



Introduction to Project Management

ECE 480
Erik Goodman



What is Project Management?

- **a method for organizing tasks**
- **a structured framework to help a group work productively**
- **tools to aid in task sequencing, dependency analysis, resource allocation, scheduling, etc.**
- **tools to track progress relative to plan**



Why Need Project Management?

- **Complex project needs coordination of:**
 - **Multiple people**
 - **Multiple resources (labs, equipment, etc.)**
 - **Multiple tasks**
 - **Some must precede others**
 - **All must get done somehow**
 - **Multiple decision points – approvals**
 - **Phased expenditure of funds**
 - **Matching of people/resources to tasks**



How Can Structured Tools Help?

- **Provide a common document shared by all**
- **Track actual vs. planned progress**
- **Enforce logical consistency of planning**
 - **Conservation of human energy**
 - **Matching of skills/knowledge to task requirements**
 - **Conservation of facilities/resources**
 - **Identification of constraints in task sequencing**
- **VISUAL display helps to assure consistency**



Task Dependencies and the Critical Path

- **Sometimes task B cannot be started before task A is completed**
- **Other types of constraints – calendar, lags, etc.**
- **Critical path – any slippage slips whole project**
- **Helpful to know what tasks are on the critical path**
- **Useful to try to shorten the critical path**



Visual Tools for Project Management

GANTT charts:

- **Tasks (calendar time) vs. linear time, grouped hierarchically, plus milestone events**
- **Classically, not person-hours or people, nor dependencies, nor critical path, nor progress**
- **All have been added to augmented GANTT charts**



PERT/CPM Charts

- **PERT = Program Evaluation and Review Technique**
- **Graph with nodes (events), edges (tasks) dramatizes dependency relationships**
- **Task durations label edges**
- **If add critical path emphasis in chart, called a CPM chart**
- **(Not linear in time... harder to track progress)**



State of the Art Methods

- **Best features of Gantt, PERT/CPM, and extensions to allow assignment of resources and tracking of progress typically COMBINED**
- **Typical example of result: Microsoft Project family**



Suggested Steps in Project Management

- **Generate a formal definition of the project, with goals, deliverables, constraints, assumptions**
- **Identify project start/end dates, any mandatory milestones, including reports, signoffs, deliverables, etc.**
- **List constraints – money, equipment availability, holidays, etc.**



Suggested Steps, cont.

- **Identify tasks to be accomplished – high level (i.e., by categories), then details within each, using brainstorming method – green light**
 - **Diagram entire system, decomposing into meaningful subsystems**
 - **Identify and describe the interfaces between subsystems – then can specify as discrete parts/tasks -- part of “system engineering” task. Includes partitioning decisions, choices of component types, budgeting of energy, setting of performance specifications, etc.**
 - **Subsystems are convenient modules for division of responsibility, setting of milestones, etc.**



Suggested Steps, cont.

- **Use this decomposed view to develop list of tasks, listing EVERYTHING you can think of!**
- **Refine detailed task list, dropping/ combining, adding things omitted**

Then, for each task in list:

- **Estimate time (person hours, calendar period)**
- **Identify dependencies among tasks**
- **Identify resources (people, money, parts, etc.) – adding any additional tasks needed (procurement, etc.)**



Suggested Steps, cont.

- **Organize task groups roughly by starting date**
- **List dependencies that should or MUST hold**
- **Use MS Project to make a GANTT chart**
 - **First capture tasks and task groups, milestones**
 - **Then add dependencies – use finish-to-start constraints wherever possible, for best results**
 - **Identify critical path, see if it can be shortened (get more “slack”)**
 - **Assign person-hours and specific team member(s) to each task – identify “task leads”**



Suggested Steps, cont.

As project progresses:

- **Monitor, record progress on all tasks, at least weekly – use “Tracking Gantt Chart”**
- **Pay particular attention to those on critical path**
- **Revise plan as needed to take into account changes, adapt to meet milestones**



