be almost linear?
 - **Software engineering principles extensively use techniques specifically targeted to overcome the human cognitive limitations.**

Which Principles are Deployed by Software Engineering Techniques to Overcome Human Cognitive Limitations?

- Two important principles are profusely used:
 - **Abstraction**
 - **Decomposition**

Two Fundamental Techniques to Handle Complexity

What is Abstraction?

- Simplify a problem by omitting unnecessary details.
 - **Focus attention on only one aspect of the problem and ignore other aspects and irrelevant details.**
 - Also called model building.

- Suppose you are asked to develop an overall understanding of some country.

Abstraction Example

- Would you:
 - Meet all the citizens of the country, visit every house, and examine every tree of the country?
- You would possibly refer to various types of maps for that country only.

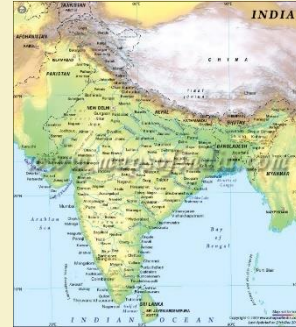
You would study an Abstraction...

- A map is:
 - An abstract representation of a country.
 - Various types of maps (abstractions) possible.



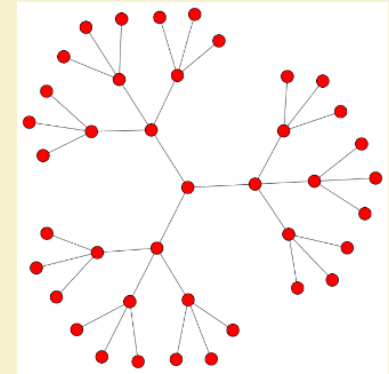
Does every Problem have a single Abstraction?

- Several abstractions of the same problem can be created:
 - Focus on some specific aspect and ignore the rest.
 - Different types of models help understand different aspects of the problem.



Abstractions of Complex Problems

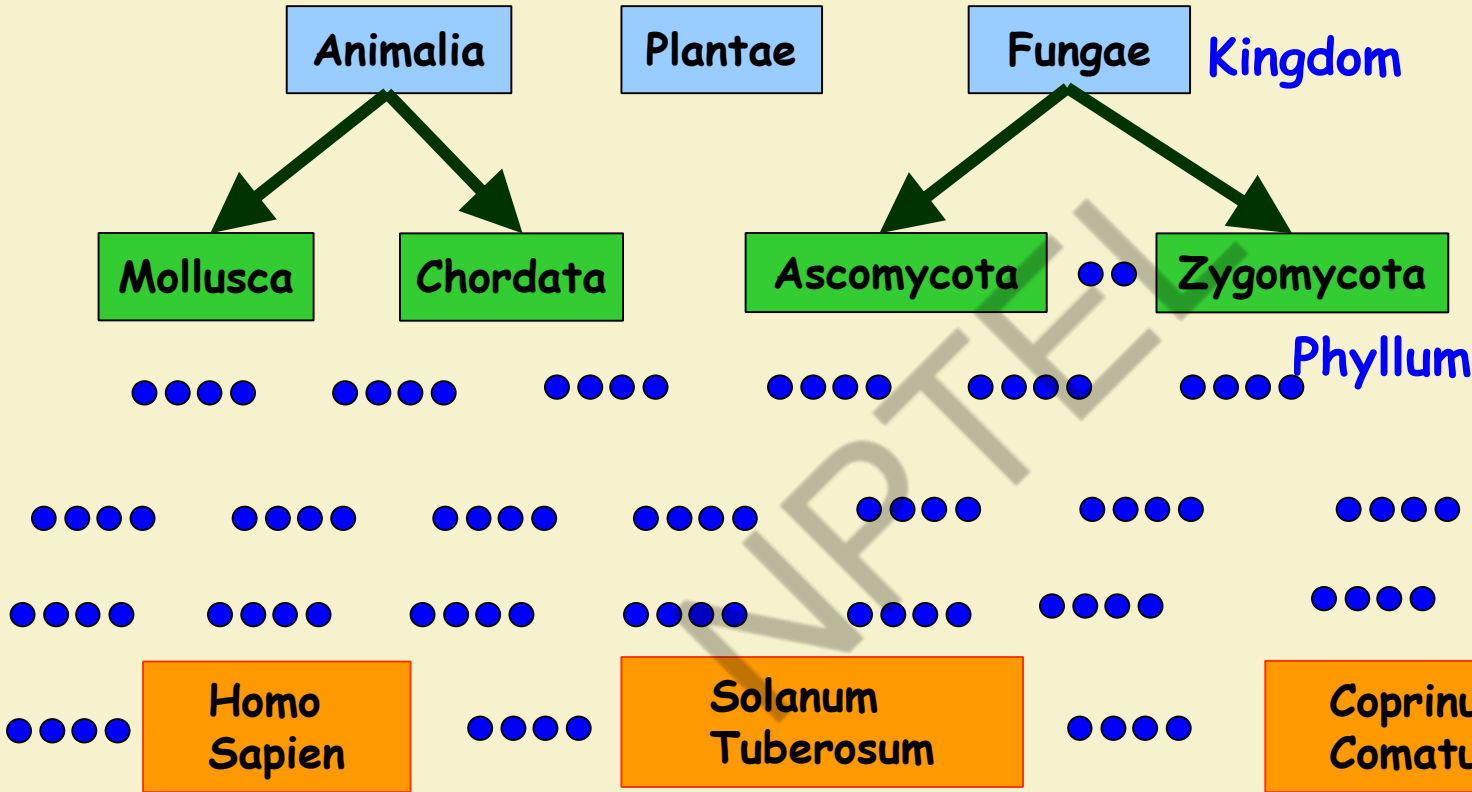
- For complex problems:
 - A single level of abstraction is inadequate.
 - A hierarchy of abstractions may have to be constructed.
- Hierarchy of models:
 - A model in one layer is an abstraction of the lower layer model.
 - An implementation of the model at the higher layer.



Abstraction of Complex Problems -- An Example

- Suppose you are asked to understand all life forms that inhabit the earth.
- Would you start examining each living organism?
 - You will almost never complete it.
 - Also, get thoroughly confused.
- **Solution: Try to build an abstraction hierarchy.**

Living Organisms



Quiz

- What is a model?
- Why develop a model? That is, how does constructing a model help?
- Give some examples of models.

Decomposition

- Decompose a problem into many small independent parts.
 - The small parts are then taken up one by one and solved separately.
 - The idea is that each small part would be easy to grasp and therefore can be easily solved.
 - The full problem is solved when all the parts are solved.



Decomposition

- A popular example of decomposition principle:
 - Try to break a bunch of sticks tied together versus breaking them individually.
- Any arbitrary decomposition of a problem may not help.
 - The decomposed parts must be more or less independent of each other.

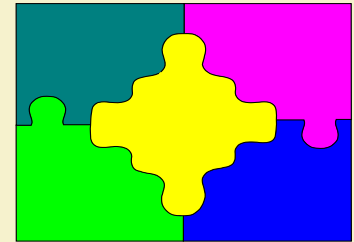


Decomposition: Another Example

- Example use of decomposition principle:
 - You understand a book better when the contents are organized into independent chapters.
 - Compared to when everything is mixed up.

Why Study Software Engineering? (1)

- To acquire skills to develop large programs.
 - **Handling exponential growth in complexity with size.**
 - Systematic techniques based on abstraction (modelling) and decomposition.

