

Systems Analysis and Design

11 Project Management

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Projects often take more time to complete than expected. We look at the principles of project management.

11.1 Project Management

The essence of project management is:

- set targets
- repeat
 - measure progress made against targets set
 - re-adjust targets
- until finished

We list the tasks and include milestones and deliverables. A milestone is an important event. Milestones in systems analysis might include producing a requirements specification, reviewing progress made so far, or completing the software development. A deliverable is what you have to hand in e.g. your assignment on systems analysis principles.

We:

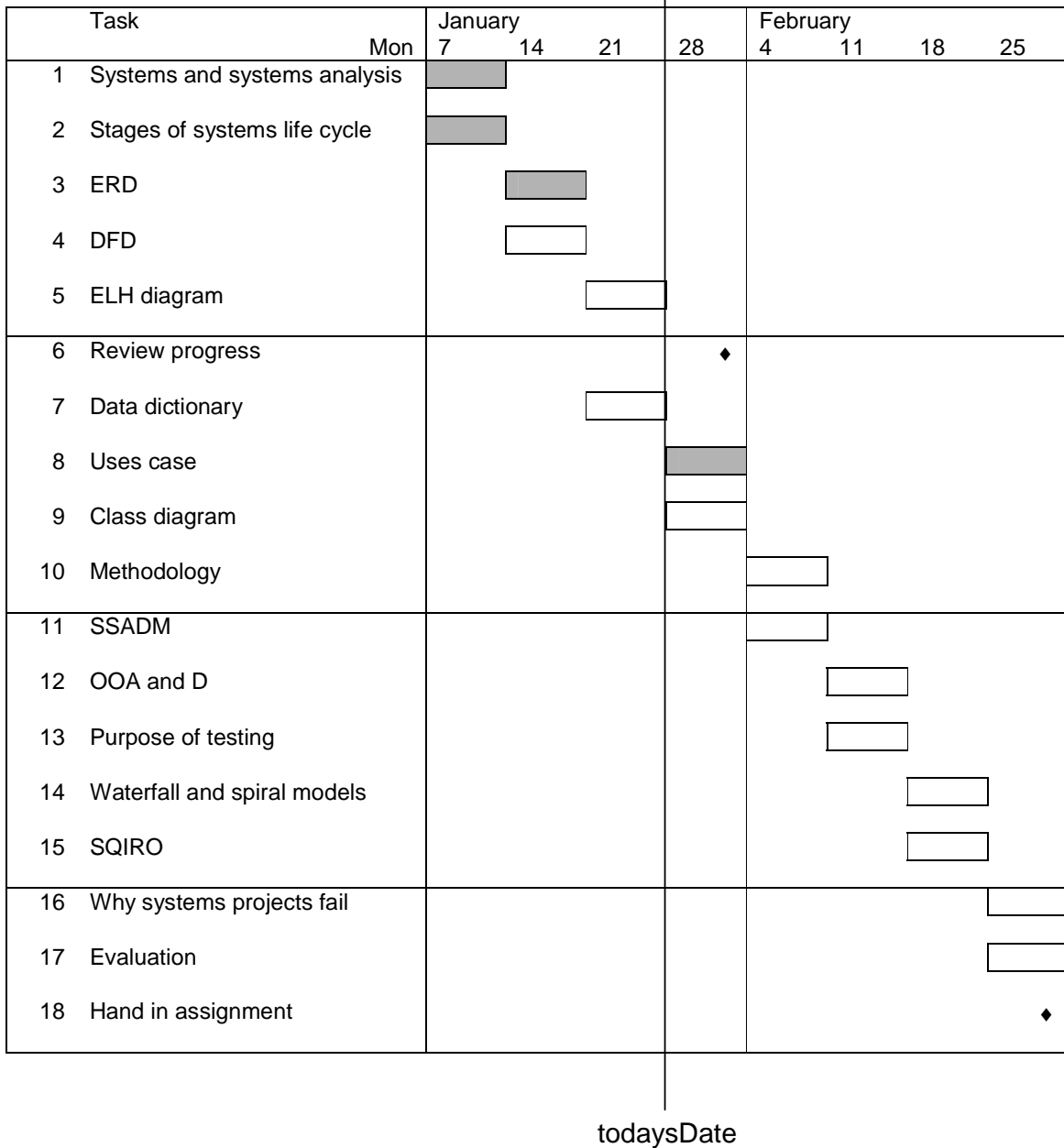
- assign a start date and an end date for each task
- draw a rectangle representing the time allowed for each task
- set a delivery date for each milestone and deliverable
- shade in a rectangle as we complete its task
- have a moving cursor, a line that represents today's date.

The moving cursor enables us to see at-a-glance which tasks are behind schedule. See the Gantt chart on the next page.

If we find that we are falling behind schedule, we

- adjust start and end dates
- allocate more resources (such as time)
- re-draw the Gantt chart.

11.2 Gantt Chart



A Gantt chart has a calendar across the top and a task list down the left hand side. The time allocated to each task is shown by a rectangle. Completed tasks have their rectangle shaded in.

A moving cursor shows today's date. We can see immediately that we are behind schedule because DFD, ELH and Data Dictionaries tasks have not been completed. So we decide to spend the entire weekend catching up, ready for the formal review of progress the following week. However, we note that use cases have been completed ahead of schedule, and give ourselves a pat on the back.

Bibliography

PRESSMAN R.S. *Software Engineering: A Practitioners Approach* 3ed McGraw-Hill
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