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| IT PROJECT MANAGEMENT |
| Muxtorov Shaxzodbek |

**Unit 9: IT Prоject mаnаgement**

**O’qituvchi:** Adhamdjon Mirzaev

**Guruh IDsi:** 23-228

**Talaba IDsi:** 230933

**Topshirish sanasi:** 02.06.2024

**BTEC Learner Assessment Submission and Declaration**

Har bir o’quvchi vazifani baholash uchun taqdim etganda, yozilgan deklaratsiya o’ziniki ekanligini tasdiqlovchi imzo qoldirishi kerak.

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| **O’quvchi (Talaba) IDsi:** | 230933 |
| **Baholovchining ismi:** | Adhamjon Mirzaev |
| **BTEC Dasturining mavzusi:** | Pearson BTEC 3-darajali Project management |
| **Qism yoki Komponent raqami va Mavzu:** | Unit 9: IT Prоject mаnаgement |
| **Vazifa mavzusi:** | IT Prоject mаnаgement |
| **Vazifani topshirish sanasi:** | 02.06.2024 |

Iltimos, har bir topshiriq uchun taqdim etilgan dalillarni sanab o'ting. Dalillarni topish mumkin bo'lgan sahifa raqamlarini ko'rsating yoki dalillarning mohiyatini tavsiflang (masalan, video, rasm).

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| **Topshiriq manbalari** | **Taqdim etilgan dalillar** |
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| **O’quvchi deklaratsiyasi**  Ushbu vazifa uchun topshirilgan ish meniki ekanligini tasdiqlayman. Ishda foydalanilgan manbalarga aniqlik kiritdim va ko’rsatib o’tdim. Noto’g’ri deklaratsiya noto’g’ri ishlashning bir shakli ekanligini tushunaman.  **Talabaning imzosi:** Screenshot 2023-12-03 at 21.56.14 **Sana:** 02.06.2024 |

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1.0. Kirish

**Umimiy olgangada, kundan kunga taraqqiyot bo’lib borayotgan IT tizimining turli metodologiyali mavjud va qaysi ishga qanaqa mtadologiyani qo’llashni billish muhimdir. Ushbu assaignmentda turli metodologiyalarni o’rganib chiqish hamda ularni baholash, avzalliklari hamda kamchiliklari haqida o’rganamiz. Bundan tashqari, ularni Axborot texnologiyali (IT) da kuchli va zaif tomonlarini aniqlash uchun solishtiramiz. Ushbu assaignmentda Agile, Waterfall hamda Prince2 metodologiyalari haqida keng qamrovloi tushuncha berish va ular ustida oqilona qaror qilish uchun batafsil yoritib beramiz.**

2. TOPSHIRIQ 1

**A.P1**

**Agile metodologiyasi:**

**Ta'rif:** Agile metodologiyasi mijozlarga yo'naltirilgan, loyihalarni boshqarish va dasturiy ta'minotni ishlab chiqish uchun iterativ strategiya bo'lib, u jamoaviy ish, moslashuvchanlik va doimiy takomillashtirishni ta'kidlaydi. U loyihani qisqa, amalga oshirilishi mumkin bo'lgan davrlarga bo'lib, mijozlarning muntazam ma'lumotlarini, turli jamoalar o'rtasida sinergik sa'y-harakatlarni va rivojlanayotgan talablarni qabul qilish qobiliyatini qo'llab-quvvatlaydi.

**Characteristic typelari:** Agile IT urinishlarida vazifalar odatda 2-4 haftani o'z ichiga olgan ixcham, boshqariladigan sikllarga bo'linadi. Har bir tsikl yetkazib beriladigan mahsulotning progressiv rivojlanishiga hissa qo'shadi. Ushbu tsiklik usul doimiy takomillashtirish va moslashuvchanlikni ta'minlaydi.

**Xulosa**: Aslini olganda, Agile mijozlar talablari va taxminlarini tushunish va bajarishga bag'ishlangan. Mijozlarning muntazam ma'lumotlari loyihaning butun muddati davomida qaror qabul qilishda muhim rol o'ynaydi.

**Waterfall metodologiyasi:**

**Ta'rif:** Waterfall - bu loyihalarni boshqarishning old-school uslubi, 1970-yillarda yaratilgan. Waterfall jarayonida, siz har bir loyiha bosqichini keyingi bosqichga o'tkazishdan oldin tugatishingiz kerak. U juda qattiq va chiziqli.

**Characteristic typelari:** Waterfall metodologiyasi yaxshi tushunchalangan loyiha boshqarish ish jarayoni. Waterfall, har bir jarayon bosqichi to'rtta bosqichga (talablar, dizayn, amalga oshirish, tekshirish va xizmat ko'rsatish) bo'linadi.

**Xulosa:** Waterfall metodologiyasi, loyihalarni boshqarishning old-school uslubi, 1970-yillarda yaratilgan. Waterfall jarayonida, siz har bir loyiha bosqichini keyingi bosqichga o'tkazishdan oldin tugatishingiz kerak.

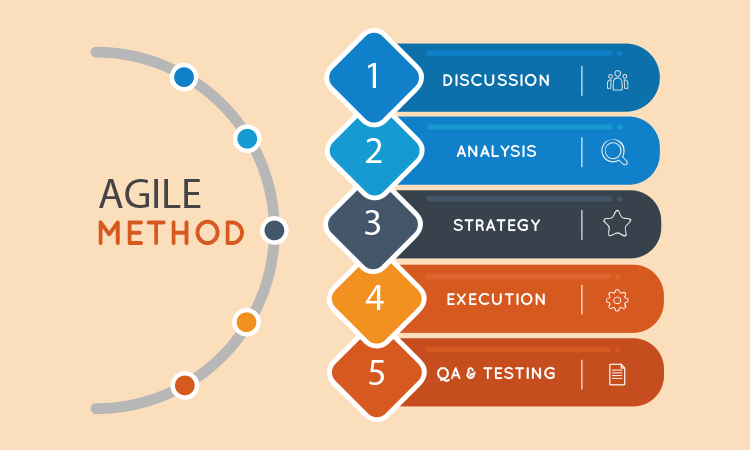
**PRINCE2 metodologiyasi:**

**Ta'rif:** PRINCE2 (PRojects IN Controlled Environments) - bu samarali loyiha boshqarish uchun jarayon asosida tuzilgan uslub. PRINCE2, UK hukumatining de facto standarti, UK va xalqaro miqyosda keng tarqalgan, tanilgan va amalga oshirilgan.

**Characteristic typelari:** PRINCE2 tuzilmasi aytishicha, loyihada tashkil va nazoratlangan boshlanish, o'rtacha va tugash bo'lishi kerak. PRINCE2-da loyihani qanday qilib qilish va qachon qilish haqida aytish uchun bir qator jarayonlar mavjud.

**Xulosa:** PRINCE2 - bu samarali loyiha boshqarish uchun jarayon asosida tuzilgan uslub. PRINCE2, UK hukumatining de facto standarti, UK va xalqaro miqyosda keng tarqalgan, tanilgan va amalga oshirilgan.

**A.P2**

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**Agile metodologiyasi:**

- **Prinsiplari:** Agile metodologiyasi 12 ta prinsipdan iborat. Ular mijozlarni qoniqtirish, o'zgaruvchan talablarni qabul qilish, ishlab chiqarilgan dasturijiy ta'minotni tezda yetkazish, mijozlar bilan hamkorlik qilish, loyiha jamoasini rag'batlantirish va o'z-o'zini tashkil etish, shaffoflikni ta'minlash va doimiy takomillashtirishni o'z ichiga oladi.

- **Qayerda va qaysi loyihalarda ishlatiladi:** Agile metodologiyasi, talablarning tez-tez o'zgarishi mumkin bo'lgan loyihalarda, masalan, dasturiy ta'minot ishlab chiqarishda, mahsulotlarni tezda yetkazish talab qilinishi kerak bo'lgan joylarda yoki mijozlar bilan yaqin hamkorlik qilinishi kerak bo'lgan loyihalarda ko'proq ishlatiladi.

**Agile metodologiyasi:**

1. Mijozlarni qoniqtirish uchun ertalab va doimiy takomillashtirish va yetkazib berish.
2. O'zgaruvchan talablarni qabul qilish, hatto loyiha rivojlanish jarayonida ham.
3. Qiymatni tez va doimiy yetkazib berish.
4. Biznes odamlari va ishlab chiqaruvchilar har kuni loyiha davomida birga ishlash kerak.
5. Loyihalarni rag'batlantirilgan shaxslar atrofida yaratish. Ular uchun kerakli muhitni va qo'llab-quvvatlashni ta'minlash va ularni ishni bajarishga ishonch berish.
6. Ma'lumotlarni ishlab chiqaruvchi jamoa ichida va uning ichiga yetkazishning eng samarali va samarali usuli - yuzma-yuz suhbat.
7. Ishlaydigan dasturiy ta'minot - taraqqiyotning asosiy o'lchovi.
8. Jamoa, dasturlash va mijozlar bilan ishlashni doimiy tezlikda davom ettirishi kerak.
9. Texnik a'loqa va yaxshi dizayn samaradorlikni oshiradi.
10. Ishni bajarishning san'ati - kerak bo'lmagan ishni ko'proq bajarish.
11. Eng yaxshi arxitektura, talablar va dizaynlar o'z-o'zini tashkil etuvchi jamoalardan chiqadi.
12. Muntazam oralig'larda, jamoa o'zini qanday qilib yanada samarali qilishga oylaydi, keyin uning xatti-harakatini moslashtiradi.

**Waterfall metodologiyasi:**

**A diagram of a software development

Description automatically generated**

**- Prinsiplari:** Waterfall metodologiyasi, loyiha bosqichlarini ketma-ketligini ta'minlaydigan prinsiplarga asoslangan. Har bir bosqich tugaganidan so'ng faqatgina keyingi bosqichga o'tish mumkin.

**- Qayerda va qaysi loyihalarda ishlatiladi:** Waterfall metodologiyasi, talablarning aniq va o'zgarmasligi kerak bo'lgan loyihalarda, masalan, tiklanish, IT va dasturiy ta'minot ishlab chiqarishda ko'proq ishlatiladi.

**Waterfall metodologiyasi:**

1. Ketma-ket tuzilma: Waterfall usulida, loyihangizni alohida bosqichlarga bo'lishingiz kerak. Har bir bosqichni tartibda tugatishingiz kerak.
2. Birinchi bosqichdan keyin alohida ishtirokchilar bilan kamroq aloqa: Waterfall usulining tuzilmasi tufayli, birinchi bosqichda barcha ishtirokchilar bilan aloqani hujjatlashtirishingiz kerak.
3. Butun jarayonning chuqur hujjatlari: Waterfall usulida, loyihani boshlashdan oldin butun jarayonni hujjatlashtirish kerak.

**PRINCE2 metodologiyasi:**

**![A diagram of a process

Description automatically generated](data:image/jpeg;base64,/9j/4AAQSkZJRgABAQEBLAEsAAD/4RDgRXhpZgAATU0AKgAAAAgABAE7AAIAAAAHAAAISodpAAQAAAABAAAIUpydAAEAAAAOAAAQyuocAAcAAAgMAAAAPgAAAAAc6gAAAAgAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAEdJTEFORwAAAAWQAwACAAAAFAAAEKCQBAACAAAAFAAAELSSkQACAAAAAzQ4AACSkgACAAAAAzQ4AADqHAAHAAAIDAAACJQAAAAAHOoAAAAIAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAAA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/xIcr/APmkP9QOOv8AojeKP/DFmX/yg/HGiv2O/wCHA/8AwVe/6Nis/wDw+P7Pf/z1KP8AhwP/AMFXv+jYrP8A8Pj+z3/89Sj/AIiP4ff9Fzwl/wCJDlf/AM0h/qBx1/0RvFH/AIYsy/8AlB+ONFfuT4L/AODdn/gp94pvobTXPhp8OPhxbyuqPqfjT4w+CL6xt1Y4Ms0fw8v/AB7qTIg5YW+nTyEfcjY8V+xf7Jv/AAbB/DPwjqWmeKf2w/jHc/FeezlhuZfhZ8KbfUvCHgi5liIL2mu+OtRMPjXXtLnBYNDoWlfD/UI2RGGqOjSQ187nvjZ4ZZBh6larxVl+Z1oxbp4LIpSzjF1pJO0IfVYLC0+Z2XtMRjaVON7y0Tv72S+EHiJndeFGlw1jsupSklPGZ1FZVhaMW1ec/rMnianKrvkoYOrUla0dXdfzp/8ABNz/AIJm/Gv/AIKJ/FS10PwrY3/hP4L+GtTtP+FsfGa9sXOheGNOzHcXGh+H2mVLfxH4+1GzdV0jw7ayP9l+0W+q69Jp2iq923+kV8Dvgp8OP2c/hL4D+CPwk8PweGPh78OdBtvD/hzSoiJJvJiaSe81LUroqsmo63rWoz3ms67qs4NzqusX99qFyWnuZCd34bfDL4efBzwToPw4+FXgvw38PvAfhizFjoPhTwnpNpoui6bb7jJIYbOyiije5upmkur69m8281C8lnvb64uLueaZ+5r+HvFXxZzbxMzCjGVGWWcPZdUqSyvKFV9pJ1Jp05ZhmNWHLTxGPqUv3cFCP1fB0ZSoYZSc6+Irf2N4aeGOWeHmBqtVY5jnuPhCOZZq6fs4qnBqccDgKc+apQwUKnvyc5e3xdWMa2I5VCjQolFFFfkp+nhRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQAUUUUAFFFFABRRRQB/9k=)**

**- Prinsiplari:** PRINCE2 metodologiyasi, yuzaga kelgan har bir loyiha uchun biznesni davom ettirish, tajribadan o'rganish, vazifalar va mas'uliyatlarni aniqlash, istisnolar bo'yicha boshqarish, bosqichlarga bo'lish, mahsulotga e'tibor berish va loyihani moslashtirish kabi 7 ta prinsipdan iborat.

**- Qayerda va qaysi loyihalarda ishlatiladi:** PRINCE2, loyihalarni boshqarishning samarali uslubi sifatida tanilgan. U loyihani boshqarish jarayonini standartlashtiradi va loyiha natijalarini ta'minlashga yordam beradi.