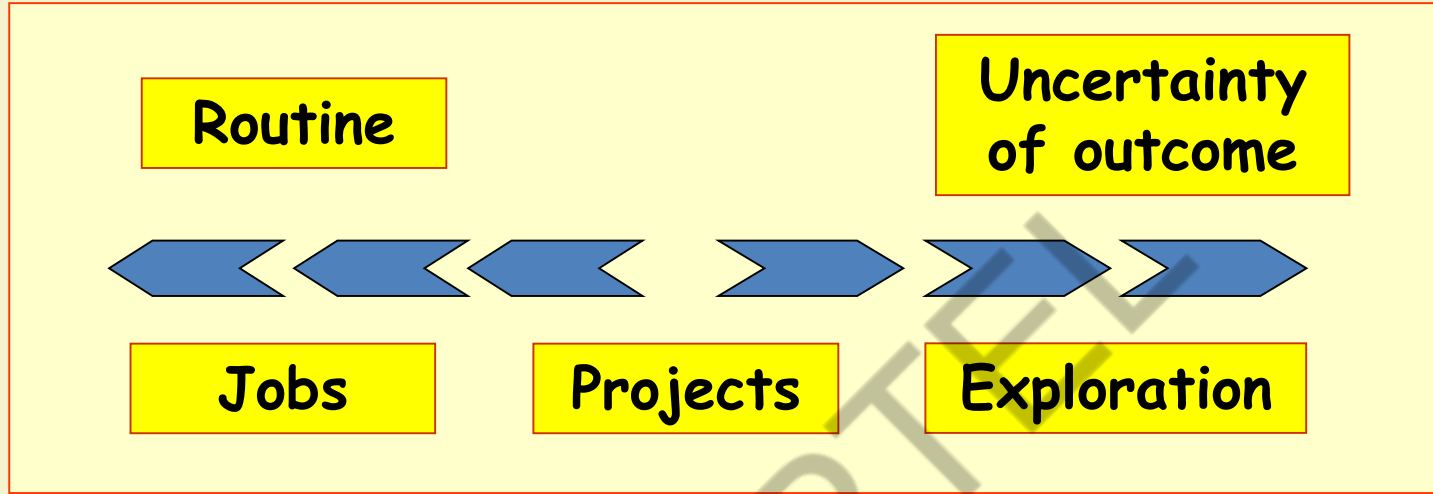


Why Study Software Engineering? (2)

- Learn systematic techniques of:
 - Specification, design, user interface development, testing, project management, maintenance, etc.
 - Appreciate issues that arise in team development.

Why Study Software Engineering? (3)

- To acquire skills to be a better programmer:
 - Higher Productivity
 - Better Quality Programs



Jobs versus Projects

Jobs – repetition of very well-defined and well understood tasks with very little uncertainty

Exploration – The outcome is very uncertain, e.g. finding a cure for cancer.

Projects – in the middle! Has challenge as well as routine...

Types of Software Projects

- Two types of software projects:
 - **Products (Generic software)**
 - **Services (custom software)**
- Total business – Several Trillions of US \$
 - Half in products and half services
 - **Services segment is growing fast!**

Packaged software —
prewritten software available for
purchase

Custom software —
software developed at some
user's requests—Usually developer
tailors some generic solution

**Horizontal market
software**—meets
needs of many
companies

**Vertical market
software**—designed
for particular
industry

Types of Software

Types of Software Projects

- Software product development projects
- Software services projects

Software Services

- Software service is an umbrella term, includes:
 - Software customization
 - Software maintenance
 - Software testing
 - Also contract programmers (CP) carrying out coding or any other assigned activities.

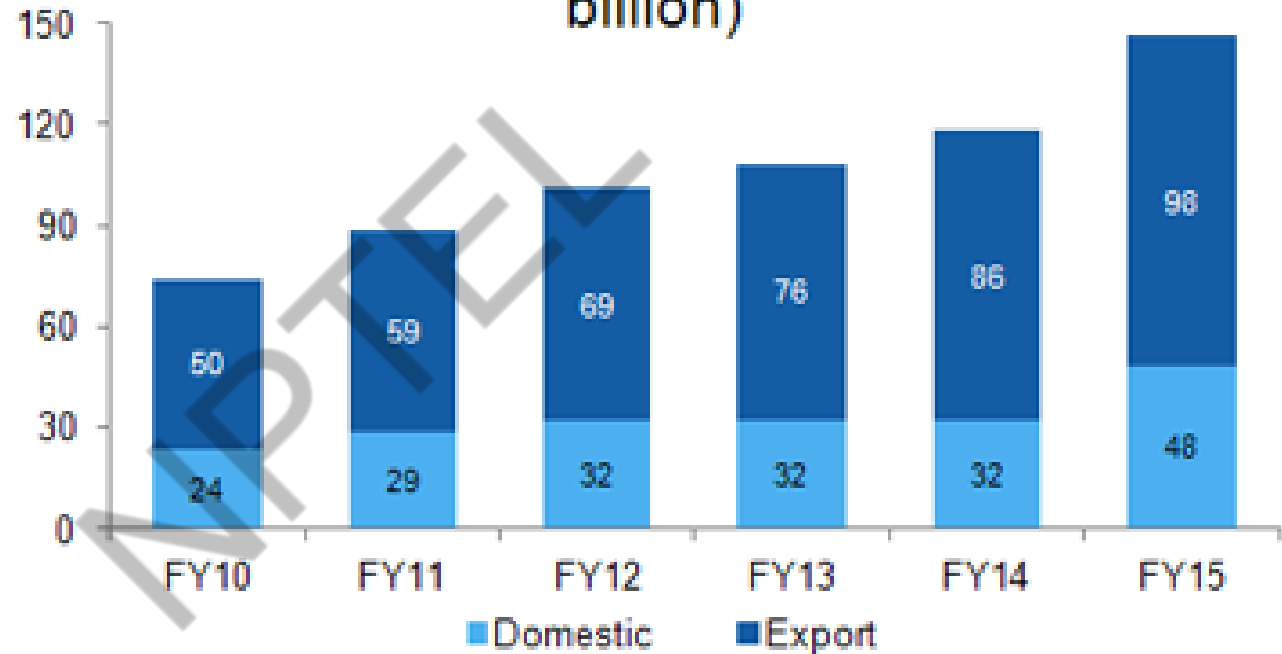


Factors responsible for accelerated growth of services...

- Now lots of code is available in a company:
 - New software can be developed by modifying the closest.
- Speed of Conducting Business has increased tremendously:
 - Requires shortening of project duration

Contribution of the IT sector to India's GDP rose to approximately 9.5% in 2015 from 1.2% in 98

Market size of IT industry in India (US\$ billion)



Source: Nasscom, TechSci Research; Note: E - Estimates

Scenario of Indian Software Companies

- Indian companies have largely focused on the services segment --
- Why?

A Few Changes in Software Project Characteristics over Last 40 Years

- 40 years back, very few software existed
 - Every project started from scratch
 - Projects were multi year long
- The programming languages that were used earlier hardly provided any scope for reuse:
 - FORTRAN, PASCAL, COBOL, BASIC
- No application was GUI-based:
 - Mostly command selection from displayed text menu items.

Traditional versus Modern Projects

- Projects are increasingly becoming services:
 - Either tailor some existing software or reuse pre-built libraries.
- Facilitate and accommodate client feedbacks
- Facilitate customer participation in project development work
- Incremental software delivery with evolving functionalities.
- **No software is being developed from scratch --- Significant reuse is being made...**

Computer Systems Engineering

- Many products require development of software as well as specific hardware to run it:
 - a coffee vending machine,
 - a robotic toy,
 - A new health band product, etc.
- Computer systems engineering:
 - encompasses software engineering.