Project Management Using Microsoft Project

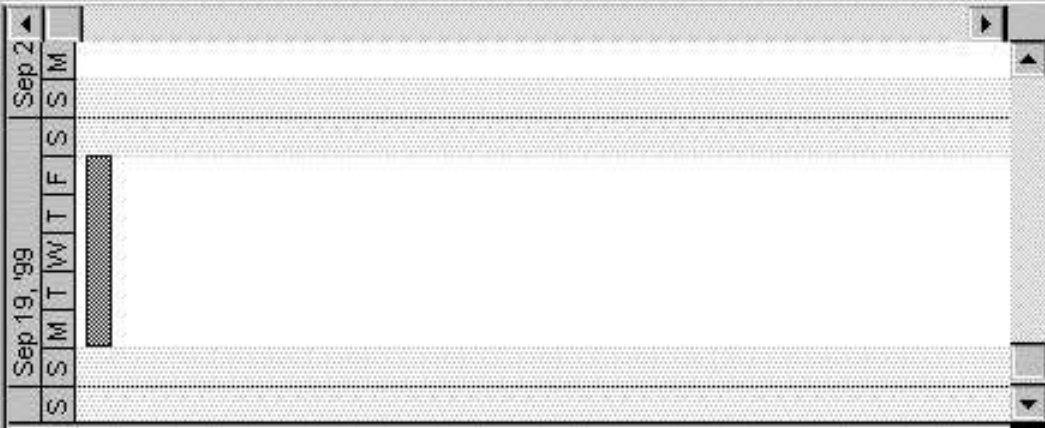
- **Allows many different ways of entering and observing information**
- **includes many features to help identify problems with a plan**
- **regular use can help a group refine plans to make meeting targets more realistic**



Our “Flyover” of Project 98

- **Adding tasks, durations**
- **Setting dependencies**
- **Seeing critical path, etc.**
- **“Rolling up” subtasks**
- **Assigning resources**
- **Adjusting durations, time assignments, etc.**

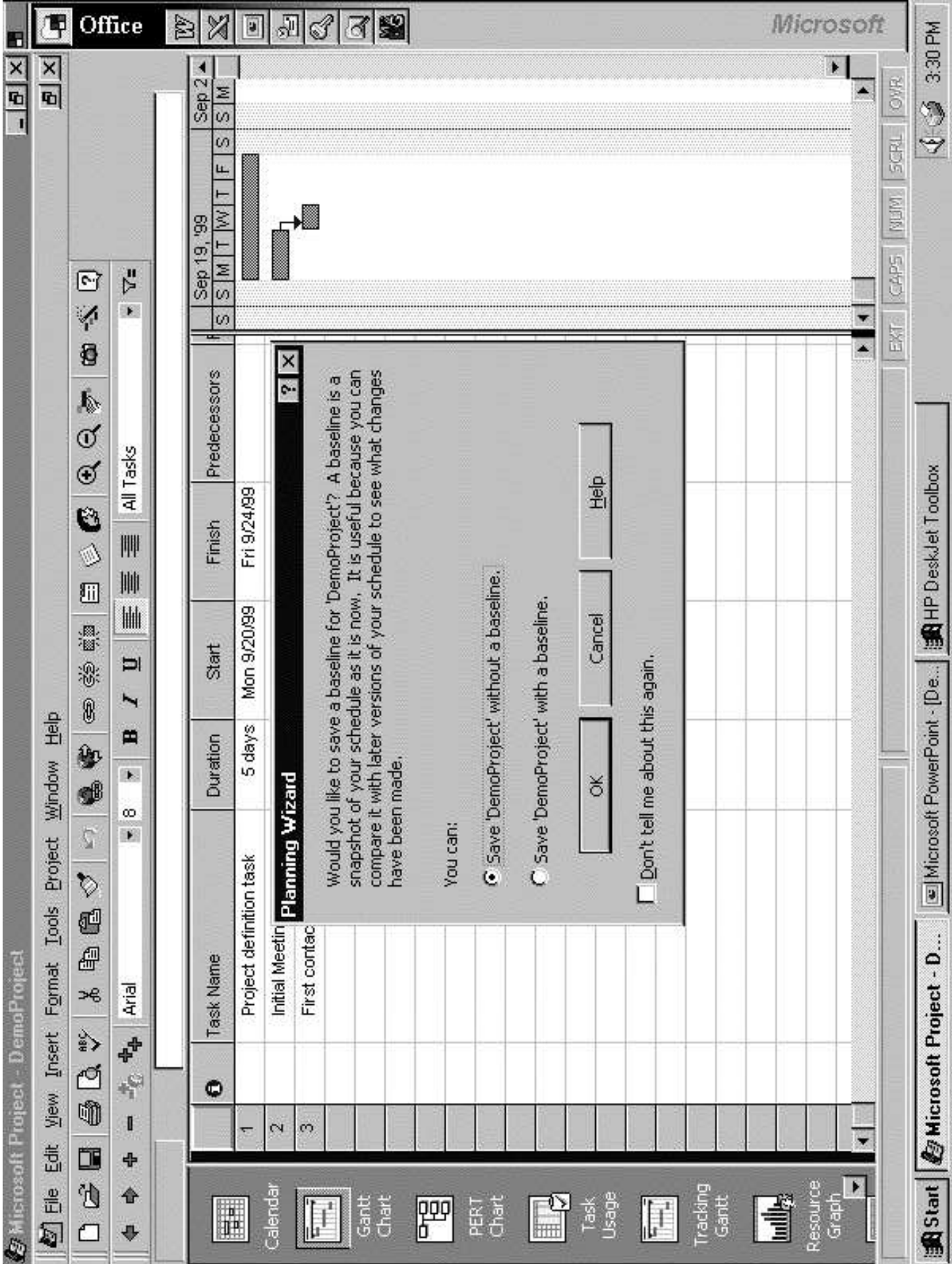
ID	Task Name	Duration	Start	Finish	Predecessors
1	Project Definition Task	5 days	Mon 9/20/99	Fri 9/24/99	