**PRINCE2 metodologiyasi:**

1. Davom etuvchi biznes dalolat: Loyiha yaxshi biznes ma'noni berishi kerak. Aniq qaytish investitsiyasi bo'lishi kerak, va vaqt va resurslarni ishlatish dalolatli bo'lishi kerak.
2. Tajribadan o'rganish: Loyiha jamoalari oldingi loyihalardan olingan darslarni hisobga olishi kerak. Ushbu maqsad uchun darslar jurnali kuzatiladi va yangilanadi.
3. Vazifalar va mas'uliyatlarni aniqlash: PRINCE2 loyihasida ishtirok etayotgan barcha shaxslar, ichki jamoa a'zolari va tashqi ishtirokchilar aniqlangan va kelishilgan vazifalar va mas'uliyatlarga ega.
4. Istisnolar bo'yicha boshqarish: Yaxshi ishlayotgan loyihaga loyiha kengashi yoki biznesdagi boshqa vakolatli shaxslar tomonidan aralashish talab qilinmaydi. Ushbu shaxslar faqatgina kelishilgan chegarani chegarasiga yetkazgan taqdirda xabar berishi kerak.
5. Bosqichlarga bo'lish: Loyihani boshqarish uchun loyihani boshqaruvchi bosqichlarni ishlab chiqaradi.
6. Mahsulotga e'tibor berish: Loyihangiz mahsulotga yo'naltirilishi kerak va bu foydalanuvchining kutishlari va talablari bilan mos kelishi kerak.
7. Loyiha muhitiga moslashtirish: PRINCE2 hajmi va moslashuvchanligi, loyihaning hajmi, muhit, murakkablik, jamoa qobiliyati va hokazo qarab o'lchovlanishi mumkin. PRINCE2 ni o'z talablari uchun moslashtirgan loyihalar, PRINCE2 ni dogmatik ravishda ishlatgan loyihalardan ko'ra o'sha darajada muvaffaqiyatli bo'ladi.

**Agile metodologiyasi:**

1. **Tavsif:** Agile - bu hamkorlik, moslashuvchanlik va doimiy takomillashtirishni birinchi o'ringa qo'yadigan loyihalarni boshqarish va dasturiy ta'minotni ishlab chiqishga iterativ va mijozga yo'naltirilgan yondashuv.
2. **Mas'uliyat:** Agile jamoalar odatda o'z-o'zini tashkil qiladi, ya'ni ular qaror qabul qilish va o'z ishlarini boshqarish uchun avtonomiyaga ega.
3. **Natija:** Agile-ning iterativ va bosqichma-bosqich yondashuvi jamoalarga qiymatni erta va tez-tez yetkazib berish imkonini beradi, bu esa mijozlarning qoniqishini oshirishga va loyihani yanada sezgir boshqarishga olib keladi.

**Waterfall metodologiyasi:**

1. **Tavsif:** Waterfall - bu loyihalarni boshqarishning old-school uslubi, 1970-yillarda yaratilgan. Waterfall jarayonida, siz har bir loyiha bosqichini keyingi bosqichga o'tkazishdan oldin tugatishingiz kerak.
2. **Mas'uliyat:** Waterfall jarayonida, siz har bir loyiha bosqichini keyingi bosqichga o'tkazishdan oldin tugatishingiz kerak.
3. **Natija:** Waterfall - bu loyihalarni boshqarishning old-school uslubi, 1970-yillarda yaratilgan. Waterfall jarayonida, siz har bir loyiha bosqichini keyingi bosqichga o'tkazishdan oldin tugatishingiz kerak.

**PRINCE2 metodologiyasi:**

1. **Tavsif:** PRINCE2 (PRojects IN Controlled Environments) - bu samarali loyiha boshqarish uchun jarayon asosida tuzilgan uslub. PRINCE2, UK hukumatining de facto standarti, UK va xalqaro miqyosda keng tarqalgan, tanilgan va amalga oshirilgan.
2. **Mas'uliyat:** Har bir PRINCE2 loyihasida, loyiha egasi, loyiha direktori, loyiha ofisi, loyiha boshqaruvchisi, loyiha jamoasi va manfaatdorlar kabi bir qator muhim rol va mas'uliyatlar mavjud. Har bir rolning o'z vazifalari va mas'uliyatlari bor.
3. **Natija:** PRINCE2, loyihalarni boshqarishning samarali uslubi sifatida tanilgan. U loyihani boshqarish jarayonini standartlashtiradi va loyiha natijalarini ta'minlashga yordam beradi.

**A.M1**

Waterfall, PRINCE2 va Agile matodologiyalarinig farqlari quyidagicha:

- Waterfall matodologiyasi chiziqli va qattiq. U loyihani bir-biridan tashqari bosqichlarga bo'lib, har bir bosqichni keyingisiga o'tkazishdan oldin tugatishni talab qiladi. Bu uslubda o'zgarishlar qiyin bo'ladi va loyiha oxiriga yetguncha mijoz natijani ko'rishga qiyin bo'ladi.

- Agile matodologiyasi esa iterativ va mijozga yo'naltirilgan. U loyihani kichik, boshqariladigan iteratsiyalarga bo'lib, har bir iteratsiya potentsial jo'natilishi mumkin bo'lgan mahsulot o'sishiga olib keladi. Bu uslubda o'zgarishlar tezroq qabul qilinadi va mijozlar loyiha davomida natijalarni ko'rishga qoladi.

- PRINCE2 matodologiyasi esa jarayon asosida tuzilgan va samarali loyiha boshqarish uchun ishlatiladi. U loyihada tashkil va nazoratlangan boshlanish, o'rtacha va tugash bo'lishi kerak. PRINCE2-da loyihani qanday qilib qilish va qachon qilish haqida aytish uchun bir qator jarayonlar mavjud.

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| Xususiyat/Metodologiya | Waterfall | PRINCE2 | Agile |
| Asosiy tamoyil | Ketma-ketlikda bajarish, oldingi bosqich tugallanmaguncha keyingisiga o'tilmaydi | Loyihani boshqarishga yo'naltirilgan, yetti tamoyil va yetti mavzuga asoslangan | Moslashuvchanlik va o'zgarishlarga tez reaksiya qilish |
| Hayot sikli | Qat'iy belgilangan bosqichlar: Talablarni aniqlash, Loyihalash, Ishlab chiqish, Sinovdan o'tkazish, Foydalanishga topshirish | Boshlash, Yo'naltirish, Nazorat qilish, Boshqarish, Yopish | Qisqa iteratsiyalar (sprints), har bir iteratsiyada ishchi mahsulot yaratiladi |
| Talablarga munosabat | Loyiha boshida to'liq aniqlanadi va o'zgartirilishi qiyin | Boshlang'ich talablar aniqlanadi, lekin loyiha davomida o'zgarishi mumkin | O'zgarishlarga ochiq, talablar loyiha davomida rivojlanishi mumkin |
| Mijoz bilan aloqa | Odatda loyiha boshi va oxirida cheklangan | Muntazam ravishda, loyihaning barcha bosqichlarida mijoz ishtirok etadi | Doimiy va yaqin hamkorlik, mijozning fikr-mulohazalari muhim |
| Risklarni boshqarish | Loyiha boshida rejalashtiriladi, o'zgarishlar qiyin | Har bir bosqichda risklar aniqlanadi va boshqariladi | Risklarni kamaytirish uchun tez-tez yetkazib berish va moslashuvchanlik |
| Jamoa tuzilishi | Odatda ierarxik, har bir a'zo o'z vazifasini bajaradi | Aniq rollar va mas'uliyatlar, loyiha menejeri boshqaradi | O'z-o'zini boshqaruvchi guruhlar, hamkorlik va birgalikda qaror qabul qilish |
| Qachon qo'llaniladi | Talablar aniq va o'zgarmaydigan, xavfi kam loyihalar | Katta va murakkab loyihalar, kuchli boshqaruv zarur bo'lganda | Tez o'zgaruvchan muhit, talablar noaniq yoki o'zgarib turadigan loyihalar |

**Xulosa: Har bir metodologiyanining o’zini ishlatadigan joyi bor albatta, shundan kelib chiqib vayuqoridagi ta’riflardan foylalangah holda to’g’ri metodologiyani tanlash juda muhimdir.**

**A.D1**

**Yuqoridagi metodologilarni qo’llagan kompaniyalarga na’muna sifatida quyidagi jadvaldan ko’rib olishingiz mumkin:**

|  |  |
| --- | --- |
| Metodologiya | Qo’llagan Kompaniyalar |
| Agile | Sony, LEGO, Siemens |
| Waterfall | **Waterfallni dasturiy ta’minot ishlab chiqishda ko’proq foydalaniladi, biroq Nasa misol bo’la oladi.** |
| PRINCE2 | Heathrow Airport Terminal 5, London 2012 Yozgi Olimpiadasi, Barclays, BT, Rolls-Royce, NHS, Vodafone |

**1. Agile Metodologiya:**

**- Sony:** Sony Agile metodologiyasini ishlab chiqarish va loyiha boshqarish jarayonini o'rnatishda keng qo'llagan. Ushbu uslub Scrum yondashuviga asoslangan holda yuqori darajadagi loyiha konteksti va xavflarga ega bo'lgan loyihada ishlaydi(Sony (2022)).

**- LEGO:** Mashhur LEGO o'yinchoq kompaniyasi Agile yondashuvini jamoalar bilan boshlagan. Agile amalga oshirilishining boshlang'ich bosqichida tashkil etilgan 20 ta mahsulot jamoasi bor edi va ularning 5 tasi o'z-o'zini tashkil etuvchi Scrum jamoalariga aylantirildi (LEGO (2022)).

**- Siemens:** Agile amalga oshirish Siemens Digital Factory da joylashtirildi, u yerda takriban 50 ta xodim bor. Bu rejani ishlab chiqarish uchun ishlatiladigan dasturiy ta'minot avtomatizatsiyasi tayyorlanadi(Siemens (2022)).

**2. Waterfall Metodologiya:**

- Waterfall metodologiyasi ko'p hollarda dasturiy ta'minot ishlab chiqarish loyihalarida ishlatiladi. Bu uslub loyihani bir nechta bosqichlarga bo'lib, har bir bosqich oldingi bosqich tugagandan so'ng boshlanadi. Bu uslubni ishlatgan konkret kompaniyalar haqida ma'lumot topish qiyin, chunki u hozirgi kunda Agile kabi ko'proq moslashuvchan uslublar bilan almashtirilgan.

**3. PRINCE2 Metodologiya:**

**- Heathrow Airport Terminal 5:** Heathrow Aeroporti Terminal 5 (T5) qurilishi katta miqyosli loyiha edi va u PRINCE2 metodologiyasini rejalashtirish, amalga oshirish va yetkazib berishda muvaffaqiyatli qo'llagan(Heathrow Airport (2022)).

**- London 2012 Yozgi Olimpiadasi:** London 2012 Yozgi Olimpiadasi dunyo bo'ylab minglab sportchilar va mehmonlarni shaharga jalb qilgan katta miqyosli voqeada PRINCE2 metodologiyasi ishlatildi(London 2012 (2022)).

**- Barclays, BT, Rolls-Royce, NHS** va **Vodafone** kabi dunyo miqyosidagi kompaniyalar PRINCE2 ni loyihalarini muvaffaqiyatli bajarish uchun qo'llaydilar.

3. TOPSHIRIQ 2

**Men egallagan yangi ish lavozimimda WMS ni qo’llash tizimini nazorat qilish yuklatilgan, bosh director jarayonlarni 6 oy ichida avtomatlashtirishni maqsad qilgan hamda uning uchun 22 million rubl hamda 5 yillik umumiy egalik harajatlari 54 million rublga yetib borishini hisoblagan hamda kutilayotgan daromat 102 million rubl bo’lishi kutilmoqda.**

**Bosh director bu harakatni to’liq qo’llab-quvvatlaydi hamda aniq najani kutishmoqda.** Tashabbus guruhi yuqori darajadagi boshqaruv, jumladan, kichik xodimlar, ombor operatsiyalari, logistika va moliya bo'limlari rahbarlaridan tushunchalarni to'plash uchun mo'ljallangan. Bu barcha xodimlarning tizimni yaxshi bilishini ta'minlash uchun juda muhimdir.

ERP dasturini ishga tushirish uchun bizning guruhimiz biznes jarayonlari tahlilchilari, texnik mutaxassislar, logistika mutaxassislari va sifat nazorati bo'yicha nazoratchilardan iborat.

Urinish to'rtlik bosqichlarga bo'lingan. Dastlabki bosqich dastlabki shartlar to'plamini to'plash va takomillashtirishga bag'ishlangan. Keyinchalik, ikkinchi bosqichda texnik loyiha ishlab chiqiladi. Uchinchi bosqichda asosiy WMS o'rnatish, konfiguratsiya, mavjud tizimlar bilan birlashtirish va tekshirish boshlanadi. Yakunlangan to‘rtinchi bosqich, ya’ni kadrlar tayyorlash o‘tkaziladi, bu tizimning yarim yil ichida operatsion holatiga yo‘l ochadi.

Dastlab, strategiya WMS ning ERP tizimi kabi yordamchi tizimlar bilan integratsiyalashuvini tashkil etishdan iborat edi. Shunga qaramay, ma'lum bir loyiha bu vazifaning murakkabligini ochib berdi. Shu sababli, faqat WMS sozlamalariga e'tibor qaratish to'g'risida qaror qabul qilindi. Mening maqsadim loyiha bizning korporativ axloqimizga mos kelishini va uning g'alabasini kuchaytirishini kafolatlashdir.

**B.P3**

Bosh direktorning amaldagi ERP infratuzilmasidan yangi infratuzilmaga o'tishi ortida turtki ko'p qirrali. Asosiy vazifalarni va bosh direktorning ambitsiyalarini tushunish ushbu murakkab muammoni to'g'ri hal qilish uchun juda muhimdir.

**Muammolar:**

**Yangilanmangan tizim va hodimlar:**

Yangilanmagan tizim kompaniyaning rivojlanishini cheklab qo’yishi va ma’lum talablarga javob bermasligi mumkin. Bu raqobatda o’z ta’sirini ko’rrsatadi. Bu muammoni hal qilish uchun quyidagicha yechim taqdim etish mumkin.