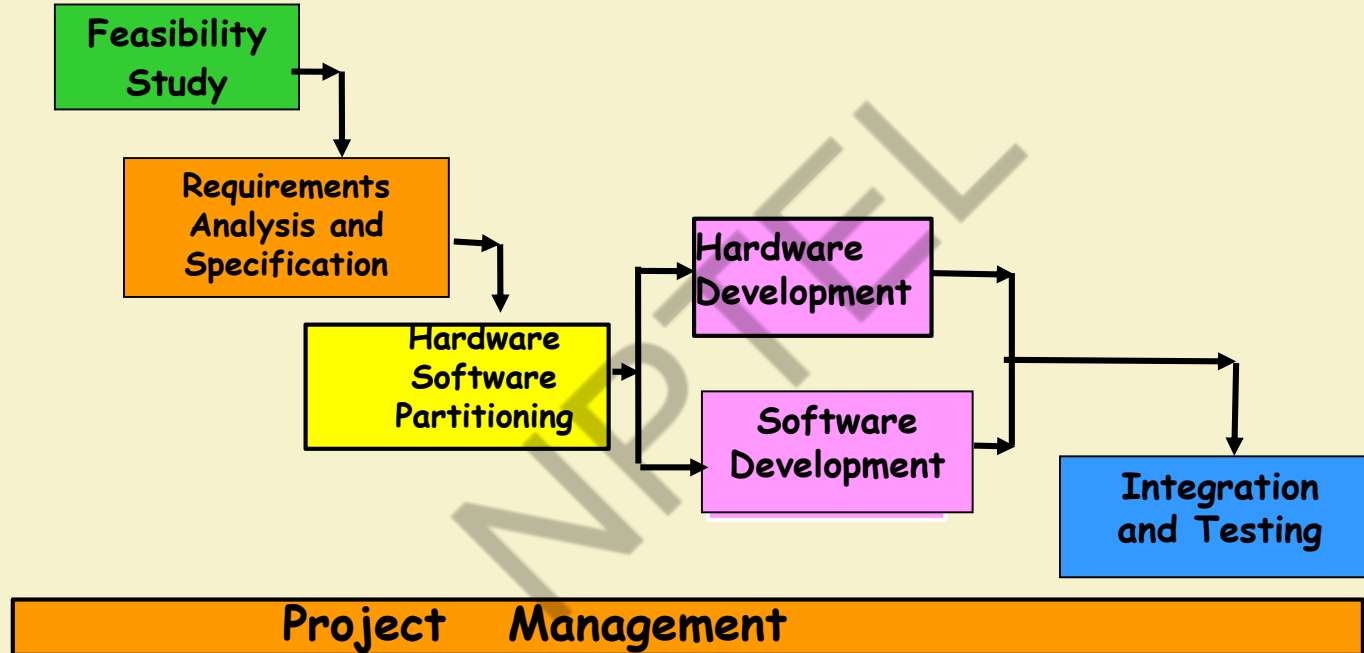
Computer Systems Engineering

- The high-level problem:
 - Deciding which tasks are to be solved by software.
 - Which ones by hardware.

Computer Systems Engineering (CONT.)

- Typically, hardware and software are developed together:
 - Hardware simulator is used during software development.
- Integration of hardware and software.
- Final system testing

Computer Systems Engineering (CONT.)



Emergence of Software Engineering Techniques

Emergence of Software Engineering Techniques

- Early Computer Programming (1950s):
 - Programs were being written in assembly language...
 - Sizes limited to about a few hundreds of lines of assembly code...

Early Computer Programming (50s)

- Every programmer developed his/her own style of writing programs:
 - According to his intuition (called **exploratory or build-and-fix programming**) .

High-Level Language Programming (Early 60s)

- High-level languages such as FORTRAN, ALGOL, and COBOL were introduced:
 - This reduced software development efforts greatly.
 - Why reduces?

High-Level Language Programming (Early 60s)

- **Software development style was still exploratory.**
 - Typical program sizes were limited to a few thousands of lines of source code.

Control Flow-Based Design (late 60s)

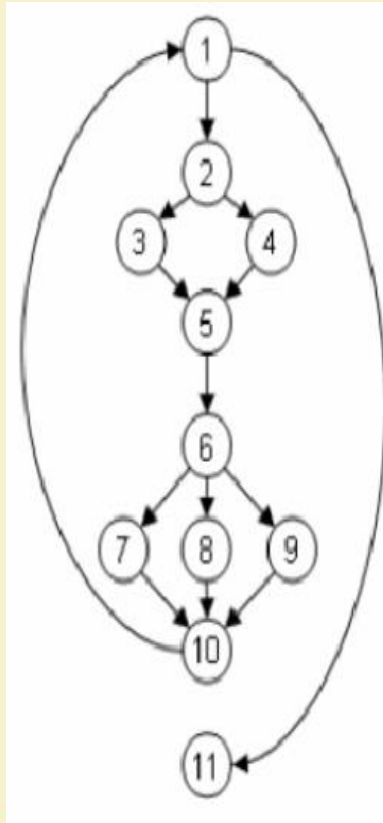
- Size and complexity of programs increased further:
 - Exploratory programming style proved to be insufficient.
- Programmers found:
 - Very difficult to write cost-effective and correct programs.

Control Flow-Based Design (late 60s)

- Programmers found it very difficult:
 - To understand and maintain programs written by others.
- To cope up with this problem, experienced programmers advised---"**Pay particular attention to the design of the program's control structure.**"

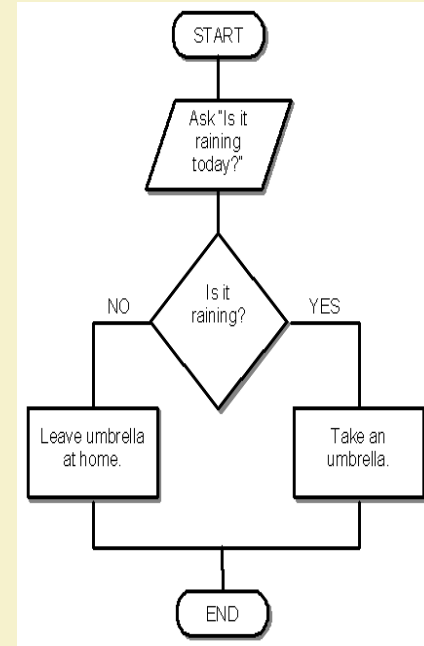
Control Flow-Based Design (late 60s)

- What is a program's control structure?
 - The sequence in which the program's instructions are executed.
- To help design programs having good control structure:
 - Flow charting technique was developed.



