

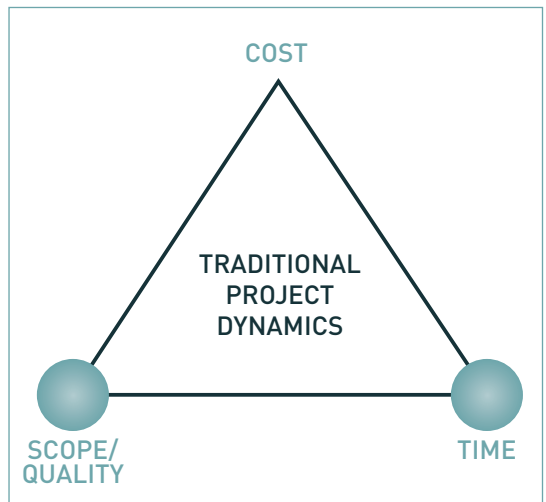
# Abstract

SOA promises to unlock the power of legacy systems and lessen the dependency on high-end enterprise applications. This is achieved by encapsulating business functionality in services. These services will be constructed independently of the Enterprise & Legacy applications and will string together in loosely coupled late-binding business processes. Once complete, these services will be re-used throughout the enterprise. So what does this change mean for the traditional IT project manager?

## Traditionally

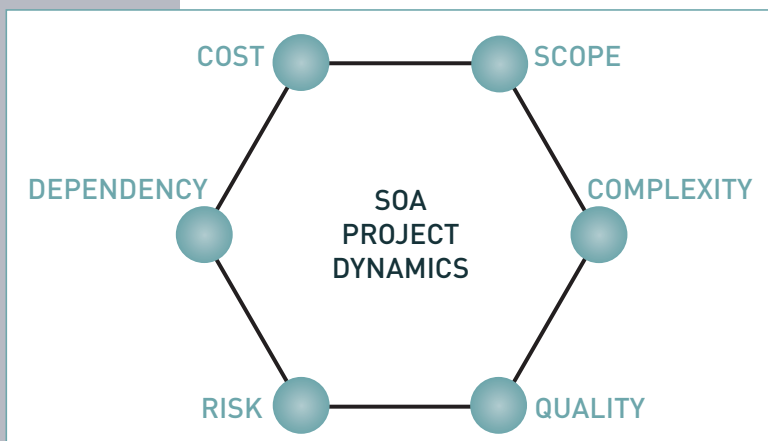
Traditional project management and IT delivery methods focus on the products that are to be created. In order to keep things on track the traditional project manager uses a set of tolerances based on three factors time, cost, scope/quality.

With traditional IT single customer delivery projects (i.e. delivering product) this simple trade-off, more often than not, worked.



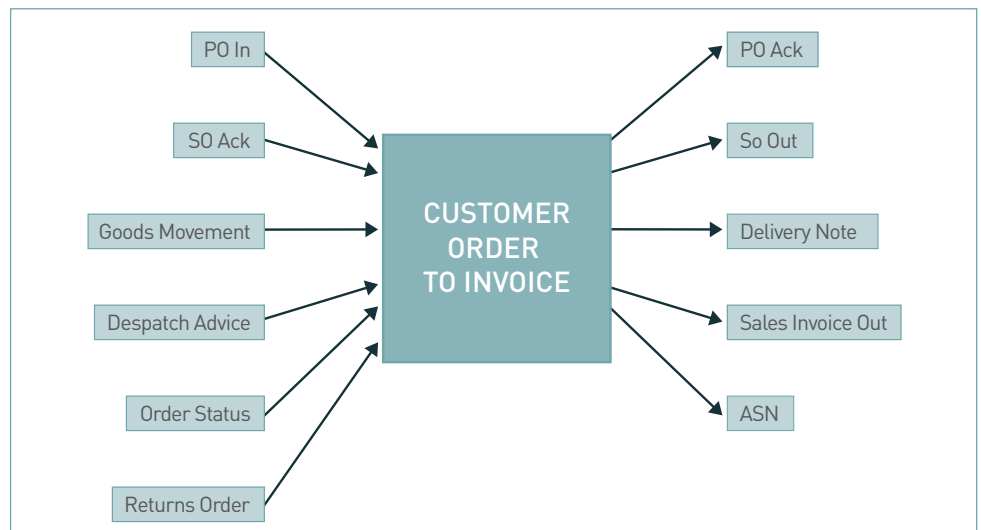
With SOA, concepts such as re-use, shared components, autonomous service and meta driven will be at the forefront of IT project delivery. SOA delivery Projects will have greater interdependencies and project managers may well find themselves delivering functionality for 'future customers'. The traditional trade off's of time cost and scope will no-longer be sufficient.

These new concepts have changed the dynamics of project delivery and project control. Time, cost and quality will still factor heavily in decision making but what of dependencies, complexity and risk? Decisions consider a much lower level of granularity coupled wide a broader view of the project portfolio . A decision to alter

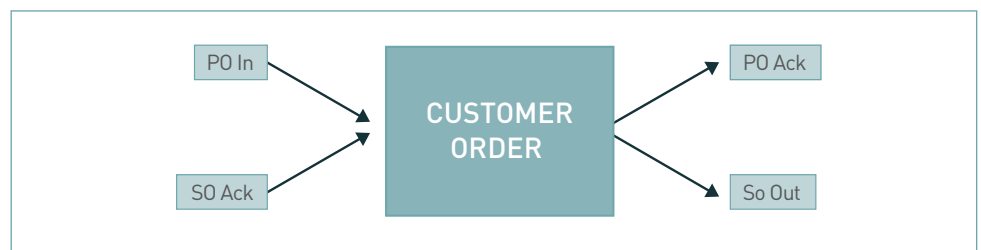


the scope of a service may well be acceptable today's project but may adversely affect the critical path of future projects. So how do project dynamics look?

By considering these factors the project manager may be able to reduce scope or risk and free up dependencies by splitting complex service functionality on one service in to two of more service:



Complex service with many dependencies = higher business risk?



Complex service with few dependencies = lower business risk?

SOA project managers will not just be responsible for the success for the project; they will have joint responsibility for the success of the 'service portfolio'. Project managers and the Project Management Office will need to develop new techniques for scoping, planning and de-risking SOA projects and the delivery of SOA services.

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