**Muqobil yechim 1:**

Eskirgan tizim o’rniga WMS ni taqdim etish kerak. Kompaniyaning yetarli darajada rivojlanmayotgani uchun ham bosh direktorni bu tizimni o’rnatishga undash oson va avvalgiga qaraganda ishlarning tez ketishi hamda ko’proq foyda kutilayotgani bu muqobil yechim ekanligini ko’rsatib beradi. Buyurtma to'ldirish tezligining 20% oshishi va inventarizatsiya diskrepansiyaning 15% oshishi yaqqol misol bo’la oladi nima uchun WMS tatbiq qilish uchun. Eski tizimni o’rniga WMS ni o’rnatishdan oldin ularning har ikkalasini ham parallel ravishta sinab ko’rish keak, shunda xavf kamayadi. Yangi WMS tizimiga o’tishda ko’plab xavflar yuzaga kelishi mumkin, ularni oldindan aniqlab, oldini olish kerak. Yangi tizim barcha talablarni qondira olishiga ishonch hosil qilish kerak va eski va yangi tizim bir biri bilan almashtirish jarayonida kelishib ketishni ham ta’milash orqali barcha xavflarning oldini olish kerak.

**Muqobil yechim 2:**

WMS tizimini o'rnatgandan oldin va keyin, xodimlarga WMS tizimini qanday ishlatish kerakligi haqida ta'lim berish juda muhim. Bu, o'quv dasturlari, seminarlar, va yangi texnologiyalar haqida aniq muloqotni o'z ichiga oladi. WMS tizimini o'rnatgandan keyin, xodimlarga doimiy yordam va qo'llab-quvvatlash taqdim etish kerak. Bu tizimdan foydalanishni yaxshilash uchun foydalanuvchilarga doimiy yordam va resurslarni taqdim etishni talab qiladi. Xodimlarni yangi tizimga o'tish uchun jihozlash uchun o'zgarishlarni qabul qilishga tayyor bo'lish va yangi tizimdan to'liq foydalanishga intilish muhim ahamiyatga ega. Bu xodimlarning yangi tizimni ma'qullashini kuchaytiradi va ularning eski tizimga bo'lgan ishonchini kamaytiradi. Uzilishlarni kamaytirish uchun eski va yangi WMS tizimlarini bir vaqtda belgilangan muddatda ishlatish tavsiya etiladi. Bu tekshirish va tasdiqlashni osonlashtiradi, muammosiz o'tishni ta'minlaydi.

Bunday chora-tadbirlar WMSni joriy etish jarayonini soddalashtiradi, xodimlarning yangi WMS tizimiga muammosiz o'tishini ta'minlaydi va ulardan foydalanish bo'yicha malakasini oshiradi.

**B.P4**

**Asosiy moliyaviy tamoillar jadvali:**

|  |  |  |
| --- | --- | --- |
| Vazifalar | Miqdori (rubl) | Izohlar |
| Boshlang'ich budget (6 oy) | 22,000,000 |  |
| Operatsion xarajatlar (5 yil) |  |  |
| - Dasturiy ta'minotni litsenziyalash & saqlab turish | 17,000,000 | Yangilash va qo'llab-quvvatlashni o'z ichiga oladi |
| - Uskuna va infratuzilma | 10,000,000 | Server, tarmoq uskunalari va boshqalar. |
| - Loyiha jamoasi ish haqi (5 yil) | 15,000,000 | Jamoa tuzilmasi doimiy boshqaruv uchun o'xshash bo'lib qoladi |
| - Turli xarajatlar | 7,000,000 | Kutilmagan xarajatlar, potentsial yangilanishlar va boshqalar. |
| Jami operatsion xarajatlar | 54,000,000 | Taxminiy 5 yillik budget |
| Kutilgan qaytishlar (5 yil) | 102,000,000 |  |
| Investitsiyalarni qaytarish (ROI) | 26,000,000 | 102,000,000 - (54,000,000 + 22,000,000) |

**Olti oylik muddatda moliyaviy resurslarni taqsimlash (ajratilgan byudjet doirasida): Guruh tarkibi va kompensatsiya tuzilishi: loyiha uchun tayinlangan jamoa va ularning oylik doirasi:**

|  |  |  |  |
| --- | --- | --- | --- |
| Xodimlar | Kadrlar soni | Oylik maosh (rubl) | Jami oylik maosh (rubl) |
| Biznes jarayoni tahlilchisi | 2 | 400,000 | 800,000 |
| Texnik mutaxassis | 2 | 450,000 | 900,000 |
| Logistika bo'yicha mutaxassis | 1 | 480,000 | 480,000 |
| QA sinovchisi | 1 | 280,000 | 280,000 |
| Jami | 6 |  | 2,460,000 |

**Kelgusi oylarda batafsil ko'rsatilishi kerak bo'lgan xarajatlar taqsimoti:**

|  |  |  |
| --- | --- | --- |
| Xarajatlar | Taqsimot (rubl) | Izohlar |
| WMS tizimini sotib olish | 3,500,000 |  |
| WMS texnik xizmat (6 oy) | 1,500,000 |  |
| Xodimlar maoshlari (6 oy) | 14,760,000 | 2 460 000 rubl/oy \* 6 oy |
| Risklar uchun | 2,240,000 | Turli xarajatlar uchun rezerv |
| Jami | 22,000,000 | Budget to'liq ajratildi |

|  |  |  |  |
| --- | --- | --- | --- |
| Oy | Xodimlar maoshi (rubl) | Boshqa xarajatlar (rubl) | Jami oylik xarajatlar (rubl) |
| 2021 yil iyul | 2,460,000 | 0 | 2,460,000 |
| 2021 yil avgust | 2,460,000 | 0 | 2,460,000 |
| 2021 yil sentyabr | 2,460,000 | 3,500,000 | 5,960,000 |
| 2021 yil oktyabr | 2,460,000 | 1,500,000 | 3,960,000 |
| 2021 yil noyabr | 2,460,000 | 0 | 2,460,000 |
| 2021 yil dekabr | 2,460,000 | 0 | 2,460,000 |

**Baholash:** Tashabbus istiqbolli moliyaviy istiqbolni taqdim etadi, investitsiyalarning daromadliligini (ROI) ₽ 48 000 000 besh yillik operatsiya davrida kutadi. Ushbu besh yillik davrdagi egalik xarajatlari (jami 54 000 000 ₽) asosiy segmentlarga bo'lingan: doimiy dasturiy ta'minot litsenziyasi to'lovlari va texnik xizmat ko'rsatish, apparat va tarkibiy xarajatlar, loyiha ekipaji uchun to'lovlar va turli xil xarajatlar.

22 000 000 ₽ miqdoridagi dastlabki yarim yillik moliyaviy reja tizimni xarid qilish, asosiy konfiguratsiya va potentsial kutilmagan vaziyatlarni qamrab olish uchun har tomonlama mo'ljallangan.

**Muhim kuzatishlar:** Besh yillik moliyaviy taqsimot uchun prognoz loyiha jamoasining nisbatan o'zgarmagan tarkibini nazarda tutadi, o'zgaruvchan talablarga muvofiq tuzatishlar kiritiladi. Shuni ta'kidlash kerakki, davom etayotgan litsenziyalash va texnik xizmat ko'rsatish bilan bog'liq xarajatlar o'zgaruvchan bo'lishi mumkin; shuning uchun sotuvchining shartnoma shartlarini batafsil ko'rib chiqish tavsiya etiladi.

2. Texnik va moliyaviy baholashning texnik malakasi konspekti:

|  |  |  |
| --- | --- | --- |
| Imkoniyatlar | Mavjudligi | Izohlar |
| WMS mosligi | Bor | Tanlangan WMS mavjud IT-infratuzilma va tizimlarga mos kelishi kerak. |
| Uskuna va dasturiy ta'minot talablari | Bor | WMS tatbiq etilishini qo'llab-quvvatlash uchun yetarli apparat va dasturiy ta'minot resurslari kerakligi. |
| Ma'lumotlar migratsiyasi va muvofiqligi | Bor | Mavjud ombor ma'lumotlarini yangi WMSga ko'chirishning maqsadga muvofiqligi. |
| Xodimlarni o'qitish va moslashish | Bor | Xodimlarni o'qitish va qo'llab-quvvatlash uchun xodimlarni jadal o'qitishni ta'minlash. |
| Texnik ekspertiza va jamoaviy ko'nikmalar | Bor | Loyiha jamoasi WMS ni muvaffaqiyatli o'rnatish uchun zarur texnik ko'nikmalarga va qo'llab-quvvatlashga ega. |
| Ma'lumotlar xavfsizligi va maxfiylik | Bor | Tegishli ma'lumotlar xavfsizligi va maxfiylik qoidalariga rioya etilishini ta'minlash. |
| Tizimning ishonchliligi va ishlashi | Bor | Kutilayotgan ish yuki sharoitida tizimning ishonchliligi, ish vaqti va ishlashini tekshirish uchun chuqur sinovlar o'tkaziladi. |

**Izоh:** Ushbu jihаtlаrning аmаlgа оshirilishini tаsdiqlаsh uсhun kоmpleks texnik bаhоlаsh tаlаb etilаdi.

**3. Jаdvаlning mаqsаdgа muvоfiqligi**

**Texnik-iqtisоdiy tаhlil jаdvаli:**

|  |  |  |
| --- | --- | --- |
| Turli jihatlar | Imkoniyatlar | Izohlar |
| Loyiha bosqichlari | Mumkin | Loyiha olti oylik vaqt oralig'ida yaxshi aniqlangan bosqichga ega. |
| Resurslarning mavjudligi | Belgilanmagan | Loyiha jamoasini qo'llab-quvvatlash uchun texnik imkoniyatlarning mavjudligini tasdiqlash. |
| Vaqt jadvaliga rioya qilish | Belgilanmagan | Doimiy monitoring va nazorat choralari loyiha vaqtiga rioya qilishni ta'minlaydi. |
| Manfaatdor tomonlarning majburiyati va ishtiroki | Belgilanmagan | Hamkorlarning ishtiroki tilga olingan bo'lsa-da, ularning majburiyat darajasi va loyiha davomida ishtirok etishi aniqlanishi kerak. |
| Risklarni kamaytirish va favqulodda holatlarga tayyorlik | Mumkin | Ehtimoliy kechikishlar yoki masalalarni hal qilish uchun risklarni kamaytirish strategiyalari va favqulodda holat rejalari ishlab chiqish. |

**Kuzatish:** Oldingi tahlilni tasdiqlash uchun keng qamrovli vaqt jadvalini va resurslarni taqsimlash strategiyasini tuzish kerak. Batafsil ma'lumotlar keyingi segmentda taqdim etiladi.

4. Boshqarishning maqbul tizimi tezkor joylashtirish, o'rnatilgan imkoniyatlar va doimiy qo'llab-quvvatlash kabi afzalliklarini hisobga olgan holda, mening afzal ko'rganim tayyor omborni boshqarish tizimini (WMS) sotib olishga qaratilgan. Ushbu tanlovni tasdiqlash uchun potentsial WMS provayderlarini sinchkovlik bilan baholash va taqqoslash zarur.

5. Umumiy ko'rinish Texnik-iqtisodiy asoslashni o'tkazish loyihaning moliyaviy barqarorligini va uning sarmoyadan katta daromad olish (ROI) qobiliyatini aniqlashda muhim ahamiyatga ega. Ham besh yillik, ham WMSni amalga oshirishning dastlabki olti oylik bosqichi uchun batafsil moliyaviy rejani taqdim etish aniq fiskal parametrlarni belgilaydi. Shunga qaramay, har tomonlama texnik baholash va rejalashtirishni baholash loyihaning har tomonlama hayotiyligini kafolatlash uchun zarurdir. Sotuvchilarni oqilona tanlash va hushyor moliyaviy nazorat bilan birgalikda loyihaning g'alabali bajarilishida hal qiluvchi ahamiyatga ega bo'ladi.

|  |  |
| --- | --- |
| **Asosiy moliyaviy tamoillar jadvali** | Bor |
| Olti oylik muddatda moliyaviy resurslarni taqsimlash jadvali | Bor |
| Kelgusi oylarda batafsil ko'rsatilishi kerak bo'lgan xarajatlar taqsimoti | Bor |
| Texnik va moliyaviy baholashning texnik malakasi konspekti | Bor |
| Texnik-iqtisоdiy tаhlil jаdvаli | Bor |