Control Flow-Based Design (late 60s)

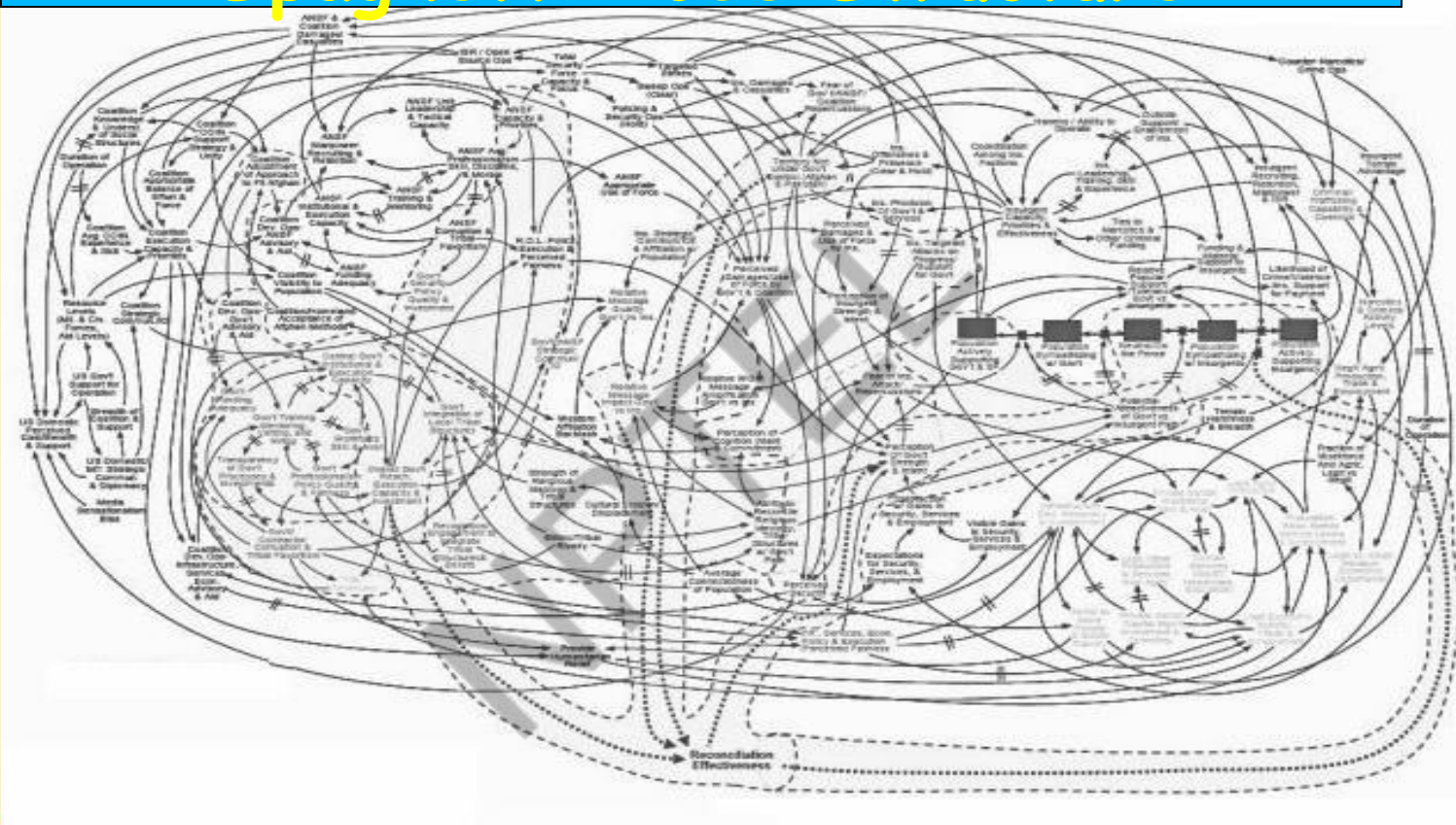
- Using flow charting technique:
 - One can represent and design a program's control structure.
 - When asked to understand a program:
 - One would mentally trace the program's execution sequence.



Control Flow-Based Design

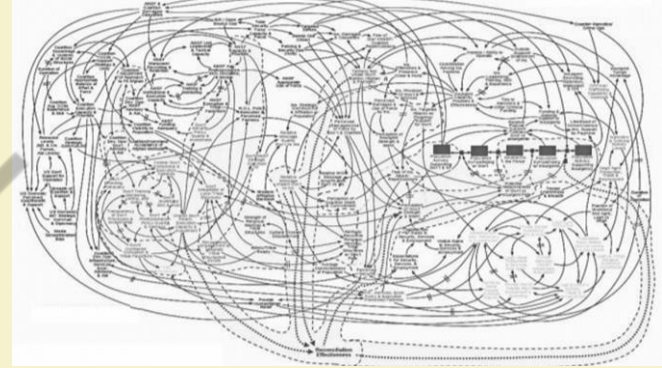
- A program having a messy flow chart representation:
 - Difficult to understand and debug.

Spaghetti Code Structure



Control Flow-Based Design (Late 60s)

- What causes program complexity?
 - GO TO statements makes control structure of a program messy.
 - GO TO statements alter the flow of control arbitrarily.
 - The need to restrict use of GO TO statements was recognized.



Control Flow-Based Design (Late 60s)

- Many programmers had extensively used assembly languages.
 - JUMP instructions are frequently used for program branching in assembly languages.
 - Programmers considered use of GO TO statements inevitable.

```
addi $a0, $0, 1
j next
next:
j skip1
add $a0, $a0, $a0
skip1:
j skip2
add $a0, $a0, $a0
add $a0, $a0, $a0
skip2:
j skip3
loop:
add $a0, $a0, $a0
add $a0, $a0, $a0
add $a0, $a0, $a0
skip3:
j loop
```

Control-flow Based Design (Late 60s)

- At that time, Dijkstra published his article:
 - “Goto Statement Considered Harmful” Comm. of ACM, 1969.
- Many programmers were unhappy to read his article.

Control Flow-Based Design (Late 60s)

- Some programmers published several counter articles:
 - Highlighted the advantages and inevitability of GO TO statements.

Control Flow-Based Design (Late 60s)

- It soon was conclusively proved:
 - Only three programming constructs are sufficient to express any programming logic:
 - **sequence** (`a=0;b=5;`)
 - **selection** (`if(c==true) k=5 else m=5;`)
 - **iteration** (`while(k>0) k=j-k;`)

Control-flow Based Design (Late 60s)

- Everyone accepted:
 - It is possible to solve any programming problem without using GO TO statements.
 - This formed the basis of **Structured Programming methodology.**

Structured Programming

- A program is called **structured**:
 - When it uses only the following types of constructs:
 - **sequence,**
 - **selection,**
 - **iteration**
 - Consists of **modules**.

Structured Programs

- Sometimes, violations to structured programming are permitted:
 - Due to practical considerations such as:
 - Premature loop exit (break) or for exception handling.

Advantages of Structured programming

- Structured programs are:
 - Easier to read and understand,
 - Easier to maintain,
 - Require less effort and time for development.
 - Less buggy

Structured Programming

- Research experience shows:
 - Programmers commit less number of errors:
 - While using structured **if-then-else** and **do-while** statements.
 - Compared to **test-and-branch** (GOTO) constructs.

Data Structure-Oriented Design (Early 70s)

- As program sizes increased further, soon it was discovered:
 - **It is important to pay more attention to the design of data structures of a program**
 - Than to the design of its control structure.

Data Structure-Oriented Design (Early 70s)

- Techniques which emphasize designing the data structure:
 - Derive program structure from it:
 - Are called **data structure-oriented design techniques.**

Data Structure Oriented Design (Early 70s)

- An example of data structure-oriented design technique:
 - Jackson's Structured Programming(JSP) methodology
 - Developed by Michael Jackson in 1970s.

Data Structure Oriented Design (Early 70s)

- **JSP technique:**
 - Program code structure should correspond to the data structure.

● JSP methodology:

A Data Structure Oriented Design

(Early 70s)

- A program's data structures are first designed using notations for
 - **sequence, selection, and iteration.**
- The data structure design is then used :
 - To derive the program structure.

Data Structure Oriented Design (Early 70s)

- Several other data structure-oriented Methodologies also exist:
 - e.g., [Warnier-Orr Methodology](#).

