**第二部分《进度管理》**

**一、进度计划编制过程：**

**1、活动资源估算**

**1） 建立人员岗位技能矩阵**

**2） 估算活动资源，建立资源矩阵，并将资源按使用时间分配**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **WBS结果** | **资源需求量** | | | | **备注** |
| **资源1** | **资源2** | **……** | **资源n** |
| **工作包1** |  |  |  |  |  |
| **工作包2** |  |  |  |  |  |
| **……** |  |  |  |  |  |
| **工作包n** |  |  |  |  |  |

**注：资源（如：架构设计岗）**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **需求资**  **源种类** | **资源**  **编号** | **需求资源总量** | **项目进度阶段（时间）** | | | | **备注** |
| **时段1** | **时段2** | **…** | **时段n** |  |
| **资源1** |  |  |  |  |  |  |  |
| **资源2** |  |  |  |  |  |  |  |
| **……** |  |  |  |  |  |  |  |
| **资源n** |  |  |  |  |  |  |  |

**2、定义活动**

**分解项目工作包：**

**活动清单**

**（版本号：1.0）**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | | **项目经理：** | | | |
| **编制者：** | | | | **编制日期：** | | | |
| **活动清单** | | | | | | | |
| **序号** | **活动编号** | **活动名称** | **活动描述** | | **资源数量** | **成果** | **负责人** | |
|  |  |  |  | |  |  |  | |
|  | 1.2 |  |  | |  |  |  | |
|  | 1.2.1 |  |  | |  |  |  | |
|  | 1.2.2 |  |  | |  |  |  |

**活动顺序表**

**（版本号：1.0）**

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| --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | | **项目经理：** | | |
| **编制者：** | | | | **编制日期：** | | |
| **活动顺序表** | | | | | | |
| **序号** | **活动编号** | **活动名称** | **紧前活动** | | **紧后活动** | **负责人** |
|  |  |  |  | |  |  |
|  | 1.2 |  |  | |  |  |
|  | 1.2.1 |  |  | |  |  |
|  | 1.2.2 |  |  | |  |  |
|  | 1.3 |  |  | |  |  |
|  |  |  |  | |  |  |
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**3、活动时间估算**

**活动持续时间估算表**

**（版本号：1.0）**

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| --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | | **项目经理：** | | |
| **编制者：** | | | | **编制日期：** | | |
| **活动持续时间估算表（单位：工作日）** | | | | | | |
| **序号** | **活动编号** | **活动名称** | **活动历时估算（工作日）** | | **变动区间** | **依据和假设** |
|  |  |  |  | |  |  |
|  | 1.2 |  |  | |  |  |
|  | 1.2.1 |  |  | |  |  |
|  | 1.2.2 |  |  | |  |  |
|  | 1.3 |  |  | |  |  |
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**活动时差表**

**（版本号：1.0）**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | | | **项目经理：** | | | | | |
| **编制者：** | | | | | **编制日期：** | | | | | |
| **活动时差表（单位：工作日）** | | | | | | | | | | |
| **活动**  **编号** | **活动名称** | **活动**  **工期** | **最早开**  **始时间** | **最早完**  **成时间** | | **最晚开**  **始时间** | **最晚完**  **成时间** | **总时**  **差** | **自由时差** | **是否关键路径** |
| 1.2 |  |  |  |  | |  |  |  |  |  |
| 1.2.1 |  |  |  |  | |  |  |  |  |  |
| 1.2.2 |  |  |  |  | |  |  |  |  |  |
| 1.3 |  |  |  |  | |  |  |  |  |  |
| 1.2 |  |  |  |  | |  |  |  |  |  |
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**3、绘制项目的PDM网络图**

**1）绘制项目的PDM网络图**

**2）有多少条路径在此网络图？**

**3）每条路径有多长 ?**

**4）哪条路径是关键路径?**

**5）按照正常速度估算完成该项目需要花多少天？**

4、**项目工作情况表**

**项目工作情况表**

**（版本号：1.0）**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | | **项目经理：** | | | | | |
| **编制者：** | | | | **编制日期：** | | | | | |
| **项目工作情况表（单位：工作日）** | | | | | | | | | |
| **序**  **号** | **活动编号** | **活动名称** | **工作说明** | **所需**  **工期** | **紧前活动** | **紧后活动** | **资源数量** | **是否关键路径** | **负责人** |
|  |  |  |  |  |  |  |  |  |  |
|  | 1.2 |  |  |  |  |  |  |  |  |
|  | 1.2.1 |  |  |  |  |  |  |  |  |
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**里程碑表**

**（版本号：1.0）**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **项目名称：** | | | **项目经理：** | | | |
| **编制者：** | | | **编制日期：** | | | |
| **里程碑表** | | | | | | |
| **WBS编码** | **里程碑事件** | **交付时间** | | **交付物** | **负责人** | **备注** |
|  |  |  | |  |  |  |
|  |  |  | |  |  |  |
|  |  |  | |  |  |  |
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**5、思考题：**

**【问题1】**

**针对你的项目，编制网络计划时你有哪些优化的方案？并简述其理由。**

**【问题2】**

**由外界因素变化，用户公司想把此项目的进度缩短2个月。在此假定前提下，系统的规模不能缩小，测试以后的工作不能缩短。根据你项目的具体情况，可采取什么措施，给出你的具体的实施方案，并简述其理由。**

**二、Project 格式项目进度计划**

**1、甘特图**

**2、里程碑图**

**3、带有日历的项目网络图**