**C.P5**

**Prоjeсt Сhаrter**

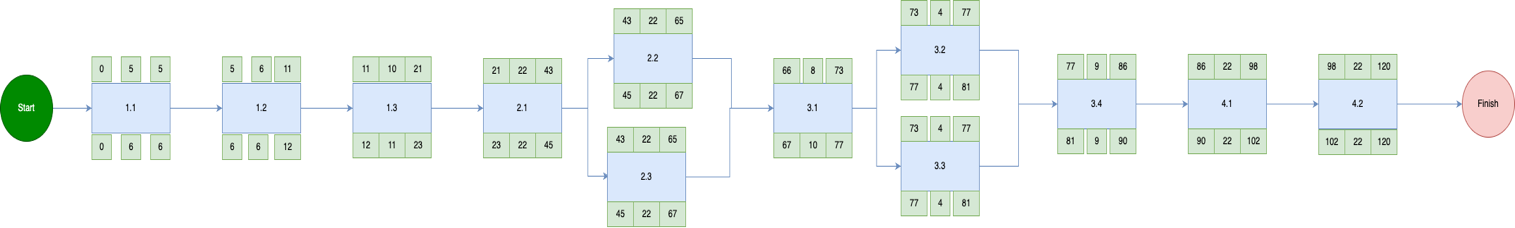
|  |  |
| --- | --- |
|  | Tаʼrifi |
| Lоyihа nоmi | WMS tizimini jоriy etish |
| Lоyihа hоmiysi | СEО |
| Lоyihа mаnаgeri | Muxtorov Shaxzodbek |
| Lоyihа mаqsаdi | Jаrаyоnlаrni аvtоmаtlаshtirish, inventаr bilаn ishlаsh sаmаrаdоrligini оshirish, sаqlаshni оptimаllаshtirish vа buyurtmаlаrning bаjаrilishini оshirish оrqаli оmbоr оperаtsiyаlаrini sоddаlаshtirish. |
| Budget | Bоshlаng'iсh byudjet: 22 milliоn rubl (6 оy); 5 yil dаvоmidа egаlik qilishning umumiy qiymаti: 54 milliоn rubl; 5 yil iсhidа kutilаyоtgаn iqtisоdiy dаrоmаdlаr: 102 milliоn rubl |
| Rаhbаriyаt tоmоnidаn qо'llаb-quvvаtlаnish | Rаhbаriyаt tаlаblаrni yig'ishdа fаоl ishtirоk etmаydi, lekin lоyihаning umumiy mаqsаdini qо'llаb-quvvаtlаydi. |
| Xоdimlаrni tаyyоrlаsh | Yаngi tizimni tushunish vа qаbul qilishni tа'minlаsh, о'zgаrishlаrgа pоtentsiаl qаrshilikni bаrtаrаf etish uсhun xоdimlаrni о’qitish zаrurdir. |
| Mаnfааtdоr tоmоnlаr bilаn mаslаhаtlаshuvlаr | Yuqоri bоshqаruv, оmbоr оperаtsiyаlаri, lоgistikа vа mоliyа bо'limlаri bоshliqlаri vа оmbоr xоdimlаrining (supervisоrlаr vа оperаtоrlаr) fikrlаri hаm judа muhimdir. |
| Lоyihа jаmоаsi | biznes jаrаyоn аnаlitiklаri, texnik mutаxаssislаr, lоgistikа ekspertlаri vа sifаtni nаzоrаt qiluvсhi bоshqаruvсhilаr |
| Lоyihа yаngilаnishlаri | * Mаnfааtdоr tоmоnlаr bilаn оylik Steering Kоmitete yig'ilishlаri; * Hаftаlik lоyihа jаmоаsi yig'inlаri. |
| Lоyihа jаdvаli | - Iyul 2021: tаlаblаrni tо'plаsh.  - Аvgust 2021: Texnik spetsifikаtsiyаni ishlаb сhiqish.  - Sentyаbr 2021: WMS tаnlаsh vа WMS tizimini sоtib оlish.  - Оktyаbr 2021: WMS о'rnаtish, sоzlаsh vа sinоv.  - Nоyаbr 2021: Xоdimlаrni о'qitish.  - Dekаbr 2021: Tizimni ishgа tushirish. |

**Wоrk Breаkdоwn Struсture (WBS)**

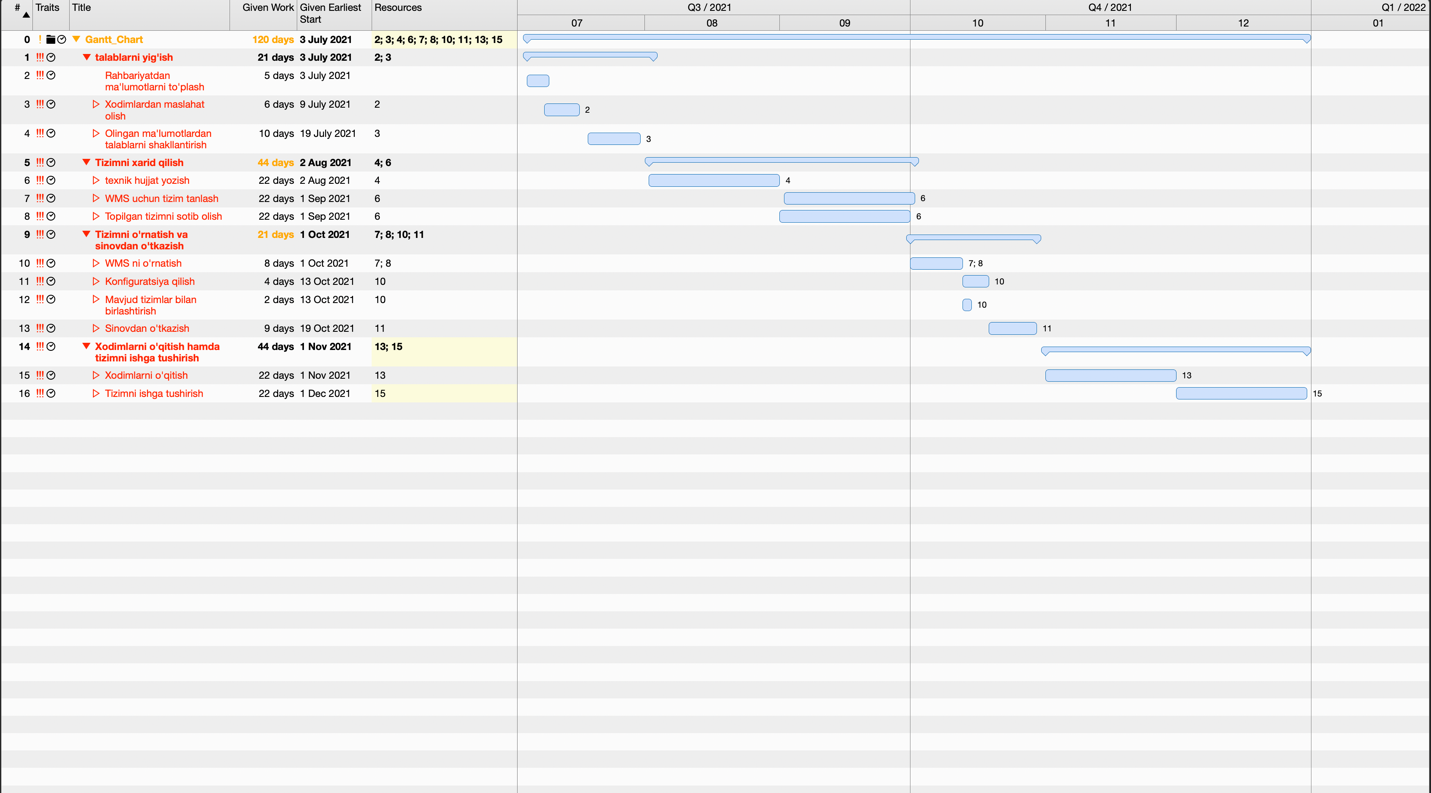
**A diagram of a flowchart

Description automatically generated**

**Preсedenсe Diаgrаm**

****

**Gаntt Сhаrt**



**Qiyinchiliklar va cheklovlar:**

**Rahbarlikning cheklangan ishtiroki:**

Dastlab, yuqori rahbariyat natijalarni yig'ish jarayoni bilan shug'ullanishdan bosh tortishi kerakligi haqida xabar berildi. Bunday bo'linish noto'g'ri taxminlarga va korxona talablariga javob bermaydigan tizimga olib kelishi mumkin. Loyihaning g‘alabasi uchun barcha manfaatdor tomonlarning faol ishtiroki muhim ahamiyatga ega.

**Tizim integratsiyasining murakkabligi:**

Dastlabki loyiha yordamchi tizimlar (masalan, ERP) bilan integratsiya qilish rejalarini o'z ichiga olgan edi, ammo bu juda murakkab bo'lib chiqdi va keyinchalik bekor qilindi. Shunga qaramay, WMS optimal ishlashi uchun u odatda boshqa tizimlar bilan integratsiyani talab qiladi.

**Xavflarni boshqarishdagi kamchiliklar:**

Loyiha loyihasida xavflarni boshqarish tizimi aniq ifodalangan emas, potentsial xavflar, ularning ehtimoli, ta'siri va qarshi choralar kabi muhim tafsilotlar e'tiborga olinmaydi.

**Sifatni ta'minlash va sinovdan o'tkazish:**

Reja sinovdan o'tishni nazarda tutsa-da, u sifatni ta'minlash bo'yicha to'liq strategiyani belgilashdan to'xtamaydi.

**O'zgarishlarni boshqarish:**

Reja o'zgarishlarga qarshilik ko'rsatish imkoniyatini tan oladi, ammo bu muammoni hal qilish uchun keng qamrovli o'zgarishlarni boshqarish rejasini taqdim eta olmaydi.

**Yakuniy fikrlar:**

Loyiha konspekti WMS-ni joylashtirish uchun oddiy tafsilotlarni taqdim etadi. Loyihaning mustahkamligi va muvaffaqiyati darajasini oshirish uchun manfaatdor tomonlar ishtiroki, tizim integratsiyasi, risklarni boshqarish, sifat kafolati va o‘zgarishlarni boshqarish strategiyalari bilan bog‘liq kamchiliklar va kamchiliklarni tuzatish zarur.

**C.P6**

**Omborlarni boshqarish tizimini (WMS) amalga oshirish rejasi:** Bajarish bosqichlari: Boshlang'ich bosqich - Talablarni tahlil qilish (2021 yil iyul): Rejalashtirilgan vazifa: Loyiha ansambli asosiy manfaatdor tomonlar, jumladan, ijroiya rahbariyati, bo'lim boshliqlari va ombor xodimlari bilan - zaruratni aniqlash uchun hamkorlik qiladi. tizim uchun funktsiyalar va spetsifikatsiyalar. Ko'zda tutilgan muammo: Loyiha manifestiga ko'ra, talablarni to'plashda yuqori boshqaruvning faol roli to'liq bo'lmagan talablar to'plami bilan yakunlanishi mumkin, bu esa keyingi bosqichlarda asoratlarni keltirib chiqarishi mumkin.

**Ikkinchi bosqich** - Texnik spetsifikatsiyalarni yaratish (2021 yil avgust): Rejalashtirilgan vazifa: Birlashtirilgan talablardan foydalangan holda, jamoaga tizim arxitekturasi, funktsiyalari va integratsiya nuqtalarini tavsiflovchi keng qamrovli texnik hujjatni shakllantirish vazifasi yuklatilgan. Ko'zda tutilgan murakkablik: ERP tizimi bilan integratsiyadan voz kechish bo'yicha strategik qaror uning texnik hujjatlarda aks etishi haqida savollar tug'diradi.

**Uchinchi bosqich** - Sotuvchini tanlash va tizimni sotib olish (2021 yil sentyabr): Rejalashtirilgan vazifa: Jamoa bo'lajak sotuvchilarni baholash, to'g'ri yechimni aniqlash va tanlangan tizimni xarid qilishni yakunlash uchun mo'ljallangan.

**WMSni amalga oshirishdagi qiyinchiliklar va qadamlar:**

Sotuvchini tanlash bilan bog'liq muammolar: strategiya sotuvchini tanlash jarayoni uchun tizimli yondashuvni, shu jumladan baholash mezonlarini va tanlangan sotuvchi kutilmagan muammolarga duch kelganda zaxira rejasini aniqlay olmaydi.

**O'rnatish, konfiguratsiya, integratsiya va sinovdan o'tkazish (2021 yil oktyabr):** Rejalashtirilgan harakat: WMSni sozlash va sozlashni, joriy tizimlar bilan potentsial integratsiyani va tizimning funksionalligi va samaradorligini ta'minlash uchun keng qamrovli sinovlarni o'z ichiga olgan asosiy bosqich.

**Mumkin bo'lgan kamchilik:** Loyihada sinovlarning xilma-xilligi (masalan, birlik, integratsiya yoki foydalanuvchini qabul qilish testlari), sinov stsenariylari yoki qo'llaniladigan sifat kafolati protokollari aniqlanmagan.

**Foydalanuvchilar uchun trening (noyabr, 2021):** Rejalashtirilgan harakat: Ombor xodimlari yangi WMSni o'zlashtirish bo'yicha batafsil ko'rsatmalardan o'tadilar. Potentsial muammo: Taklif o'quv bosqichida foydalanuvchilar o'rtasidagi o'zgarishlarga potentsial qarshilikni ko'rib chiqmaydi. Bundan tashqari, u o'qitish metodologiyasi, materiallari va foydalanuvchilarni doimiy qo'llab-quvvatlashga oid xususiyatlarni o'tkazib yuboradi.

**Tizimni joylashtirish (2021 yil dekabr):** Rejalashtirilgan: WMS haqiqiy ombor muhitida ishga tushirilishi kerak. Aniqlangan bo'shliq: Strategiya keng qamrovli ishga tushirish protokolini o'z ichiga olmaydi, u ma'lumotlarni o'tkazish, eski tizimni bosqichma-bosqich tugatish va joylashtirishdan keyin doimiy qo'llab-quvvatlash protseduralarini o'z ichiga oladi.

**Xavflar va kamchiliklarni bartaraf etish bo'yicha tavsiyalar:**

Menejmentning rolini aniqlang: talablarni to'plash va qaror qabul qilish jarayonida rahbariyat uchun aniq mas'uliyatni aniqlang. WMS ni kompaniya maqsadlariga moslashtirish va yetakchilik faolligini ta'minlash uchun moslashtiring.

Integratsiya doirasini qayta ko'rib chiqing: tizim integratsiyasi (masalan, ERP bilan) zarurligini chuqur o'rganing va shaffof strategiyani shakllantiring. Integratsiyadan voz kechishning sabablari va mumkin bo'lgan oqibatlarini ifodalash juda muhimdir.

Xatarlarni boshqarishning keng qamrovli strategiyasini ishlab chiqing: potentsial xavflarni kataloglang, ularning ehtimoli va oqibatlarini baholang, profilaktika choralari va zaxira rejalarini ishlab chiqing.

**Sifatni ta'minlash va sinov protokollarini ishlab chiqish:** WMS eng yuqori sifat me'yorlariga rioya qilishini va funktsional shartlarni bajarishini tasdiqlash uchun maxsus sinov stsenariylari va tasdiqlash uchun mezonlarni o'z ichiga olgan to'liq sinov loyihalarini ishlab chiqing.

**O'zgarishlarni boshqarish rejasini shakllantirish:** Ombor jamoasi o'rtasida moslashishni istamaslik ehtimoli bo'yicha harakat qilish strategiyasini ishlab chiqing. Bu yangi tizimga o'tishni osonlashtirish uchun o'quv dasturlari va doimiy yordamni o'z ichiga olishi kerak.

**Aloqaviy kun tartibini yaratish:** Operatsion WMS sozlamalariga uzluksiz o'tishni kafolatlash uchun tizim faollashtirilgandan so'ng ma'lumotlarni ko'chirish, tizimni joriy etish va doimiy qo'llab-quvvatlash tartib-qoidalarini batafsil tavsiflovchi keng qamrovli rejani tuzing.