Data Flow-Oriented Design (Late 70s)

- Data flow-oriented techniques advocate:
 - The data items input to a system must first be identified,
 - Processing required on the data items to produce the required outputs should be determined.

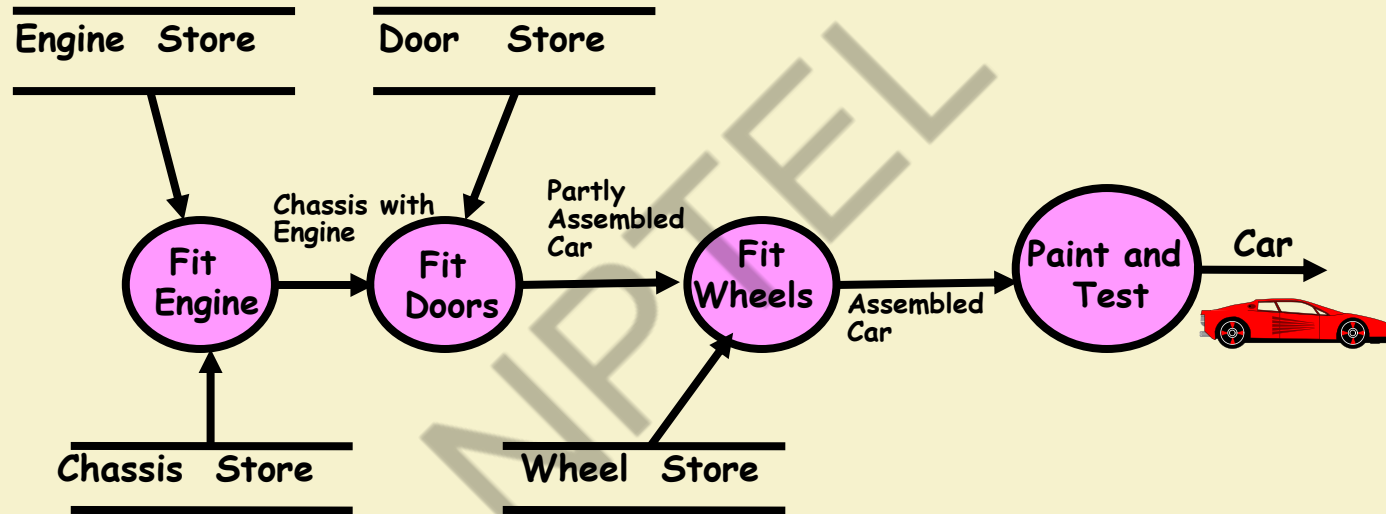
Data Flow-Oriented Design (Late 70s)

- Data flow technique identifies:
 - Different processing stations (functions) in a system.
 - The items (data) that flow between processing stations.

Data Flow-Oriented Design (Late 70s)

- Data flow technique is a generic technique:
 - Can be used to model the working of any system.
 - not just software systems.
- A major advantage of the data flow technique is its **simplicity**.

Data Flow Model of a Car Assembly Unit



Object-Oriented Design (80s)

- Object-oriented technique:
 - An intuitively appealing design approach:
 - Natural objects (such as employees, pay-roll-register, etc.) occurring in a problem are first identified.

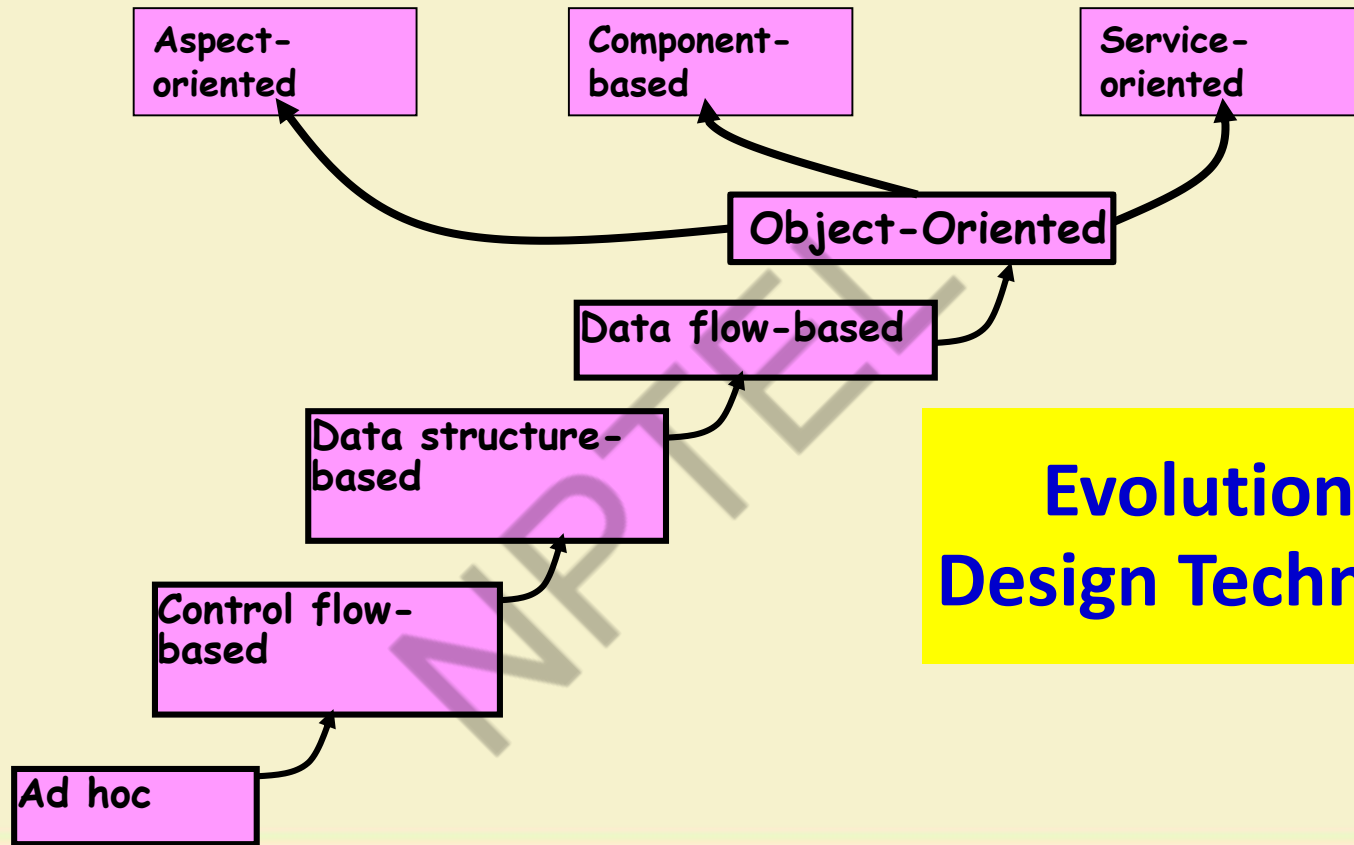
Object-Oriented Design (80s)

- Relationships among objects:
 - Such as composition, reference, and inheritance are determined.
- Each object essentially acts as:
 - A data hiding (or data abstraction) entity.

- Object-Oriented Techniques have gained wide acceptance:

- Simplicity
- Increased Reuse possibilities
- Lower development time and cost
- More robust code
- Easy maintenance

Object-Oriented Design (80s)



Evolution of Design Techniques

Evolution of Other Software Engineering Techniques

- The improvements to the software design methodologies
 - are indeed very conspicuous.
- In additions to the software design techniques:
 - Several other techniques evolved.