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September 1999

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
19	20	21	22	23	24	25
	Initial Meeting of MSU Team, 2 day	Project definition task, 5 days				
26	27	28	29	30	Oct 1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16



Our “Flyover” of Project 98

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- **Adjusting durations, time assignments, etc.**

Arial 8

All Tasks

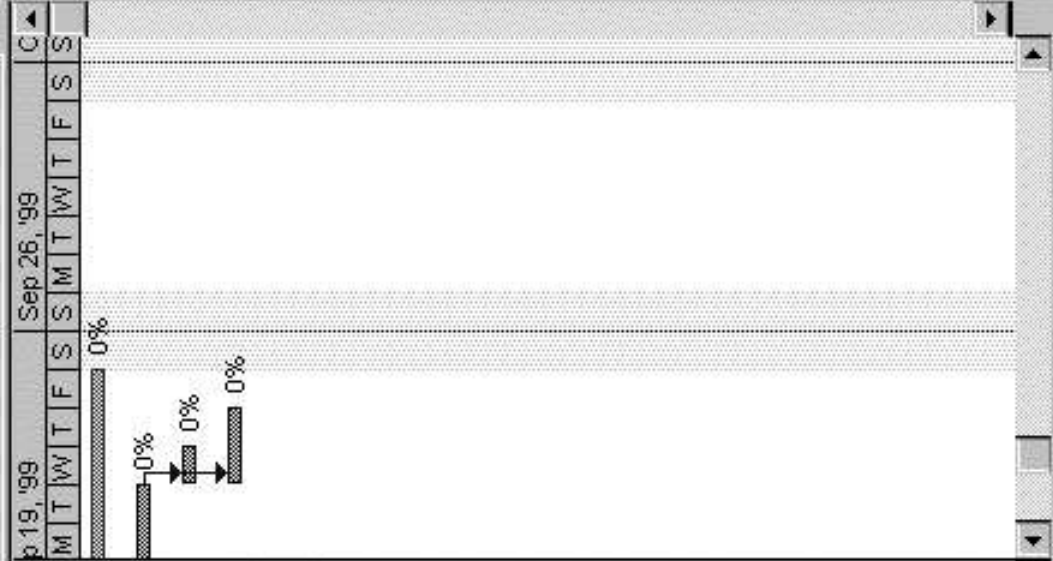
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2	Initial Meeting of MSU Team	2 days	Mon 9/20/99	Tue 9/21/99	
3	First contact with int. partner	1 day	Wed 9/22/99	Wed 9/22/99	2



Calendar
 Gantt Chart
 PERT Chart
 Task Usage
 Tracking Gantt
 Resource Graph

Arial 8 **B** *I* U All Tasks

Task ID	Task Name	Duration	Start	Finish	Predecessors
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4	Meet with indust. Sponsor	2 days	Wed 9/22/99	Thu 9/23/99	2