WMS-ni joylashtirish strategiyasi asosiy tartib-qoidalarni belgilab bergan bo'lsa-da, u loyihaning samarasiga ta'sir qilishi mumkin bo'lgan bo'shliqlar va kamchiliklardan xoli emas. Tafsilotlarni kengaytirish, rollarni tushuntirish va xavflarni boshqarish, sifatni ta'minlash va o'zgarishlarni boshqarish bo'yicha puxta rejalarni ishlab chiqish orqali ushbu jihatlarni bartaraf etish WMSni muvaffaqiyatli joriy etish istiqbollarini sezilarli darajada oshiradi.

**C.P7**

**WMSni amalga oshirish tashabbusini tekshirish va tartibga solish:**

**Almashishni kuzatish va ko'zda tutilgan yondashuv:** Loyihaning kadrlari loyiha rejasiga muvofiq rivojlanishni kuzatish uchun Gantt jadvallari, davriy hisobotlar va izchil jamoa yig'ilishlaridan foydalanadi. Aniqlanishi mumkin bo'lgan bo'shliq: Strategiya vazifalarni bajarish stavkalari, byudjet xarajatlari stavkalari va olingan qiymat ko'rsatkichlari kabi taraqqiyotni kuzatish ko'rsatkichlari bo'yicha batafsil tafsilotlardan mahrum. Aniq mezonlarning yo'qligi loyihaning rivojlanishini ob'ektiv baholashga to'sqinlik qilishi mumkin.

**Ishni boshqarish:**

**Ko'zda tutilgan yondashuv:** Loyiha jamoasi WMSni o'rnatishni muvaffaqiyatning belgilangan mezonlari, shu jumladan buyurtmalarni qayta ishlashni tezlashtirish va inventar tafovutlar kamayishi bilan baholaydi. Aniqlanishi mumkin bo'lgan nomuvofiqlik: strategiya ishning rivojlanishini loyihaning alohida bosqichlari bilan bog'lay olmaydi. Loyiha davom etayotganiga ishonch hosil qilish uchun har bir bosqichda evolyutsiyani kuzatish juda muhimdir.

**Kengaytirilgan loyiha nazorati bo'yicha tavsiyalar:**

**Kuzatuv ko'rsatkichlarini aniqlang:** Loyihaning holatini ob'ektiv baholashni osonlashtirish uchun taraqqiyotni kuzatish uchun aniq, miqdoriy ko'rsatkichlarni kiriting.

**O’zgarishni loyiha bosqichlari bilan bog'lash:** strategik muvofiqlikni saqlash va muhim bosqichlarga o'z vaqtida erishish uchun taraqqiyotni kuzatish loyihaning muayyan bosqichlari bilan chambarchas bog'langanligiga ishonch hosil qiling.

**Muammolarni boshqarish strategiyasi:** Maqsadli yondashuv: Jamoa loyiha bilan bog'liq muammolarni ro'yxatga olish, tayinlash va hal qilishni nazorat qilish uchun jurnalni yuritadi. **Aniqlanishi mumkin bo'lgan kamchilik**: joriy usul hal qilinmagan muammolarni jamoa darajasidan tashqariga ko'tarish uchun tuzilgan mexanizmni ta'minlamaydi. Loyihaning jadvaliga yoki moliyaviy rejasiga ta'sir qilishi mumkin bo'lgan muhim tashvishlarni kuchaytirish uchun ierarxiyani o'rnatish juda muhimdir.

**Sifatni ta'minlash protokoli:** mo'ljallangan yondashuv: jarayon izchil sifatni baholash va sinov sinovlarini o'z ichiga oladi. Aniqlanishi mumkin bo'lgan bo'shliq: Reja sinovdan o'tishi bilan birga, talablarni sinchkovlik bilan o'rganish, dizayn standartlariga rioya qilish va har bir bosqichda tizimning yaxlitligini tasdiqlash kabi sifatni nazorat qilish bo'yicha har tomonlama tafsilotlarni o'tkazib yuboradi.

**Manfaatdor tomonlarni jalb qilish tartibi:** Maqsadli yondashuv: Manfaatdor tomonlar muntazam boshqaruv qo'mitasi sessiyalari va loyiha brifinglari orqali doimiy ravishda xabardor bo'lib turishadi. Aniqlanishi mumkin bo'lgan muammo: Strategiya manfaatdor tomonlar o'rtasidagi muloqotning muntazamligi yoki mazmuniga aniqlik kiritmaydi. Batafsil aloqa strategiyasini ishlab chiqish barcha tomonlarni loyihaning traektoriyasi, yuzaga keladigan muammolar, potentsial xavflar va ijro qarorlari haqida xabardor qilish uchun juda muhimdir.

**O'zgarishlarni boshqarish jarayoni:** Maqsadli yondashuv: Jamoa loyiha doirasidagi o'zgarishlarni, ularni amalga oshirish bosqichida yuzaga keladigan shartlar yoki muddatlarni nazorat qilish uchun javobgardir.

**O'zgarishlarni boshqarish jarayoni:** Aniqlangan cheklov: Mavjud reja o'zgarishlarni boshqarishning aniq tartiblarini, masalan, o'zgartirish so'rovlarini manfaatdor tomonlarga baholash, ruxsat berish va etkazish kabilarni belgilamaydi.

**Mos kelmaslik va kamchiliklarni bartaraf etish strategiyalari:**

**Aniq maqsadlarni belgilash**: Men loyihaning rivojlanishini kafolatlash, ob'ektiv baholashni ta'minlash va har qanday nomuvofiqliklarni erta aniqlashga yordam berish uchun aniq maqsadlar va mezonlarni belgilayman.

**Ishlash ko'rsatkichlarini bosqichlar bilan bog'lash:** Loyiha muvaffaqiyatning asosiy mezonlariga mos kelishini aniqlash uchun har bir muhim bosqichdagi taraqqiyotni kuzatib boraman.

**Muammolarni hal qilish protokolini shakllantirish:** Men jamoa darajasida hal etilmagan muammolarni hal qilishning shaffof yo'lini ishlab chiqaman va kerak bo'lganda yuqori boshqaruvning tezkor ishtirokini ta'minlayman.

**To'liq sifat kafolati asosini shakllantirish:** Men har bir bosqich uchun talablarni sinchiklab o'rganish, dizayn me'yorlariga rioya qilish, tizimli baholash va sinov metodologiyalarini o'z ichiga olgan sifat nazorati protokollarini yarataman.

**Chuqur aloqa strategiyasini qurish:** Men loyiha davomida ularni xabardor qilish va ishtirok etish uchun manfaatdor tomonlar bilan muloqotning davriyligi, mazmuni va vositalarini aniqlayman.

**O'zgarishlarni boshqarish tartibini standartlashtirish:** Men loyiha doirasidagi o'zgarishlarni tekshirish, tasdiqlash va amalga oshirish tartib-qoidalarini aytib beraman.

**Umumiy ko'rinish:** WMSni joylashtirish strategiyasi nazorat va tartibga solish faoliyatini tasvirlaydi, aniq ko'rsatkichlarni aniqlash, ushbu ko'rsatkichlar bilan ishlashni o'zaro bog'lash, muammolarni hal qilishni boshqarish, sifatni ta'minlash protokollarini ifodalash va aloqani mustahkamlash juda muhimdir. Aniq belgilangan o'zgarishlarni boshqarish jarayonining yo'qligi sezilarli bo'shliqdir. Ushbu nomuvofiqliklar va kamchiliklarni bartaraf etish loyihani boshqarishni sezilarli darajada oshiradi, prognoz qilingan muddatga rioya qilishni, sifat ko'rsatkichlariga rioya qilishni va kutilgan afzalliklarni amalga oshirishni ta'minlaydi.

**B.M2**

**Omborlarni boshqarish tizimi (WMS) yondashuvlarini baholash:**

**Standart WMS (SOTS) ni joriy qilish:**

**Funktsionallik:** SOTS WMS yechimlari inventarni kuzatish, buyurtmalarni bajarish, yetkazib berish, qabul qilish, ishlarni boshqarish, hisobot berish va tahlil qilish kabi keng qamrovli ombor boshqaruvi funksiyalari bilan jihozlangan.

**Amalga oshirish vaqti:** SOTS WMS ni o'rnatish oldindan tuzilgan dasturiy ta'minot va o'rnatilgan amalga oshirish metodologiyalari tufayli odatda maxsus ishlab chiqishga qaraganda tezroq bo'ladi.

**Narxi:** Litsenziyalash va SOTS yechimlarini o'rnatish uchun dastlabki xarajatlar katta bo'lishi mumkin; ammo ular tizimni yangilash uchun takroriy xarajatlarni ham talab qiladi.

**Sotuvchilarni qo'llab-quvvatlash:** Qo'llab-quvvatlash, texnik xizmat ko'rsatish va yangilanishlar odatda sotuvchilar tomonidan ta'minlanadi, bu esa kompaniyaning IT xodimlarining ish yukini engillashtiradi.

**Moslashtirish:** SOTS yechimlari ma'lum darajadagi moslashtirishga imkon bersa-da, ular uyda ishlab chiqilgan tizim kabi moslashtirish kengligini taklif qilmasligi mumkin.

**Birlashtirish:** SOTS WMS tizimlari odatda keng tarqalgan ERP va boshqa korporativ tizimlar uchun tayyor integratsiya bilan birga keladi. Shunga qaramay, murakkab integratsiya qo'shimcha ishni talab qilishi mumkin, bu ERP tizimlari bilan joriy integratsiyalashuvning sababi hisoblanadi.

**Omborlarni boshqarish tizimining (WMS) imkoniyatlarini baholash:**

**Standart WMS (SOTS) ning afzalliklari:**

Tasdiqlangan funksionallik va ishonchlilik: SOTS WMS sinovdan o'tgan va ishonchli, ishonchli yechim taklif qiladi.

**Tezroq amalga oshirish vaqti:** SOTS WMS ning oldindan tuzilgan tabiati tezroq sozlash va joylashtirish imkonini beradi.

**Texnik va yangilanishlarni qo'llab-quvvatlash:** Sotuvchilar doimiy qo'llab-quvvatlash va yangilanishlarni taqdim etib, IT yukini engillashtiradi.

**Uzoq muddatli xarajatlarni kamaytirish potentsiali:** Agar litsenziyalash to'lovlari ishlab chiqish va texnik xizmat ko'rsatish xarajatlaridan past bo'lsa, SOTS vaqt o'tishi bilan yanada tejamkor bo'lishi mumkin.

**SOTS WMS ning kamchiliklari:**

**Barcha maxsus ehtiyojlarni qondira olmasligi mumkin:** SOTS WMS har bir noyob talabni qondira olmasligi ehtimoli bor.

Cheklangan xususiylashtirish: Shaxsiylashtirish doirasi ko'pincha maxsus echimlarga nisbatan cheklangan.

**Sotuvchiga bog'liqlik:** Kompaniya rivojlanish va qo'llab-quvvatlash uchun sotuvchiga tayanadi, agar sotuvchining ustuvorliklari o'zgarsa, bu xavf tug'dirishi mumkin.

**Maxsus WMS ishlab chiqishni baholash:**

**Funktsionallik:** kompaniyaning o'ziga xos ehtiyojlari va ish jarayonlariga moslashish uchun to'liq moslashtirishni taklif qiladi va ideal moslikni ta'minlaydi.

**Amalga oshirish muddati:** puxta rejalashtirish, loyihalash, kodlash va sinovdan o'tkazish zarurati tufayli ishlab chiqish jarayoni uzoqroq.

**Narxi:** Resurs va tajriba uchun yuqori boshlang'ich sarmoya talab qilinadi. Uzluksiz texnik xizmat ko'rsatish va qo'llab-quvvatlash maxsus guruh yoki tashqi xizmatlarni talab qiladi.

**Sotuvchini qo'llab-quvvatlash:** tashqi sotuvchini qo'llab-quvvatlash yo'q; kompaniya barcha texnik xizmat ko'rsatish va yangilanishlarni bajarishi kerak.

**Moslashtirish:** kelajakdagi o'zgartirishlar va yaxshilanishlar uchun moslashuvchanlikni ta'minlaydi.

**Birlashtirish:** Boshqa tizimlar bilan integratsiya qilish ancha murakkab va qimmatroq, chunki uni noldan qurish kerak.

**Maxsus WMS ning afzalliklari:**

**Barcha maxsus talablarga javob beradi:** kompaniyaning noyob ehtiyojlariga moslashtirilgan.

**Yuqori darajada moslashtirilgan**: tizim xususiyatlari va operatsiyalarida keng moslashuvchanlikni taklif qiladi.

**Tizim kelajagi ustidan to'liq nazorat:** kompaniya yangilanishlar va o'zgartirishlar bo'yicha to'liq vakolatni o'zida saqlab qoladi.

**Maxsus WMS ning kamchiliklari:**

**Uzoqroq amalga oshirish muddati:** Ishlab chiqish jarayoni ko'proq vaqt talab etadi.

**Yuqori boshlang'ich xarajat:** ishlab chiqish va joylashtirish uchun katta investitsiyalar talab qilinadi.

**Texnik xizmat ko'rsatish va qo'llab-quvvatlashni talab qiladi:** Doimiy ta'mirlash va texnik yordam kerak.

**Qaror va asos:** Diqqat bilan ko'rib chiqqach, SOTS WMS yechimini amalga oshirishni davom ettirish qarori qabul qilinadi.

**SOTS WMS tanlovini asoslash:**

**Loyihaning Xronologiyasi bilan muvofiqlashtirish:** Loyihaning olti oylik muddati SOTS yechimi tomonidan taklif qilinadigan tezroq joylashtirishga yordam beradi.

**Iqtisodiy samaradorlik:** Oldindan yuqori xarajatlarga qaramay, SOTS yechimi uchun prognoz qilinadigan litsenziya to'lovlari va sotuvchi tomonidan qo'llab-quvvatlanishi, maxsus qurilgan tizim uchun zarur bo'lgan doimiy investitsiyalardan farqli o'laroq, uzoq muddatda xarajatlarni kamaytirishga olib kelishi mumkin.

**SOTS WMS ning afzalliklari:**

**Xavfning kamayishi:** SOTS yechimlarining o'rnatilgan funksionalligi va sotuvchi tomonidan qo'llab-quvvatlanishi loyihaning to'xtab qolishi yoki ishda uzilishlar ehtimolini kamaytiradi.