- Life cycle models,
- Specification techniques,
- Project management techniques,
- Testing techniques,
- Debugging techniques,
- Quality assurance techniques,
- Metrics,
- CASE tools, etc.

Evolution of Other Software Engineering Techniques

- Use of Life Cycle Models
- Software is developed through several well-defined stages:
 - Requirements analysis and specification,
 - Design,
 - Coding,
 - Testing, etc.

Differences between the exploratory style and modern software development practices

Differences between the exploratory style and modern software development practices

- Emphasis has shifted
 - from error correction to error prevention.
- Modern practices emphasize:
 - detection of errors as close to their point of introduction as possible.

Differences between the exploratory style and modern software development practices (CONT.)

- In exploratory style,
 - errors are detected only during testing,
- Now:
 - Focus is on detecting as many errors as possible in each phase of development.

Differences between the exploratory style and modern software development practices (CONT.)

- In exploratory style:
 - coding is synonymous with program development.
- Now:
 - coding is considered only a small part of program development effort.

Differences between the exploratory style and modern software development practices (CONT.)

- A lot of effort and attention is now being paid to:
 - Requirements specification.
- Also, now there is a distinct design phase:
 - Standard design techniques are being used.

Differences between the exploratory style and modern software development practices (CONT.)

- During all stages of development process:
 - Periodic reviews are being carried out
- Software testing has become systematic:
 - Standard testing techniques are available.

Differences between the exploratory style and modern software development practices (CONT.)

- There is better visibility of design and code:
 - **Visibility means production of good quality, consistent and standard documents.**
 - In the past, very little attention was being given to producing good quality and consistent documents.
 - We will see later that increased visibility makes software project management easier.

Differences between the exploratory style and modern software development practices (CONT.)

- Because of good documentation:
 - fault diagnosis and maintenance are smoother now.
- Several metrics are being used:
 - help in software project management, quality assurance, etc.

Differences between the exploratory style and modern software development practices (CONT.)

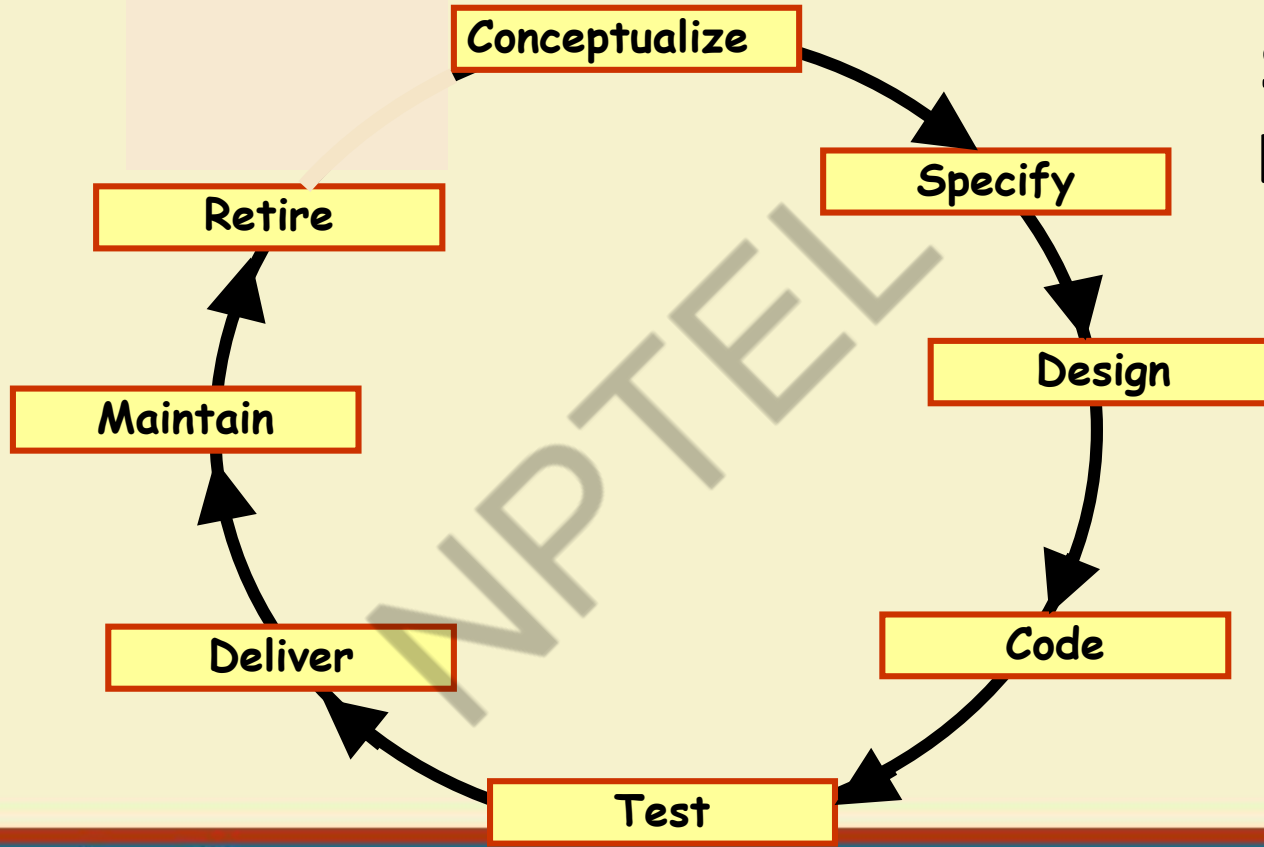
- Projects are being properly planned:
 - estimation,
 - scheduling,
 - monitoring mechanisms.
- Use of CASE tools.

Review Questions

- What is structured programming?
- What problems may appear if a large program is developed without using structured programming techniques?

Life Cycle Models

Software Life Cycle



Life Cycle Model

- A software life cycle model (also process model or SDLC):
 - A descriptive and diagrammatic model of software life cycle:
 - Identifies all the activities undertaken during product development,
 - Establishes a precedence ordering among the different activities,
 - Divides life cycle into phases.

Life Cycle Model (CONT.)

- Each life cycle phase consists of several activities.
 - For example, the design stage might consist of:
 - structured analysis
 - structured design
 - Design review

Why Model Life Cycle?

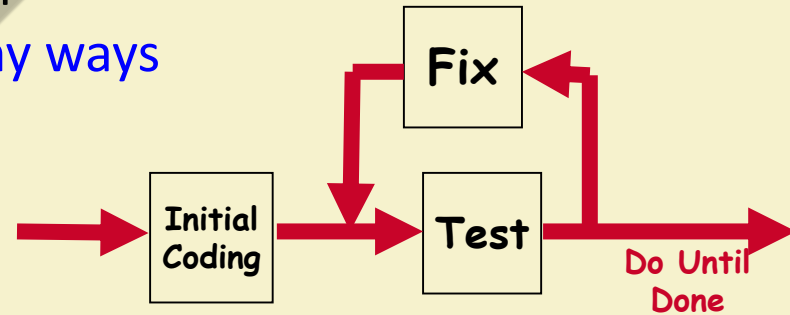
- A graphical and written description:
 - **Helps common understanding of activities among the software developers.**
 - **Helps to identify inconsistencies, redundancies, and omissions in the development process.**
 - **Helps in tailoring a process model for specific projects.**

Life Cycle Model (CONT.)

- The development team must identify a suitable life cycle model:
 - and then adhere to it.
 - Primary advantage of adhering to a life cycle model:
 - Helps development of software in a systematic and disciplined manner.

Life Cycle Model (CONT.)

