

CHAPTER 3

PROJECT MANAGEMENT

Project Management Fundamentals

- Project initiation
- Determining project feasibility
- Activity planning and control (Gantt charts , PERT diagrams)
- Project scheduling
- Managing systems analysis team members

A. Project Initiation

- Problems in the organization – Problems that lend themselves to systems solutions
- Opportunities for improvement – Caused through upgrading, altering, or installing new systems

- Checking Output

Observing employee behavior, and listening to feedback are all ways to help the analyst pinpoint systems problems and opportunities.

To Identify Problems	Look for These Specific Signs:
Check output against performance criteria.	Too many errors Work completed slowly Work done incorrectly Work done incompletely Work not done at all
Observe behavior of employees.	High absenteeism High job dissatisfaction High job turnover
Listen to external feedback from: Vendors and service providers. Customers. Suppliers.	Complaints Suggestions for improvement Loss of sales Lower sales

Problem Definition

- Problem statement – Paragraph or two stating the problem or opportunity
- Issues – Independent pieces pertaining to the problem or opportunity
- Objectives – Goals that match the issues point-by-point
- Requirements – The things that must be accomplished along with the possible solutions, and constraints, that limit the development of the system
- Use the problem definition to create a preliminary test plan

Problem Definition: Identifying Issues

- Find a number of points that may be included in one issue
- State the objective
- Determine the relative importance of the issues or objectives
- Identify which objectives are most critical

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James Lee Haner



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