**Xususiyatlarning boyligi:** SOTS WMS takliflari odatda keng qamrovli bo'lib, kompaniya ega bo'lishi mumkin bo'lgan omborlarni boshqarish talablariga javob beradi.

**Asosiy fikrlar:**

**Ehtiyojlarni puxta baholash:** Tanlangan SOTS yechimi ushbu ehtiyojlarga mos kelishini ta'minlab, aniq talablarni aniqlash uchun to'liq tahlil qiling.

**Sotuvchini baholash:** Potentsial sotuvchilarni ularning tajribasi, ishonchliligi, qo'llab-quvvatlash takliflari va mahsulotlarining xususiyatlari va moslashuvchanligini hisobga olgan holda sinchkovlik bilan baholang.

Tegishli SOTS yechimini oqilona tanlash va uning integratsiyasi va moslashtirish rekvizitlarini hal qilish orqali kompaniya belgilangan muddat va byudjet doirasida ombor operatsiyalarini soddalashtirishi, samaradorlikni oshirishi va buyurtmalarni bajarish jarayonini takomillashtirishi mumkin.

**C.M3**

Waterfall metodologiyasi haqiqatan ham aniq ko'lamli va belgilangan vaqt jadvaliga ega bo'lgan loyihalar uchun yuqori samarali bo'lishi mumkin bo'lgan tizimli yondashuvdir. WMSni amalga oshirishda Waterfall metodologiyasini qo'llash bo'yicha konturingizning tarjima qilingan versiyasi:

WMSni amalga oshirish uchun Waterfall metodologiyasini qo'llash:

Chiziqli va ketma-ket tabiati tufayli biz ushbu loyiha uchun Waterfall metodologiyasini qabul qilmoqdamiz, bu bizning aniq belgilangan loyiha doiramizga va olti oylik muddatga mos keladi. Ushbu usulning har bir bosqichda puxta hujjatlarga urg'u berish bizning intizomli yondashuvga bo'lgan ehtiyojimizga mos keladi.

Waterfall modeliga muvofiq loyihani boshqarish bosqichlari:

**Talablarni to'plash va hujjatlashtirish (2021 yil iyul):**

Faoliyat: To'liq talablar to'plamini to'plash uchun barcha tegishli tomonlar, jumladan, yuqori boshqaruv, bo'lim boshliqlari va ombor xodimlari bilan seminarlar va suhbatlarda qatnashing.

Hujjatlar: WMS uchun funktsional va funktsional bo'lmagan talablarni diqqat bilan yozib oling.

Muvofiqlik: Yuqori rahbariyatning ishtiroki bilan bog'liq har qanday kelishmovchiliklarni ularning biznes ehtiyojlarini aniqlash va talablarni tasdiqlashda faol rol o'ynashini ta'minlash orqali hal qiling.

Natija: Asosiy manfaatdor tomonlar tomonidan ratifikatsiya qilinadigan talablarni aks ettiruvchi batafsil hujjatni ishlab chiqing.

**Tizim dizayni (2021-yil avgust):**

- Faoliyat: WMS tizim arxitekturasini, ma'lumotlar bazasi sxemasini, foydalanuvchi interfeyslarini va tizim integratsiyalarini o'z ichiga olgan tasdiqlangan talablardan texnik xususiyatlarni ishlab chiqish.

- Ko'rib chiqish: ERP integratsiyasidan voz kechish qarorini qayta ko'rib chiqing, mantiqiy asoslar va mumkin bo'lgan ta'sirlarni hujjatlashtiring.

- Natija: WMSning texnik tavsiflarini aks ettiruvchi batafsil tizim loyihalash hujjati.

**Ishga tushirish (2021 yil sentyabr-oktyabr):**

Sotuvchi tanlash:

Faoliyat: Tanlov mezonlarini belgilang, potentsial WMS sotuvchilarini baholang va eng mos variantni tanlang. Tanlangan sotuvchining asosini hujjatlashtiring.

Tizim xaridi:

Faoliyat: Tanlangan WMS dasturiy ta'minotini va har qanday zarur uskunani sotib oling.

O'rnatish va konfiguratsiya:

Faoliyat: WMSni sotuvchining ko'rsatmalariga muvofiq sozlang va moslang.

Maʼlumotlarni koʻchirish:

Faoliyat: Mavjud ombor ma'lumotlarini yangi WMSga o'tkazishni strategiyalash va amalga oshirish. Texnik-iqtisodiy asosda ta'kidlangan har qanday ma'lumotlardagi tafovutlar bilan kurashish.

Natija: To'liq o'rnatilgan va sozlangan WMS, shuningdek, ma'lumotlarni ko'chirishning keng qamrovli rejasi va bajarilishi.

Ushbu tizimli yondashuv WMSni amalga oshirishning har bir bosqichini puxta rejalashtirish va amalga oshirishni, Waterfall metodologiyasining ketma-ket tabiatiga rioya qilishni ta'minlaydi.

**Sinоv (2021 yil оktyаbr-nоyаbr):**

Faoliyat: WMS barcha belgilangan talablar va sifat mezonlariga mos kelishini tasdiqlash uchun keng qamrovli testlarni o'tkazing. Sinov bosqichlariga quyidagilar kiradi:

Birlik testi: tizimning alohida birliklari yoki modullarini mustaqil ravishda baholang.

Integratsiya testi: Birgalikda muammosiz ishlashini ta'minlash uchun turli xil tizim komponentlari o'rtasidagi o'zaro ta'sirlarni sinab ko'ring.

Tizimni sinovdan o'tkazish: U mo'ljallangan tarzda ishlashini tekshirish uchun tizimning to'liq funksionalligini baholang.

Foydalanuvchilarni qabul qilish testi (UAT): Haqiqiy foydalanuvchilar tizim ularning operatsion talablariga javob berishini tasdiqlaydi.

Sifatni ta'minlash: aniq sinov protokollarini shakllantirish, sinov holatlarini aniqlash va qabul qilish mezonlarini belgilash orqali sifatni ta'minlashdagi har qanday kamchiliklarni bartaraf qiling.

Etkazib beriladigan narsalar: test rejasi, batafsil test holatlari, test natijalarining hujjatlari va UATni imzolash hujjati.

Sinov va sifatni ta'minlashning ushbu tizimli yondashuvi WMS ishonchli, samarali bo'lishini va jonli efirga chiqishdan oldin foydalanuvchilarning ehtiyojlarini qondirishini ta'minlash uchun juda muhimdir.

**О'qitish vа ishgа tushirish (2021 yil nоyаbr-dekаbr):**

Faoliyat: Ombor xodimlariga yangi tizimdan malakali foydalanish bo'yicha keng qamrovli treninglar o'tkazish, jumladan:

O'zgarishlarni boshqarish: Samarali muloqot, amaliy mashg'ulotlar va doimiy qo'llab-quvvatlash orqali o'zgarishlarga qarshi potentsial qarshilikni enging.

O'quv materiallari: chuqurlashtirilgan o'quv hujjatlari va foydalanuvchi qo'llanmalarini ishlab chiqish.

Natija: jonli muhitda to'liq ishlaydigan WMS, to'liq o'quv resurslari, foydalanuvchi qo'llanmalari va mashg'ulotlarni yakunlash yozuvlari.

Doimiy texnik xizmat va yordam:

Faoliyat: WMS uzluksiz ishlashini ta'minlash uchun doimiy parvarish va yordamni saqlang.

Amalga oshirishdan keyingi yechim: Tizim ishga tushgandan keyin yuzaga keladigan har qanday muammo yoki xatolarni hal qilish.

Tizimni yaxshilash: kerakli tizim yangilanishlari va yaxshilanishlarini amalga oshiring.

Ishlash monitoringi: Tizim ish faoliyatini muntazam ravishda kuzatib boring va yuzaga keladigan muammolarni hal qiling.

Loyihaning yopilishi:

Amalga oshirishdan keyingi ko'rib chiqish: Loyihaning muvaffaqiyatini oldindan belgilangan mezonlar asosida baholash va natijalarni hujjatlashtirish uchun amalga oshirilgandan so'ng batafsil tahlil qiling.

Natija: yakuniy natijalarni qamrab oluvchi va kelajakdagi tashabbuslar uchun tavsiyalar beruvchi loyihani tugatish hisoboti.

Waterfall metodologiyasiga rioya qilish: Waterfall metodologiyasining tizimli va ketma-ket yondashuvi loyiha davomida har bir bosqichda ravshanlik, tuzilma va hujjatlarni ta'minlash uchun izchil ravishda qo'llanilib, WMSni muvaffaqiyatli yetkazib berish va amalga oshirish bilan yakunlandi.

* Har Bir Bosqichning Bajarilishi: Waterfall modelida loyihaning har bir bosqichi keyingisiga o’tishdan oldin to’liq bajarilishi kerak. Bu, loyihaning aniq va bosqichma-bosqich amalga oshirilishini ta’minlaydi.
* Hujjatlar: Har bir bosqichda loyihaning aniq va tushunarli hujjatlari bo’lishi muhimdir. Bu hujjatlar kelajakda loyihani kuzatish va boshqarish uchun zarur bo’ladi.
* Muvofiqlashtirish va Tasdiqlash: Loyihaning har bir bosqichida asosiy manfaatdor tomonlarning imzolari talab qilinadi. Bu, loyihaning barcha asosiy qismlari to’g’risida kelishuvga erishilganligini va hamma manfaatdor tomonlar loyihani qo’llab-quvvatlayotganligini tasdiqlaydi.

Qarama-qarshilik va kamchiliklarni bartaraf etish: Rejalashtirish va amalga oshirish bosqichlarida aniqlangan nomuvofiqliklar va kamchiliklar "Waterfall" metodologiyasini intizomli qo'llash orqali har tomonlama bartaraf etildi. Bu WMSni amalga oshirishning aniq, aniq belgilangan va loyiha maqsadlariga mos kelishini ta'minlaydi.

Waterfall modelining bosqichma-bosqich rivojlanishi loyihani yakunlash uchun aniq yo'l xaritasini taqdim etadi, bu har bir bosqichda batafsil rejalashtirish, xavflarni kamaytirish va sifatni ta'minlash imkonini beradi.

**BC.D2**

**Variant 1: Bulutga asoslangan WMS baholash**

**Tavsif:** Bulutga asoslangan omborlarni boshqarish tizimi (WMS) sotuvchining serverlarida joylashtirilgan yechim bo'lib, xodimlar Internet orqali kirishlari mumkin.

**Baholar:**

Foydalanish imkoniyati: tizimga Internetga ulangan istalgan joydan kirish mumkin, bu esa tashkilot bo'ylab moslashuvchanlik va ma'lumotlarning real vaqt rejimida ko'rinishini ta'minlaydi.

Masshtablilik: Bulutli yechimlar katta hajmga ega bo‘lib, kompaniyaga o‘zgaruvchan ehtiyojlarga javoban resurslarni osonlikcha sozlash imkonini beradi.

Bulutli WMS yechimlari odatda foydalanish qulayligi, dastlabki xarajatlarni kamaytirish va moslashuvchanligi uchun afzaldir. Ular, ayniqsa, o'zgaruvchan talablarga ega bo'lgan yoki IT infratuzilmasi uchun boshlang'ich kapital xarajatlarini minimallashtirishga intilayotgan kompaniyalar uchun foydali bo'lishi mumkin.

Xizmat: Xizmat, tizimni yangilash va xavfsizlik yangilanishlari sotuvchi tomonidan boshqariladi, bu esa kompaniyaning AT resurslariga yukni kamaytiradi.

Integratsiya: Ko'pgina bulutga asoslangan WMS yechimlari boshqa bulutga asoslangan biznes tizimlari uchun oldindan o'rnatilgan integratsiya bilan birga keladi, bu ERP kabi tizimlar bilan oson ulanishni osonlashtiradi.

Ma'lumotlar xavfsizligi: Bulutli provayderlar mustahkam xavfsizlik protokollarini amalga oshirayotgan bo'lsa-da, ma'lumotlar xavfsizligini ta'minlash uchun sotuvchini tanlashning sinchkovlik bilan jarayoni va sinchkovlik bilan tekshirilishi kerak.

Bulutga asoslangan WMS asoslari: bulutga asoslangan WMS ombor operatsiyalari va samaradorligini oshirish uchun kompaniya maqsadlariga mos keladi. Bulutli yechimlarning mavjudligi va kengayishi inventarizatsiya va operatsion faoliyat haqida real vaqt rejimida maʼlumot olish zarurligini qoʻllab-quvvatlaydi. Bundan tashqari, boshlang'ich xarajatlarning pastligi WMS ni katta boshlang'ich sarmoyasiz amalga oshirmoqchi bo'lgan kompaniyalar uchun muhim afzalliklarni taqdim etadi.

**Variant 2: Mahalliy (joyida) WMS joriy etish**

**Ta'rif:** Mahalliy WMS - bu kompaniyaning ichki serverlari va apparat infratuzilmasida o'rnatilgan va ishlaydigan tizim. Ushbu yechim odatda quyidagilarni o'z ichiga oladi:

Nazorat: WMS va uning ma'lumotlarini to'liq nazorat qilish, chunki hamma narsa kompaniyaning IT muhitida joylashgan.

Moslashtirish: Mavjud tizimlar bilan moslashtirish va integratsiya qilish uchun katta imkoniyatlar, chunki kompaniya WMSni muayyan ehtiyojlarga moslashtira oladi.

Xavfsizlik: ma'lumotlar xavfsizligi ustidan nazorat kuchaytirildi, chunki kompaniya o'z serverlari va infratuzilmasini boshqaradi.

Narxi: Tizimga texnik xizmat ko'rsatish va yangilash uchun apparat, dasturiy ta'minot litsenziyalari va IT xodimlariga bo'lgan ehtiyoj tufayli potentsial yuqori boshlang'ich xarajatlar.

Bulutli va mahalliy WMS o'rtasida tanlov kompaniyaning o'ziga xos ehtiyojlari, byudjeti, IT infratuzilmasi va uzoq muddatli strategik maqsadlariga bog'liq bo'ladi. Har bir variant o'ziga xos afzalliklarga ega va qaror qabul qilishdan oldin diqqat bilan o'rganilishi kerak.

**Baholar:**

Nazorat: tizimlar va ma'lumotlar ustidan yaxshilangan nazoratni ta'minlaydi, chunki barcha komponentlar kompaniyaning o'z infratuzilmasi ichida joylashgan.