- When a program is developed by a single programmer ---
 - The problem is within the grasp of an individual.
 - He has the freedom to decide his exact steps and still succeed --- called Exploratory model--- One can use it in many ways
 - Code → Test → Design
 - Code → Design → Test → Change Code →
 - Specify → code → Design → Test → etc.



Life Cycle Model (CONT.)

- When software is being developed by a team:
 - There must be a precise understanding among team members as to when to do what,
 - Otherwise, it would lead to chaos and project failure.

Life Cycle Model (CONT.)

- A software project will never succeed if:
 - one engineer starts writing code,
 - another concentrates on writing the test document first,
 - yet another engineer first defines the file structure
 - another defines the I/O for his portion first.

Phase Entry and Exit Criteria

- A life cycle model:



- defines entry and exit criteria for every phase.
- A phase is considered to be complete:
 - only when all its exit criteria are satisfied.

Life Cycle Model (CONT.)

- What is the phase exit criteria for the software requirements specification phase?
 - Software Requirements Specification (SRS) document is complete, reviewed, and approved by the customer.
- A phase can start:
 - Only if its phase-entry criteria have been satisfied.

Life Cycle Model: Milestones

- Milestones help software project managers:
 - Track the progress of the project.
 - Phase entry and exit are important milestones.



Life Cycle and Project Management

- When a life cycle model is followed:
 - The project manager can at any time fairly accurately tell,
 - At which stage (e.g., design, code, test, etc.) the project is.

Project Management Without Life Cycle Model

- It becomes very difficult to track the progress of the project.
 - The project manager would have to depend on the guesses of the team members.
- This usually leads to a problem:
 - known as the **99% complete syndrome.**

Project Deliverables: Myth and Reality

Myth:

The only deliverable for a successful project is the working program.

Reality:

Documentation of **all aspects** of software development are needed to help in operation and maintenance.

- Many life cycle models have been proposed.
- We confine our attention to only a few commonly used models.

- Waterfall
- V model,
- Evolutionary,
- Prototyping
- Spiral model,
- Agile models

Traditional models

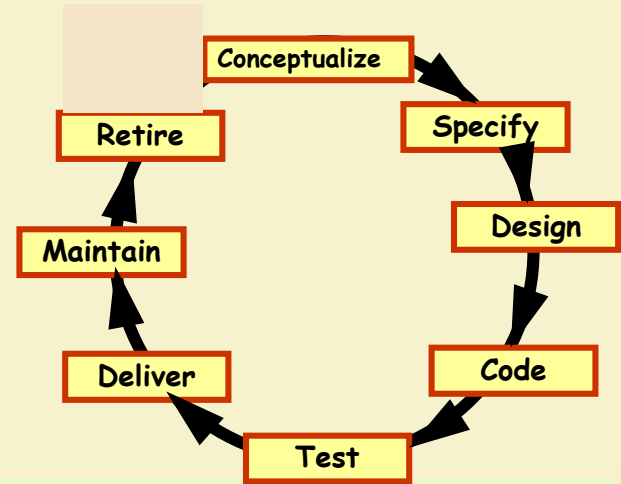
Life Cycle Model (CONT.)

- Software life cycle (or software process):
 - Series of identifiable stages that a software product undergoes during its life time:
 - Feasibility study
 - Requirements analysis and specification,
 - Design,
 - Coding,
 - Testing
 - Maintenance.

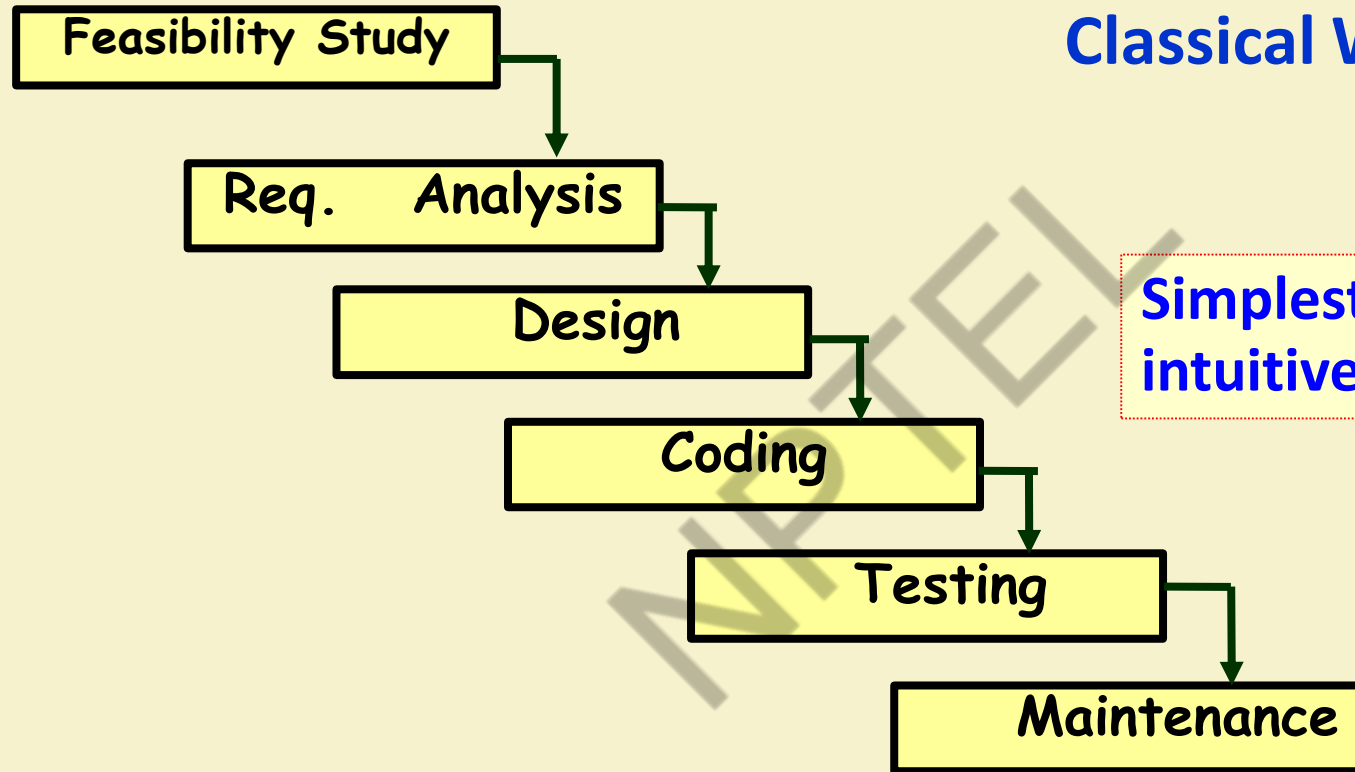
Software Life Cycle

Classical Waterfall Model

- Classical waterfall model divides life cycle into following phases:
 - Feasibility study,
 - Requirements analysis and specification,
 - Design,
 - Coding and unit testing,
 - Integration and system testing,
 - Maintenance.