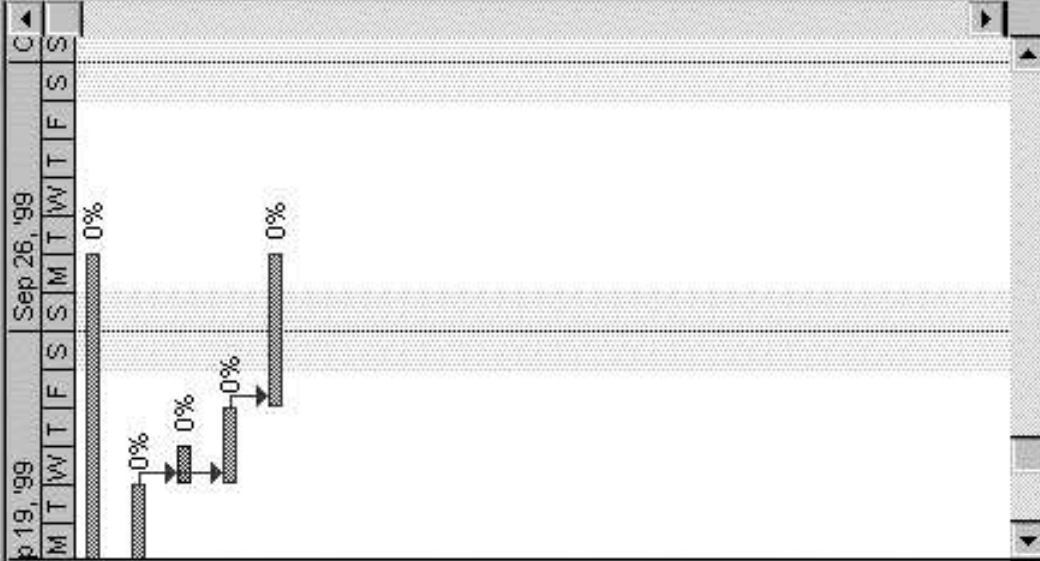
Calendar | Gantt Chart | PERT Chart | Task Usage | Tracking Gantt | Resource Graph

Ready

Arial 8

All Tasks

Task ID	Task Name	Duration	Start	Finish	Predecessors
1	Project definition task	6 days	Mon 9/20/99	Mon 9/27/99	
2	Initial Meeting of MSU Team	2 days	Mon 9/20/99	Tue 9/21/99	
3	First contact with int. partner	1 day	Wed 9/22/99	Wed 9/22/99	2
4	Meet with indust. Sponsor	2 days	Wed 9/22/99	Thu 9/23/99	2
5	Discuss with whole team	2 days	Fri 9/24/99	Mon 9/27/99	4



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WATCH YOUR DEPENDENCY CHOICES!!!

- **If you choose something other than the “default” finish/start constraints, you will probably LOSE your ability to track the critical path**
- **So AVOID “finish by” or “start by” with particular calendar dates, or other types of constraints.**
- **Break tasks apart as needed, in order to make finish/start constraints realistic!**

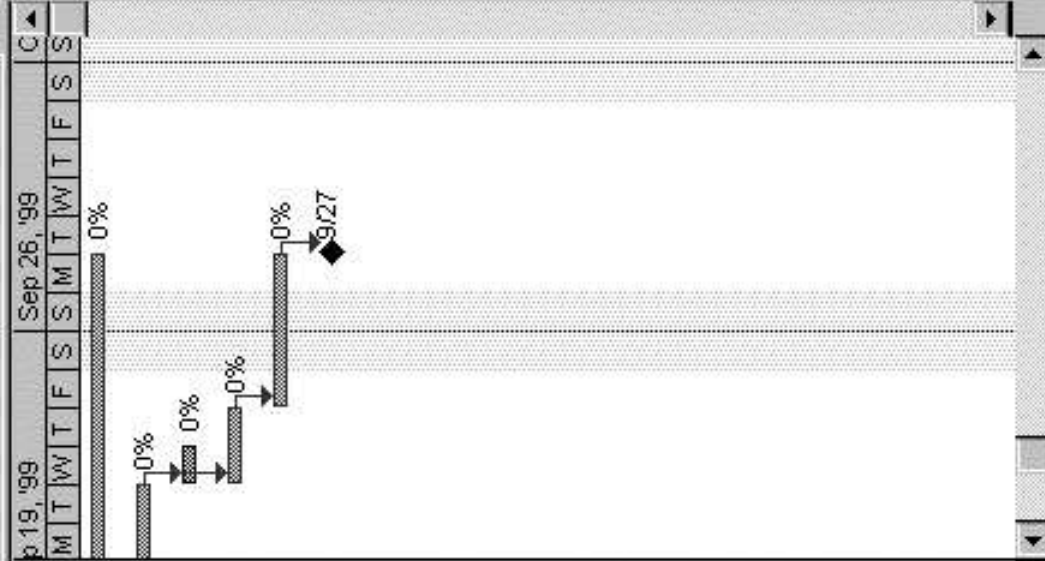


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Task ID	Task Name	Duration	Start	Finish	Predecessors
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4	Meet with indust. Sponsor	2 days	Wed 9/22/99	Thu 9/23/99	2
5	Disc. spec., whole team	2 days	Fri 9/24/99	Mon 9/27/99	4
6	Specification Milestone	0 days	Mon 9/27/99	Mon 9/27/99	5