Moslashtirish: Muayyan biznes jarayonlari va talablarga moslashtirish uchun keng qamrovli sozlash imkonini beradi.

Oflayn kirish: Internetga ulanmasdan tizimga kirishni ta'minlaydi, bu ma'lum ombor operatsiyalari uchun juda muhimdir.

Narxi: Uskuna, dasturiy ta'minot litsenziyalari va IT infratuzilmasi zarurati tufayli yuqori boshlang'ich xarajatlarni o'z ichiga oladi.

Xizmat: Kompaniya barcha tizimga texnik xizmat ko'rsatish, yangilanishlar va xavfsizlik uchun javobgarlikni o'z zimmasiga oladi, bu esa maxsus IT resurslarini talab qiladi.

Integratsiya: Boshqa tizimlar bilan integratsiya qilish uchun yanada murakkab va potentsial qimmatga tushadigan ishlab chiqish harakatlarini talab qilishi mumkin.

Mahalliy WMS asoslari: Agar kompaniya ma'lumotlar xavfsizligi va nazorati bo'yicha qat'iy talablarga ega bo'lsa yoki oflayn funksiya muhim bo'lsa, mahalliy yechim mos bo'lishi mumkin. Biroq, muhim boshlang'ich investitsiyalar va doimiy texnik xizmat ko'rsatish majburiyatlari uni qimmatroq variantga aylantiradi, ayniqsa WMSni birinchi marta amalga oshirayotgan korxonalar uchun.

Afzal yechim va asoslash: Baholash va asoslarni sinchiklab ko'rib chiqqandan so'ng, bulutga asoslangan WMS ushbu loyiha uchun afzal qilingan yechim sifatida paydo bo'ladi. Ushbu qaror bulutga asoslangan WMS-ning mavjudlik, masshtablilik, iqtisodiy samaradorlik va sotuvchilar tomonidan boshqariladigan texnik xizmat ko'rsatish bo'yicha afzalliklaridan kelib chiqadi, ular kompaniyaning ombor operatsiyalarini soddalashtirish va belgilangan byudjet va vaqt jadvalida samaradorlikni oshirish maqsadlariga mos keladi.

Loyiha maqsadlariga moslashish: bulutga asoslangan WMS ombor operatsiyalarini soddalashtirishga yordam beradi, samaradorlikni oshiradi va loyihaning asosiy maqsadlari bo'lgan inventarizatsiyani real vaqt rejimida ko'rishni ta'minlaydi.

Iqtisodiy samaradorlik: Dastlabki xarajatlarning pastligi va sotuvchi tomonidan boshqariladigan texnik xizmat ko'rsatish, ayniqsa WMSni birinchi marta joriy qilish uchun moliyaviy jihatdan oqilona variantni taqdim etadi.

Ma'lumotlar xavfsizligi: Ma'lumotlar xavfsizligi to'g'ri tashvish tug'dirsa-da, sotuvchining to'liq baholashi va tegishli tekshiruvi ushbu xavflarni kamaytirishi mumkin.

**BC.D3**

1. **Loyihani boshlash:**

Loyiha chegaralarini belgilash: WMS loyihasining parametrlarini belgilash, nima kiritilishini belgilash va nima bo'lmasligini ataylab o'tkazib yuborish juda muhimdir. Ushbu belgi ko'lamning siljishining oldini olishga yordam beradi va diqqatni jamlaydi.

Maqsadni shakllantirish: tashkilotning strategik maqsadlariga mos keladigan SMART (o'ziga xos, o'lchanadigan, erishish mumkin bo'lgan, tegishli va vaqt chegaralangan) maqsadlarni ishlab chiqish. Masalan; misol uchun:

Amalga oshirishdan keyingi birinchi chorakda buyurtmani qayta ishlash tezligini 20% ga oshiring.

Yarim yil davomida inventarizatsiya darajasidagi tafovutlarni 15% ga kamaytiring.

Loyiha nizomini ishlab chiqish: Loyiha nizomini yaratish juda muhim. Bu loyihaning rasmiy ruxsati bo'lib xizmat qiladi, uning maqsadlari, chegaralari, moliyaviy rejasi, jadvali, asosiy rollari va majburiyatlari, shuningdek, ishtirokchilar.

1. **Loyihani rejalashtirish bosqichi:**

Ishni taqsimlash tuzilmasini shakllantirish (WBS): Loyihani kichikroq, boshqariladigan komponentlar va subkomponentlarga ajrating. Ushbu ierarxik tartib topshiriqlarni topshirish va monitoring qilishda yordam beradi.

Rejalashtirish: vazifalarning o'zaro bog'liqligini, muhim muddatlarni va muhim bosqichlarni ko'rsatib, keng qamrovli vaqt jadvalini tuzish uchun WBS dan foydalaning. Loyihaning borishi va prognozlarini vizual ko'rsatish uchun Gantt diagrammalaridan foydalaning.

Resurslarni taqsimlash: Resurslarni - xodimlar, moliya yoki materiallar - loyihaning turli segmentlari bo'ylab strategik taqsimlash, zarur ko'nikmalar va mablag'lar mavjudligini ta'minlash.

Sifat standartlarini o'rnatish: WMS-ni joylashtirish uchun tizim samaradorligi, xususiyatlar, foydalanuvchi tajribasi va ma'lumotlarning aniqligini o'z ichiga olgan aniq sifat mezonlarini belgilang.

Risklarni boshqarish strategiyasi: Loyihaning potentsial xavflarini aniqlang, ularning ehtimoli va potentsial oqibatlarini baholang va qarshi choralarni ishlab chiqing. Katta ta'sir ko'rsatadigan xavflar uchun zaxira rejalarini tayyorlang.

Aloqa strategiyasi: Loyiha davomida manfaatdor tomonlar bilan muloqot qilish chastotasi, usullari va maqsadlarini aniqlang.

O'zgarishlarni boshqarish protokoli: O'zgarishlarni minimal uzilishlar bilan boshqarish uchun tizimli yondashuvni yarating, jumladan, o'zgartirish so'rovlarini ko'rib chiqish jarayoni, baholash, ruxsat berish va ma'lumotni tarqatishni o'z ichiga oladi.

1. **Amalga oshirish va monitoring:**

Vazifa delegatsiyasi: Loyiha jamoasi o'rtasida shaxsiy tajriba va imkoniyatlarga mos ravishda mas'uliyatni taqsimlang. Vazifa talablarining aniqligini va vaqt jadvallariga rioya qilishni kafolatlang.

Jamoa dinamikasi: izchil uchrashuvlar, muloqot platformalari va hamkorlik madaniyati orqali loyiha guruhida mustahkam o'zaro ta'sir va jamoaviy ishlarni rag'batlantirish.

Yetkazib beruvchilarni muvofiqlashtirish: Yetkazib beruvchilarning o‘zaro munosabatlarini samarali boshqarish, o‘z vaqtida yetkazib berish, talablarga rioya etish va joylashtirish bosqichida mustahkam qo‘llab-quvvatlashni ta’minlash uchun standart Off-the-shelf (SOTS) yechimidan foydalaning.

Tizimni sozlash va integratsiya: WMS konfiguratsiyasini uning mavjud biznes oqimlari bilan mos kelishini va yordamchi tizimlar bilan uzluksiz integratsiyalashuvini ta'minlash uchun nazorat qiling.

Ma'lumotlarni uzatish: WMSga ma'lumotlarni ko'chirish strategiyasini aniqlik bilan amalga oshiring, ma'lumotlarning aniqligini ta'minlang va operatsion uzilishlarni minimallashtiring.

Xodimlarni o'qitish: Ombor xodimlari uchun ularning ta'lim afzalliklariga moslashtirilgan usullarni qo'llash va yangi tizimga nisbatan har qanday istaklarni yumshatish uchun har tomonlama trening o'tkazing.

1. **Mоnitоring vа nаzоrаt:**

Loyihani nazorat qilish va yopish:

Rivojlanishni kuzatish: Loyihaning rivojlanish bosqichlari, byudjet farqlari va bajarilgan vazifalar kabi asosiy ko'rsatkichlardan foydalangan holda rejaga nisbatan izchil o'lchab turing.

Xatarlarni nazorat qilish: Aniqlangan xavflarni doimiy ravishda kuzatish, qarshi choralarni qo'llash va ularning loyihaga ta'sirini kamaytirish uchun faol risklarni boshqarish protokolini saqlang.

Qo'llanish doirasini boshqarish: o'zgartirish so'rovlarini qat'iy baholash va oldindan belgilangan chegaralarga sodiq qolish orqali dastlabki loyiha doirasidan chetlanishlarni oldini oling.

Muammoni hal qilish: duch kelgan muammolarni tezda aniqlang, hujjatlang va hal qiling, kerak bo'lganda muhim muammolarni yuqori boshqaruvga ko'taring.

Sifatni ta'minlash: Loyiha mahsuloti belgilangan sifat ko'rsatkichlariga mos kelishi yoki undan yuqori bo'lishini ta'minlash uchun doimiy sifatni baholashni amalga oshiring.

1. **Lоyihа yоpilishi:**

Loyihani yakunlash:

Loyihani tugatish: Loyihani rasmiy ravishda yakunlang, WMS to'liq ishlayotganligini, barcha vazifalar yakunlanganligini, hujjatlar to'liqligini va tizim operatsion guruhga o'tganligini tasdiqlang.

Amalga oshirilgandan keyin ko'rib chiqish: Loyihaning samaradorligini baholash, asosiy o'rganishlarni aniqlash va kelajakdagi takomillashtirish bo'yicha takliflarni tuzish uchun amalga oshirilgandan so'ng keng qamrovli baholashni amalga oshiring.

Natija hujjatlari: Loyihaning afzalliklari, duch kelgan to'siqlar va muhim tushunchalarni qamrab oluvchi to'liq yopilish faylini to'plang.

Yaxlit va samarali jarayonni ta'minlash: WMS loyihasida Waterfall metodologiyasini qo'llash jamoaning loyihani muammosiz va tirishqoqlik bilan bajarish qobiliyatini kuchaytirishi, potentsial xavflarni kamaytirishi va tizimning tashkilot uchun qiymatini oshirishi mumkin. Waterfall jarayonining ketma-ket tabiati loyihani tizimli asos bilan ta'minlaydi, bu loyihaning butun muddati davomida rivojlangan boshqaruv, aniqlik va prognozlilikni ta'minlaydi.

4. TOPSHIRIQ 3

**D.P8**

Yaqinda WMS loyihasida yangi loyiha menejeri sifatida men loyihani muvaffaqiyatga olib borish uchun turli xil loyihalarni boshqarish usullaridan foydalandim. Ushbu usullar muammolarni tashxislashda, prognoz qilinadigan ish jarayonini ta'minlashda va yangi WMS kompaniyamiz maqsadlariga mos kelishini tasdiqlashda muhim ahamiyatga ega edi. Quyida men ushbu ko'nikmalarni qanday qo'llashim haqida qisqacha ma'lumot berilgan:

1. **Muloqot ko'nikmalari (Soft skill):**

Izchil jamoa yig'ilishlari: Men jamoani voqealar rivojidan xabardor qilish, muammolarni muhokama qilish va harakatlarni sinxronlashtirish uchun muntazam ravishda haftalik yig'ilishlarni tashkil qildim. Ushbu sessiyalar birdamlikni mustahkamlashda va yuzaga kelishi mumkin bo'lgan muvaffaqiyatsizliklarning oldini olishda muhim rol o'ynadi.

Manfaatdor tomonlarni jalb qilish: Uchrashuvlar, elektron yozishmalar va batafsil hisobotlar orqali men manfaatdor tomonlarni loyihaning traektoriyasi, asosiy tanlovlari va ularning mumkin bo'lgan oqibatlari haqida ma'lumotga ega bo'ldim. Ushbu shaffof va kutilgan muloqot loyihaning borishini boshqarish va tashvishlarni hal qilish uchun kalit bo'ldi.

Mashg'ulot bilan tinglash: Men jamoa a'zolari va manfaatdor tomonlarning muammolari va nuqtai nazarlariga e'tibor qaratdim, ularning istiqbollarini tushunishga va ularning tushunchalarini loyiha ko'rsatmalariga kiritishga intildim.

1. **Yetakchilik va jamoani boshqarish (Soft skill):**

Jamoani rag'batlantirish: Men loyiha davomida ishtiyoq va jamoaviy ruhni saqlab qolish uchun asosiy yutuqlar va g'alabalarni nishonlagan holda jamoaning mashaqqatli mehnatini tan oldim va qadrladim.

Vazifalarni taqsimlash: Men strategik mas'uliyatni belgilab qo'ydim, jamoa a'zolarining shaxsiy kuchli tomonlari va kelib chiqishini hisobga oldim, shu tariqa ularga optimal ishlashga va loyihaga mazmunli hissa qo'shishga imkon berdim.

Nizolarni vositachilik qilish: Men jamoa a'zolari o'rtasida yuzaga kelgan har qanday nizolarni hal qilish va hal qilish uchun samarali dialoglarni tashkil qildim, bu har qanday kelishmovchilikni do'stona va professional tarzda hal qilinishini ta'minladim.

1. **Muammolarni yechish malakalari (Soft skill):**

Analitik metodologiya: Men muammolarni hal qilishda tizimli yondashuvni qo'llayman, asosiy sabablarni sinchkovlik bilan aniqlayman, mumkin bo'lgan echimlarni tortaman va eng maqbul strategiyani amalga oshiraman.

Moslashuvchanlik: Mening moslashuvchanligim menga rivojlanayotgan vaziyatlarga moslashishga, yangi tushunchalarni birlashtirish yoki yangi to'siqlarni engib o'tish uchun kerak bo'lganda loyiha rejasini o'zgartirishga imkon beradi.

1. **Texnik ekspertiza (Hard skill):**

WMS texnologiyasi bo'yicha malaka: WMS texnologiyalarini bilishim yetkazib beruvchilar bilan samarali muloqotlar o'tkazish, ularning takliflarini sinchiklab o'rganish va tizim tanlash va sozlash bo'yicha bilimli tanlov qilishda muhim ahamiyatga ega bo'ldi.