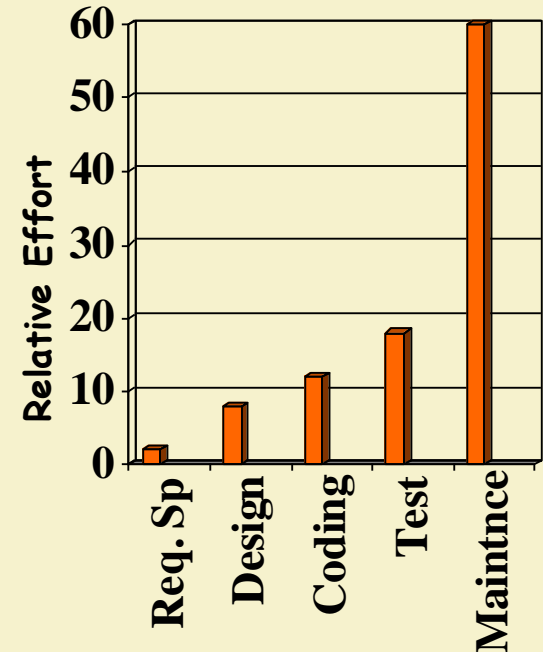
Classical Waterfall Model



Simplest and most intuitive

Relative Effort for Phases

- Phases between feasibility study and testing
 - Called **development phases**.
- Among all life cycle phases
 - **Maintenance phase consumes maximum effort.**
- Among development phases,
 - Testing phase consumes the maximum effort.



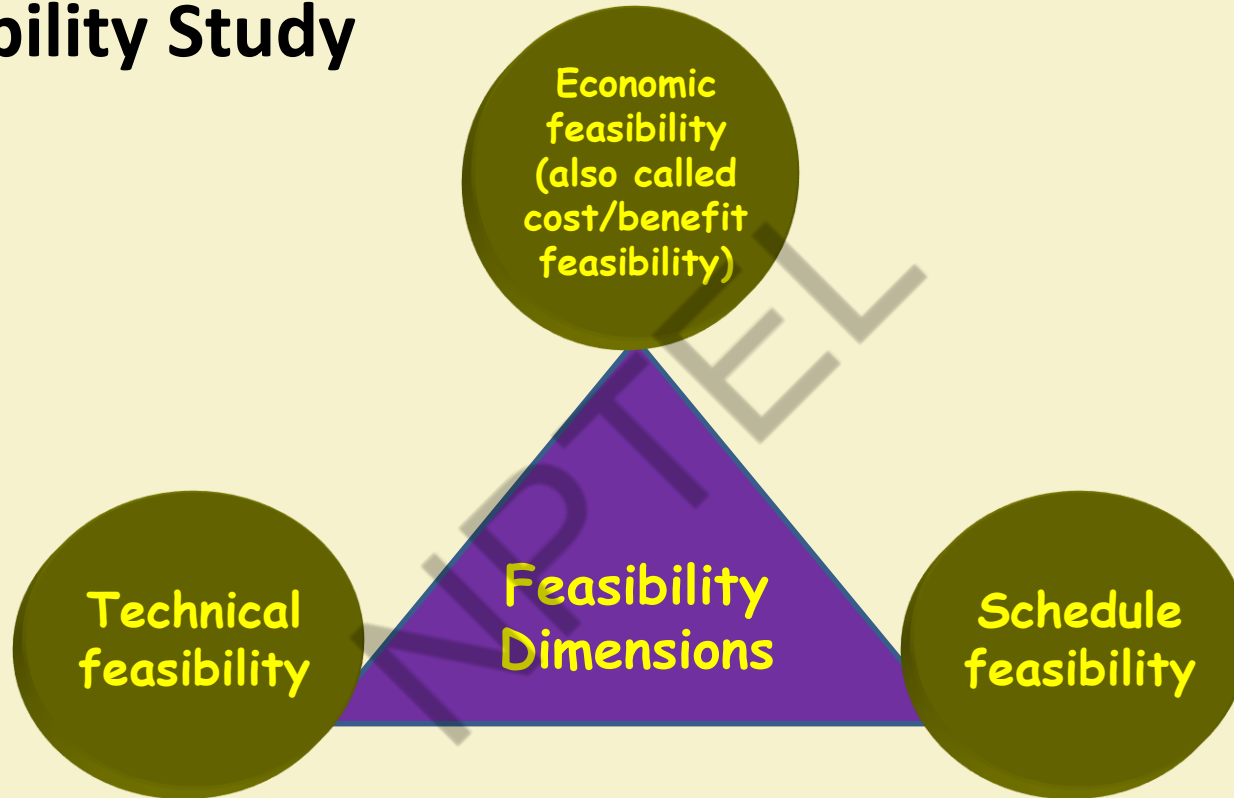
- Most organizations usually define:
 - Standards on the outputs (deliverables) produced at the end of every phase
 - Entry and exit criteria for every phase.
- They also prescribe methodologies for:
 - Specification,
 - Design,
 - Testing,
 - Project management, etc.

Process Model

Classical Waterfall Model (CONT.)

- The guidelines and methodologies of an organization:
 - Called the organization's **software development methodology**.
- Software development organizations:
 - Expect fresh engineers to master the organization's software development methodology.

Feasibility Study



- Main aim of feasibility study: **determine whether developing the software is:**
 - **Financially worthwhile**
 - **Technically feasible.**
- Roughly understand what customer wants:
 - **Data which would be input to the system,**
 - **Processing needed on these data,**
 - **Output data to be produced by the system,**
 - **Various constraints on the behavior of the system.**

Feasibility Study

First Step

- **SPF Scheme for CFL**
- CFL has a large number of employees, exceeding 50,000.
- Majority of these are casual labourers
- Mining being a risky profession:
 - Casualties are high
- Though there is a PF:
 - But settlement time is high
- There is a need of SPF:
 - For faster disbursement of benefits

Case Study

Feasibility: Case Study

- Manager visits main office, finds out the main functionalities required
- Visits mine site, finds out the data to be input
- Suggests alternate solutions
- Determines the best solution
- Presents to the CFL Officials
- Go/No-Go Decision

Activities During Feasibility Study

- Work out an overall understanding of the problem.
- Formulate different solution strategies.
- Examine alternate solution strategies in terms of:
 - resources required,
 - cost of development, and
 - development time.

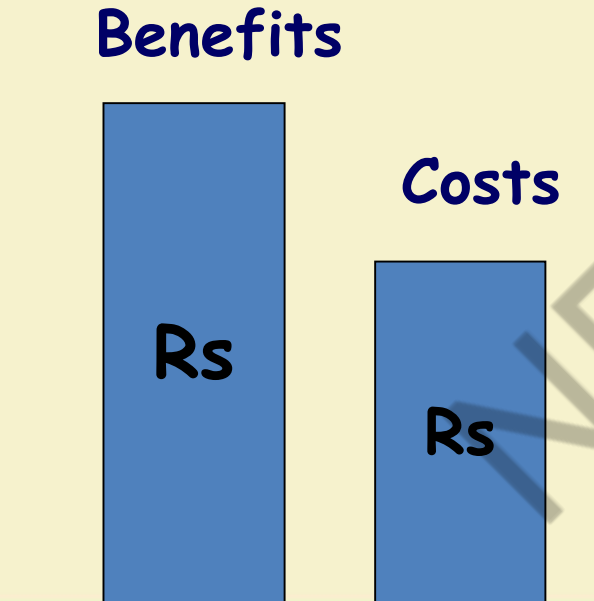
- Perform a cost/benefit analysis:
 - Determine which solution is the best.
 - May also find that none of the solutions is feasible due to:
 - high cost,
 - resource constraints,
 - technical reasons.

Activities during Feasibility Study

Cost benefit analysis (CBA)

- Need to identify all costs --- these could be:
 - Development costs
 - Set-up
 - Operational costs
- Identify the value of benefits
- Check benefits are greater than costs

The business case



- **Benefits of delivered project must outweigh costs**
- **Costs include:**
 - Development
 - Operation
- **Benefits:**
 - Quantifiable
 - Non-quantifiable

Thank You!!