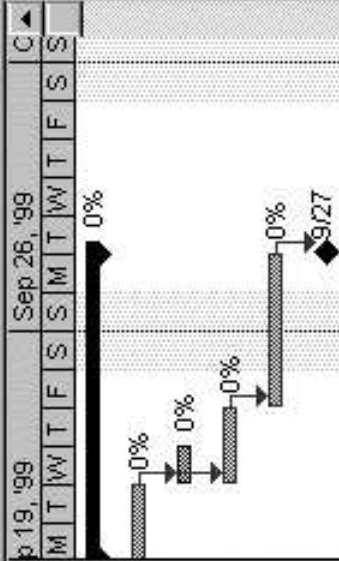


Calendar
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Initial Meeting of MSU Team

Task Name	Duration	Start	Finish	Predecessors
1 Project definition task	#####	Mon 9/20/99	Mon 9/27/99	
2 Initial Meeting of MSU	2 days	Mon 9/20/99	Tue 9/21/99	1
3 First contact with int. I	1 day	Wed 9/22/99	Wed 9/22/99	2
4 Meet with indust. Spou	2 days	Wed 9/22/99	Thu 9/23/99	2
5 Disc. spec., whole te	2 days	Fri 9/24/99	Mon 9/27/99	4
6 Specification Mileston	0 days	Mon 9/27/99	Mon 9/27/99	5



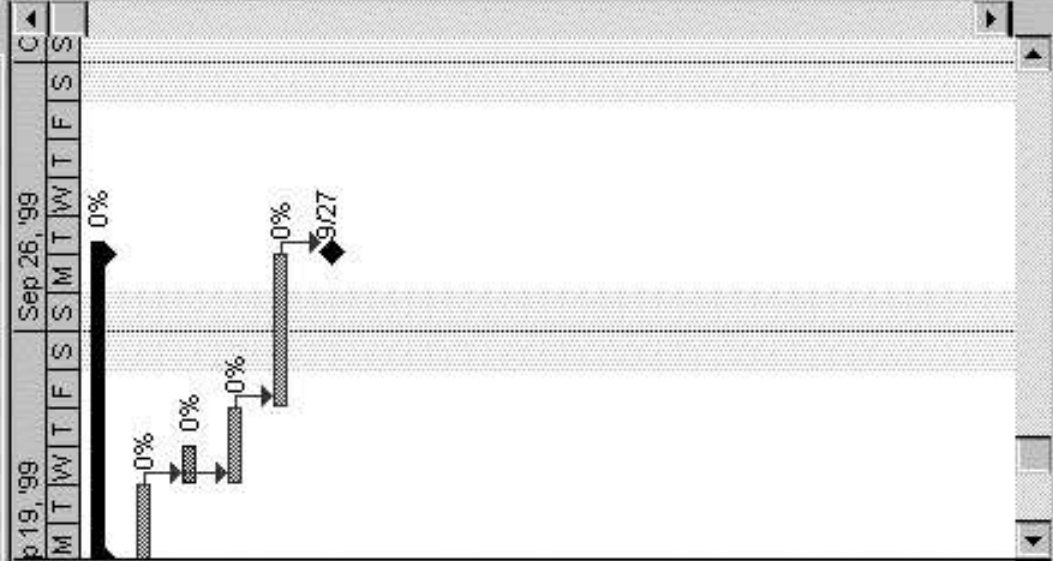
View options: Calendar, Gantt Chart, PERT Chart, Task Usage, Tracking Gantt, Resource Graph.

Ready

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Task Name	Duration	Start	Finish	Predecessors
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5 Disc. spec., whole te	2 days	Fri 9/24/99	Mon 9/27/99	4
6 Specification Mileston	0 days	Mon 9/27/99	Mon 9/27/99	5