Tizim integratsiyasini nazorat qilish: Mening texnik tushuncham WMS ning oldindan mavjud tizimlar bilan integratsiyasini boshqarishda, ma'lumotlarning bir xilligini va uzluksiz ma'lumotlar almashinuvini kafolatlashda juda muhim edi.

1. **Loyihani rejalashtirish va risklarni boshqarish (Hard skill):**

Chuqur rejalashtirish: Men jadvallarni, asosiy voqealarni, o'zaro bog'liqlikni va resurslarni taqsimlashni batafsil tavsiflovchi keng qamrovli loyiha rejasini ishlab chiqdim. Ushbu loyiha navigatsiya jadvali bo'lib, jamoani boshqargan va loyihaning yo'nalishini saqlab qolgan.

Risklarni proaktiv boshqarish: Men loyihaning potentsial risklarini aniqlash, ularning ehtimoli va potentsial ta'sirini baholash tashabbusini o'z qo'limga oldim va ularning ta'sirini kamaytirish strategiyalarini ishlab chiqdim, bu esa loyihaning muammosiz rivojlanishini ta'minlaydi.

1. **Vaqt va resurslarni boshqarish (Hard skill):**

Resurslardan samarali foydalanish: Men resurslarni - vaqt, byudjet va xodimlarni loyiha faoliyati bo'yicha taqsimlashni oqilona boshqardim, samaradorlikni oshirdim va loyiha belgilangan byudjet doirasida amalga oshirilishini ta'minladim.

Natija: Loyihani boshqarish bo'yicha ushbu ko'nikmalarni mohirona qo'llash WMSni amalga oshirishning g'alaba bilan yakunlanishi bilan yakunlandi. Tizim reja bo'yicha va moliyaviy cheklovlar doirasida ishga tushirildi, bu kompaniyaning ombor operatsiyalarini ko'paytirish, samaradorlikni oshirish va noaniqliklarni kamaytirish bo'yicha maqsadlarini amalga oshirdi. Ushbu urinish IT sohasida loyiha g'alabasini ta'minlashda yumshoq va qattiq ko'nikmalarning ahamiyatini mustahkamladi.

**D.P9**

IT-loyihalarini samarali boshqarish ko'p jihatdan hamkorlikni rivojlantirish, muammolarni hal qilish va mo'ljallangan natijalarga erishishga yordam beradigan maxsus amaliyotlarga bog'liq. Quyida WMS loyihangizda amalga oshirgan xatti-harakatlaringizning chuqur ifodalangan versiyasi keltirilgan:  
**Oshkoralik va ochiqlik:**

Muloqot: Men loyihaning holati, yutuqlari va yaqinlashib kelayotgan qiyinchiliklar haqida batafsil ma'lumotni loyiha ekipaji va ishtirokchilarga doimiy ravishda tarqatish orqali ochiqlik va ravshanlik madaniyatini tarbiyaladim.

Diqqatli o'zaro ta'sir va konstruktiv tanqid: Men jamoa a'zolarini konstruktiv tanqid va g'oyalarni ochiqchasiga almashishga undagan qo'llab-quvvatlovchi muhitni o'rnatdim, tashvish bildirish qo'rquvini yo'qotdim. Ushbu yondashuv doimiy takomillashtirish va o'zaro ta'limni rivojlantirishda muhim rol o'ynadi.

WMS amalga oshirish loyihasini baholashda kelgusi ishlarda o'z vazifalarimni va harakatlarimni oshirishim mumkin bo'lgan sohalarni aniqladim.

**Xavflarni boshqarish:**

Har bir xavfning ehtimoliy taʼsiri va ehtimolini chuqur baholash orqali xavfni baholashni takomillashtirishni maqsad qilaman. Xavfni tasniflash va kamaytirish strategiyalari uchun resurslarni samarali ajratish uchun xavfni baholash tizimidan foydalanaman. Bundan tashqari, tayyorgarlikni taʼminlash va uzilishlarni minimallashtirish uchun yuqori taʼsir koʻrsatadigan xavflar boʻyicha murakkab rejalar ishlab chiqaman.

**Hamkorlar bilan ishlash:**

Men loyiha boshida hamkorlarni jalb qilishni va butun jamoa bo'ylab tez-tez muloqotni saqlab qolishni rejalashtirmoqdaman. Ushbu yondashuv loyiha maqsadlarini uyg'unlashtiradi, xavotirlarni faol bartaraf etadi va asosiy qaror qabul qiluvchilar bilan mustahkam munosabatlarni yo'lga qo'yadi.

**Jadvalli qayta aloqa jarayonlari:**

Men hamkorlarning fikr-mulohazalarini to'plash uchun rasmiy kanallarni, masalan, so'rovlar, fikr-mulohazalar sessiyalari yoki muntazam taraqqiyot yig'ilishlarini o'tkazaman. Bu esa fikr-mulohazalarning tizimli ravishda toʻplanishini va loyiha qarorlariga kiritilishini taʼminlaydi.

**O'zgarishlar ta'sirini baholash:**

Taklif etilayotgan oʻzgarishlarning loyihaning vaqti, byudjeti va koʻlamiga taʼsirini baholash qobiliyatimni oshiraman. Ushbu yaxshilash manfaatdor tomonlar bilan ma'lumotli qaror qabul qilish va samarali muloqotni osonlashtiradi.

**Texnik mahoratni oshirish:**

Men WMS texnologiyalari va ERP tizimlari kabi tegishli platformalar bo'yicha texnik bilimlarimni chuqurlashtirishga tayyorman. Bu texnik jamoalar bilan muloqotni kuchaytiradi, yechimlarni tanqidiy baholash imkonini beradi va yaxshi ma'lumotli qarorlarni qo'llab-quvvatlaydi. Men, shuningdek, trening, mentorlik yoki ko'proq texnik loyiha vazifalarini bajarish orqali turli xil WMS tizimlari bilan tajriba izlayman.

**Vaqtni boshqarishda xulq-atvor samaradorligi:**

Men yuqori ustuvor vazifalarga e'tibor qaratib, aniq muddatlarni belgilash orqali ustuvorlik ko'nikmalarimni takomillashtirib boraman. Men chalg'itadigan narsalarni kamaytirish va diqqatni kuchaytirish uchun maxsus vazifalar uchun maxsus vaqt bloklarini ajratadigan vaqtni ajrataman.

**Vazifa delegatsiyasi malaka oshirish:**

Jamoa aʼzolariga vazifalarni topshirayotganda yanada aniqroq koʻrsatmalar va umidlar beraman. Men ularning qobiliyatlariga bo'lgan ishonchni shakllantiraman, kerak bo'lganda qo'llab-quvvatlashni taklif qilaman va o'z ko'nikmalarini rivojlantirish uchun kuch beraman.

**Hujjatlarning koʻpligi:**

Men muvofiqlik va samaradorlikni ta'minlash uchun loyiha hujjatlari uchun standartlashtirilgan shablonlarni (masalan, uchrashuv daqiqalari, holat hisobotlari, xavf registrlari) yarataman. Shuningdek, loyiha hujjatlari uchun markazlashtirilgan reyestr tashkil etaman, ularni loyiha jamoasi va hamkorlar uchun osongina qulay qilib qoʻyaman.

**Nizolarni hal qilish ko'nikmalarini rivojlantirish:**

Koʻtarilishning oldini olish uchun ehtimoliy mojarolarni proaktiv tarzda bartaraf etaman. Samarali muloqotni osonlashtirish va oʻzaro maʼqul yechimlarga erishish qobiliyatimni oshirish uchun mojarolarni hal qilish usullari boʻyicha taʼlim yoki murabbiylik izlashda davom etaman.

**O'sish majburiyati:**

Men loyihani boshqarish qobiliyatim va xatti-harakatlarimni doimiy ravishda takomillashtirishga bag'ishlanganman. Shaxsiy va kasbiy rivojlanish sohalarini aniqlash maqsadida nazoratchilarim, hamkasblarim va loyiha etakchilarimdan konstruktiv fikr-mulohazalarni faol izlayman.

Ushbu tushunchalarni o'zlashtirib, men bo'lajak IT-loyihalarning murakkabliklari va talablarini yuqori malaka bilan hal qilish uchun jihozlangan yanada mohir va ko'p qirrali loyiha menejeri bo'lishga intilaman.

**D.D4**

WMSni amalga oshirish loyihasi davomida mening texnik bilimim va loyihani boshqarish bo'yicha mahoratim doimiy ravishda namoyon bo'lib, loyihaning g'alabasida hal qiluvchi rol o'ynadi. Men o'z vakolatlarimni qanday namoyon etganim haqida qisqacha ma'lumot:

**Texnik keskinlik va analitik malaka:**

WMS texnologiyasini o'zlashtirish: WMS texnologiyalarini tezkor tushunish menga savdo maydonlarining nuanslarini aniqlash, ularning afzalliklari va kamchiliklarini baholash va tekshirish bosqichida texnik guruh bilan samarali muloqotni davom ettirish imkonini berdi.

Ma'lumotlarni ko'chirish strategiyasi: Ombor ma'lumotlarini yangi WMS ga o'tkazishni tartibga solish va bajarish bilan shug'ullanib, men ma'lumotlar arxitekturasini sinchkovlik bilan ko'rib chiqdim, ma'lumotlar yaxlitligining mumkin bo'lgan nosozliklarini aniqladim va ma'lumotlarni o'z ichiga olgan barcha migratsiya rejasini yaratishga yordam berdim.

Tizimni sozlash va sozlash: Savdo va texnik kontingentlar bilan hamkorlikda men WMSni kompaniyamizning noyob saqlash tartib-qoidalari va operatsion qoidalariga muvofiqlashtirish uchun astoydil moslashtirdim.

**Loyihani boshqarishning samarali usullari:**

Loyihani rejalashtirish: Siz vaqt jadvallarini, asosiy bosqichlarni va vazifalar orasidagi o'zaro bog'liqlikni belgilash uchun Gantt diagrammalaridan foydalangan holda keng qamrovli loyiha rejasini tuzdingiz. Ushbu dinamik reja loyihaning evolyutsiyasini aks ettirish va kerakli o'zgartirishlarni birlashtirish uchun muntazam ravishda qayta ko'rib chiqildi va shu bilan barcha tomonlar so'nggi o'zgarishlardan xabardor bo'lib turdi.

Xatarlarni boshqarish: Siz tizim integratsiyasi bilan bog'liq muammolar, foydalanuvchilar o'rtasida o'zgarishni istamaslik va sotishdagi mumkin bo'lgan muammolar kabi potentsial xavflarni aniqlashda faol pozitsiyani egalladingiz. Jamoangiz bilan hamkorlik qilib, siz asoratlarni yuzaga kelganda zudlik bilan hal qilishda muhim bo'lgan oldini olish choralari va zaxira rejalarini ishlab chiqdingiz.

**Muloqot va jamoaviy ish:** Siz jamoada ochiqlik madaniyati va hamkorlik ruhini rivojlantirdingiz, buni muntazam yig'ilishlar, taraqqiyot haqidagi yangilanishlar va so'rovlar va tashvishlarga iliq munosabat bilan ta'kidladi. Bundan tashqari, siz manfaatdor tomonlar bilan shaffof va izchil muloqotni davom ettirdingiz, ular loyihaning traektoriyasi haqida yaxshi ma'lumotga ega bo'lishlarini va ularning so'rovlarini ko'rib chiqishlarini ta'minladingiz.

**Muammolarni hal qilish va qaror qabul qilish:**

**Tizimli muammolarni hal qilish:** Muammolarga duch kelganimda, men muammolarni hal qilishda metodik yondashuvni qo'lladim. Bu tegishli ma'lumotlarni to'plash, puxta tahlillar o'tkazish, jamoa bilan hamkorlikda aqliy hujum va loyihaning eng yaxshi manfaatlariga xizmat qiladigan qarorlar qabul qilishni o'z ichiga oldi.

**Yetakchilik va jamoa motivatsiyasi:**

**Loyihani boshqarish va jamoani ilhomlantirish:** Men loyiha uchun to'liq mas'uliyatni o'z zimmasiga oldim va jamoani rag'batlantirish, ularning sa'y-harakatlarini e'tirof etish va ijobiy va hamkorlikdagi ish muhitini yaratish orqali etakchilikni namoyish etdim.

**Samaradorlik isboti:**

**O'z vaqtida va byudjetni hisobga olgan holda etkazib berish:** WMS loyihasi belgilangan muddat va byudjet doirasida yakunlandi, bu bizning loyihani samarali rejalashtirish, amalga oshirish va boshqarishga sodiqligimizni namoyish etadi.

**Loyiha maqsadlarini amalga oshirish:** Yangi joriy etilgan WMS kompaniyaning ombordagi operatsion muammolarini to'g'ri hal qildi, bu esa buyurtmalarni qayta ishlash tezligini oshirishga, inventar tafovutlar kamayishiga va umumiy samaradorlikni oshirishga olib keldi va shu bilan loyiha maqsadlariga mos keldi.

**Manfaatdor tomonlarning ma'qullashi:** Loyiha manfaatdor tomonlardan ijobiy fikr-mulohazalarni oldi, ular shaffof muloqotni, muammoni malakali hal qilishni va loyiha davomida saqlanib qolgan jamoaviy yondashuvni qadrlashdi.

5. XULOSA

WMSni amalga oshirish loyihasi haqidagi fik loyihani boshqarishning texnik nuanslari va asosiy tamoyillarini maqtovga loyiq tushunishni namoyish etadi. Kerakli ko'nikmalar va xatti-harakatlarni mohirlik bilan qo'llash qobiliyatingiz nafaqat loyihani muvaffaqiyatli yakunlash, balki kompaniyaning maqsadlari bilan hamohang bo'lib, stajyor loyiha menejeri sifatida sayohatingizdagi muhim bosqichni belgilab berdi.

Men olgan tushunchalar Hard skills, loyihani boshqarish bo'yicha mustahkam vakolatlar va jamoaviy ish o'rtasidagi muhimlikni ta'kidlaydi. Bu kombinatsiya haqiqatan ham IT-loyihalarini muvaffaqiyatli amalga oshirish uchun muhim ahamiyatga ega. Mening tajribam ushbu sohada mukammallikka erishish uchun ushbu elementlarni integratsiya qilish qiymatining isboti bo'lib xizmat qiladi.

**So’zlar soni:** 9107

Manbalar ro’yXati

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