GES 678: Week 9

Legacy Systems, Migration, and Project Schedules

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Lecture

Project Schedule

A project schedule is a living document listing all project tasks, durations, and dependencies. It is used to plan, track, and communicate timelines.

Tasks can have dependencies: If task 2 cannot begin until task 1 is complete, then task 2 is dependent on task 1.

Key components of a schedule:

- Task lists
  - Activities needed to complete the project
- WBS (work breakdown structure)
  - Hierarchy of tasks
- Resource allocation
- Start and end dates
- Visualization tools (e.g. Gantt charts)

Project Milestones

Zero-duration checkpoints that mark major progress, used for tracking, communication, and celebration of achievements

- Project kickoff, technology meeting, deploy a web application

Creating an effective Project Schedule:

- Define Scope
  - Requirements established during technology seminars
- Use WBS
  - Hierarchy of tasks into measurable units
- Set durations
  - Estimated times of completion
- Assign resources
  - Who, what, how
- Identify milestones

  - Releases, achievements, etc
- Visualizations
  - Charts, dashboards, KPIs
- Monitor progress
  - Along with visualizations, review and update schedule to ensure tasks stay within resource and time limits

Setting realistic milestones and deadlines

- Use team input
  - Measure responses based on knowledge
- Add buffers
  - Consider adding 10%-20% for a task
- Prioritize based on impact
  - Focus on dependencies
  - "long pole" of project is most time-consuming, most critical, or otherwise most important element
- Communicate transparently
  - Stakeholders, senior leadership, your team