System Analysis and Design

ORGANIZATIONAL lFEASIBILITY

How well the system ultimately will be accepted by its users and incorporated into the ongoing operations of the organization

Organizational feasibility analysis attempts to answer the question “**If we build it, will they come?**”

One way to assess the organizational feasibility of the project is to understand how well the goals of the project align with **business objectives**. Strategic alignment **is the fit between the project and business strategy**—the greater the alignment, the less risky the project will be

A second way to assess organizational feasibility is to conduct a stakeholder analysis.

stakeholder is **a person, group, or organization that can affect (or can be affected by)**.

The most important stakeholders in the introduction of a new system are the project **Champions, Organizational management**, **and System users**.

**The champions** is a high-level executive and is usually, but not always, the project sponsors who created the system request.

The champion supports the project by providing time and resources (e.g., money) and by giving political support to the project by conveying its importance to other decision makers. More than one champion is preferable because if the champion leaves the organization, the support could leave as well.

**Organizational management** also needs to support the project. Such management support conveys to the rest of the organization the belief that the system will make a valuable contribution and those necessary resources will be made available. Ideally, the management should encourage people in the organization to use the system and to accept the many changes that the system will likely create.

A third important set of stakeholders is **the system users** who ultimately will use the system once it has been installed in the organization. at the beginning of a project and then disappears until after the system is created. In this situation, the final product rarely meets the expectations and needs of those who are supposed to use it because needs change and users become savvier as the project progresses. User participation should be promoted throughout the development process to make sure that the final system will be accepted and used, by getting users actively involved in the development of the system (e.g., performing tasks, providing feedback, and making decisions).

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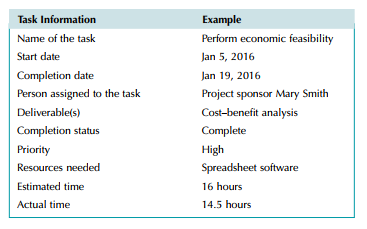
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Developing the Work Plan

which is a dynamic schedule that records and keeps track of all the tasks that need to be accomplished over the course of the project. The project manager first must assemble important details about each task to be completed.



To create a work plan, the project manager identifies the tasks that need to be accomplished and determines how long each one will take. Then the tasks are organized within **a work breakdown structure.**

**Identify Tasks**

If a project manager prefers to begin from scratch, he or she can use a structured, top-down approach whereby high-level tasks are defined first and then broken down into subtasks. Each step is then broken down in turn and numbered in a hierarchical fashion. A list of tasks hierarchically numbered in this way is called **a work breakdown structure**, and it is the backbone of the project work plan. Figure 2-12 shows a portion of a work breakdown structure for the design phase of an actual data warehouse development project. Each of the main tasks focuses on one of the required design deliverables. Within each task, there are subtasks listed that detail the activities required to complete the main task.

**The Project Work plan**

The project work plan is the mechanism used to manage the tasks that are listed in the work breakdown structure. It is the project manager’s primary tool for managing the project. Using it, the project manager can tell whether the project is ahead of or behind  
schedule, how well the project was estimated, and what changes need to be made to meet the project deadline.

Basically, the work plan **is a table that lists all the tasks in the work breakdown structure, along with important task information such as the people who are assigned to perform the tasks, the actual hours that the tasks took, and the variances between estimated and actual completion times** (Figure 2-13). At a minimum**, the information should include the duration of the task, the current statuses of the tasks (i.e., open, complete), and the task dependencies, which occur when one task cannot be performed until another task is completed.** For example, Figure 2-13 shows that tasks 1.2 and 1.3 cannot begin until task 1.1 is completed. **Key milestones, or important dates, are also identified on the work plan**.

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