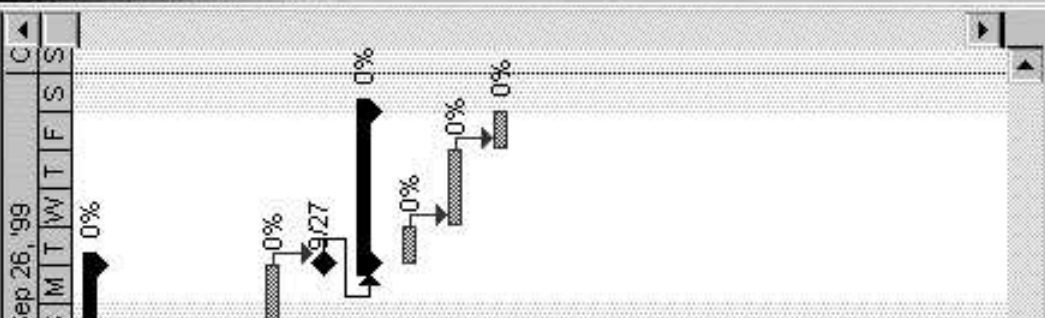


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Arial 8 **B** U

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4	Meet with indust. Spol	2 days	Wed 9/22/99	Thu 9/23/99	2
5	Disc. spec., whole te	2 days	Fri 9/24/99	Mon 9/27/99	4
6	Specification Mileston	0 days	Mon 9/27/99	Mon 9/27/99	5
7	Research State of Art	#####	Tue 9/28/99	Fri 10/1/99	6
8	Define common readir	1 day	Tue 9/28/99	Tue 9/28/99	
9	Do common reading	2 days	Wed 9/29/99	Thu 9/30/99	8
10	Agree on spec. assign	1 day	Fri 10/1/99	Fri 10/1/99	9

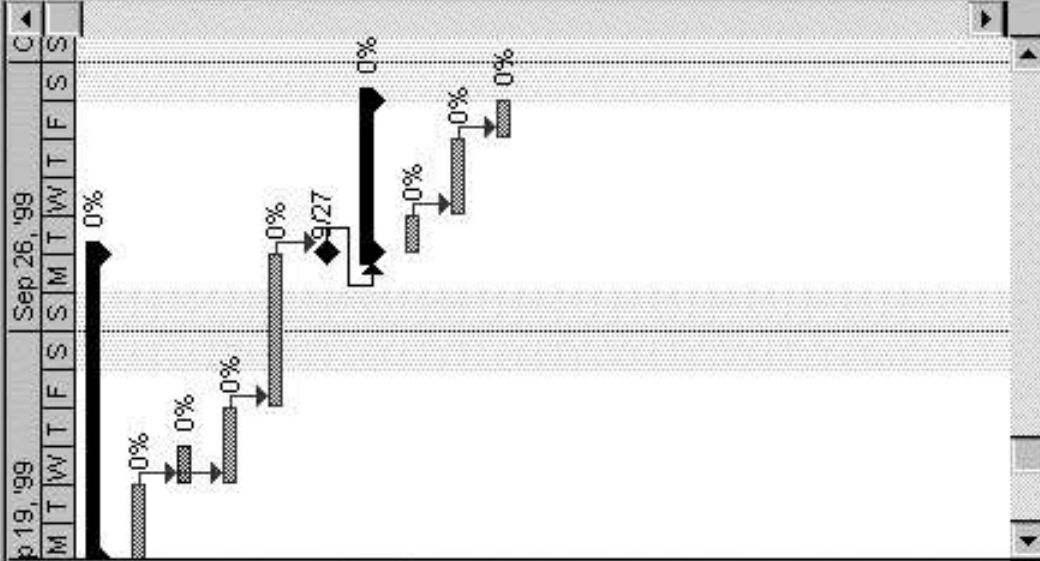


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Arial 8 B I U Task Information

Task ID	Task Name	Duration	Start	Finish	Predecessors
1	Project definition task	#####	Mon 9/20/99	Mon 9/27/99	
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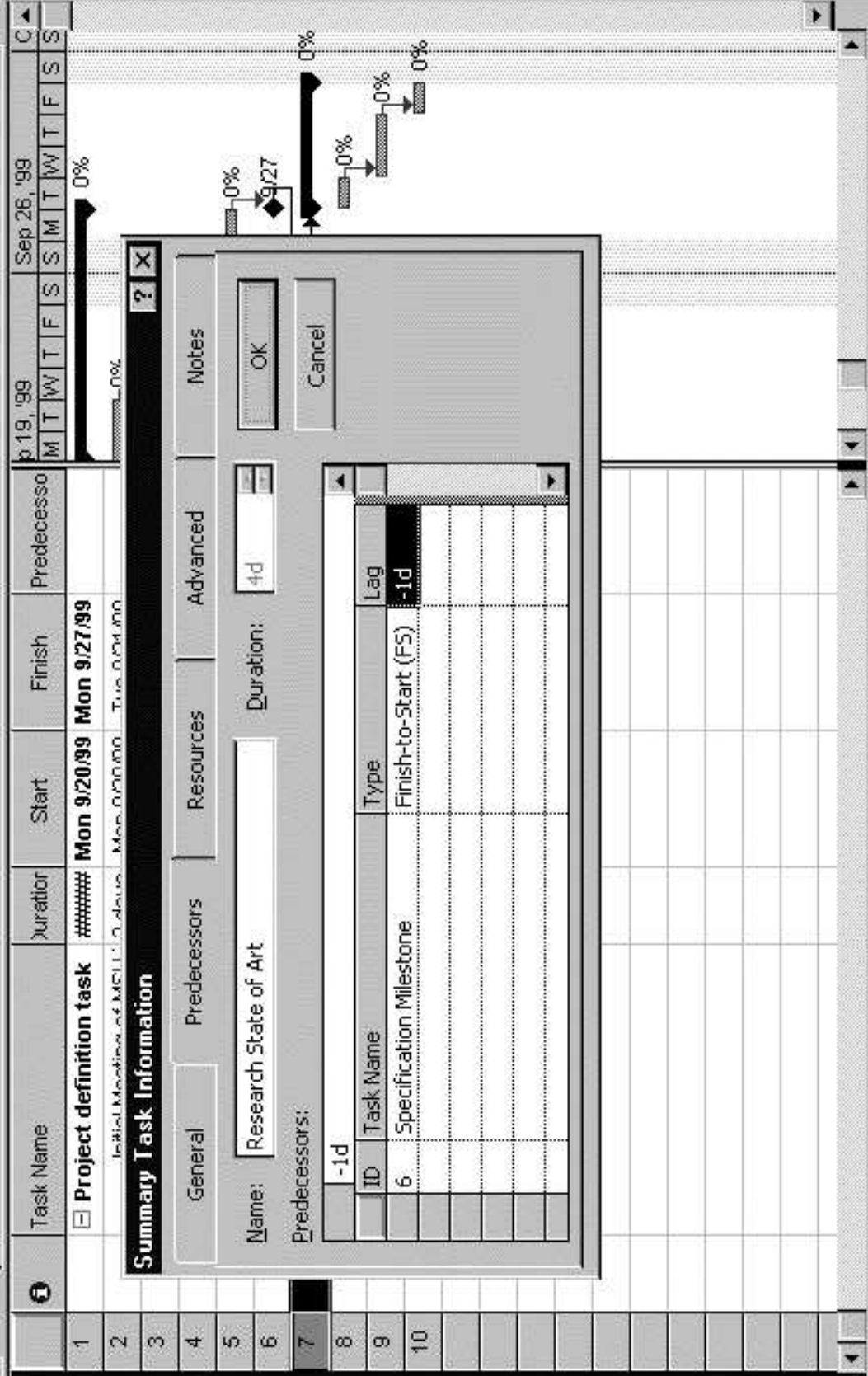


Calendar
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Task list:

Task Name	Duration	Start	Finish	Predecessors
Project definition task	#####	Mon 9/20/99	Mon 9/27/99	



Summary Task Information

Name: Research State of Art

Duration: 4d

Predecessors:

ID	Task Name	Type	Lag
-1d			
6	Specification Milestone	Finish-to-Start (FS)	-1d

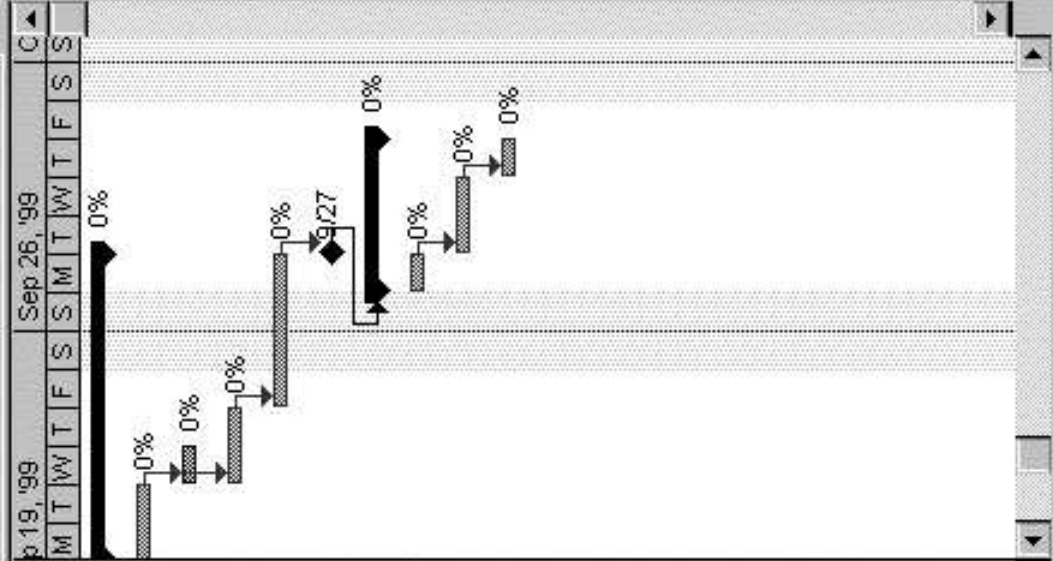
Buttons: OK, Cancel

View options: Calendar, Gantt Chart, PERT Chart, Task Usage, Tracking Gantt, Resource Graph

Arial 8 **B** *I* U All Tasks

6FS-1 day

Task ID	Task Name	Duration	Start	Finish	Predecessors
1	Project definition task	#####	Mon 9/20/99	Mon 9/27/99	
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5	Disc. spec., whole te	2 days	Fri 9/24/99	Mon 9/27/99	4
6	Specification Mileston	0 days	Mon 9/27/99	Mon 9/27/99	5
7	Research State of Art	#####	Mon 9/27/99	Thu 9/30/99	6FS-1 day
8	Define common readir	1 day	Mon 9/27/99	Mon 9/27/99	
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10	Agree on spec. assign	1 day	Thu 9/30/99	Thu 9/30/99	9

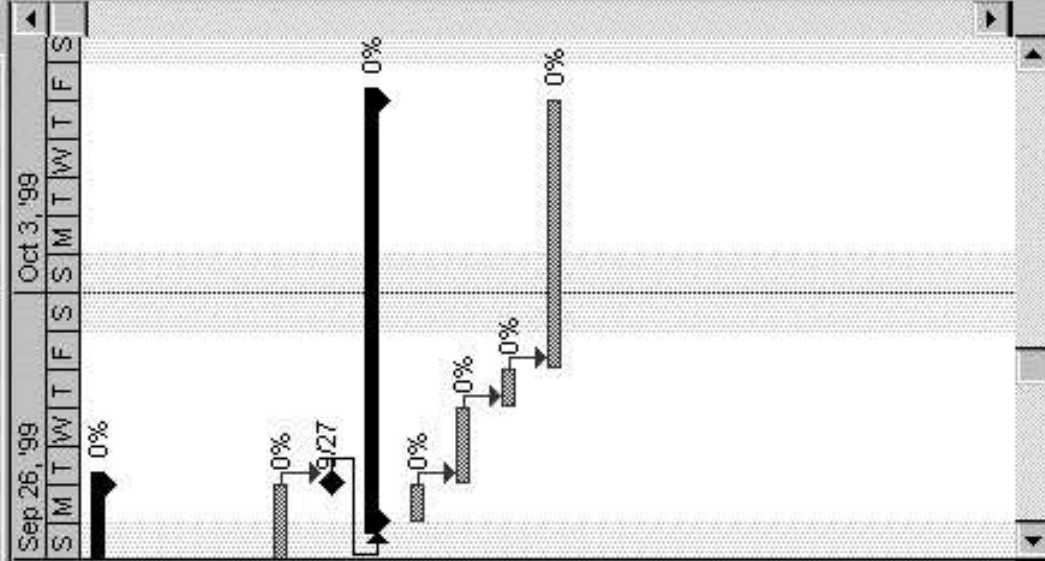


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Ready

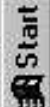
Arial 8 **B** *I* U All Tasks

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4	Meet with indust. Spol	2 days	Wed 9/22/99	Thu 9/23/99	2
5	Disc. spec., whole te	2 days	Fri 9/24/99	Mon 9/27/99	4
6	Specification Mileston	0 days	Mon 9/27/99	Mon 9/27/99	5
7	Research State of Art	#####	Mon 9/27/99	Thu 10/7/99	6FS-1 day
8	Define common readir	1 day	Mon 9/27/99	Mon 9/27/99	
9	Do common reading	2 days	Tue 9/28/99	Wed 9/29/99	8
10	Agree on spec. assign	1 day	Thu 9/30/99	Thu 9/30/99	9
11	Complete spec. res. A	5 days	Fri 10/1/99	Thu 10/7/99	10



Calendar Gantt Chart PERT Chart Task Usage Tracking Gantt Resource Graph

Ready



Microsoft Project - D...

Microsoft PowerPoint - [De...

HP DeskJet Toolbox

EXIT CAPS NUM SCRL OVR

4:09 PM



Task Information

Name: Discuss, define conc. des. activ., dur. Duration: 2d

Percent complete: 0% Priority: Medium

Dates: Start: Mon 9/20/99

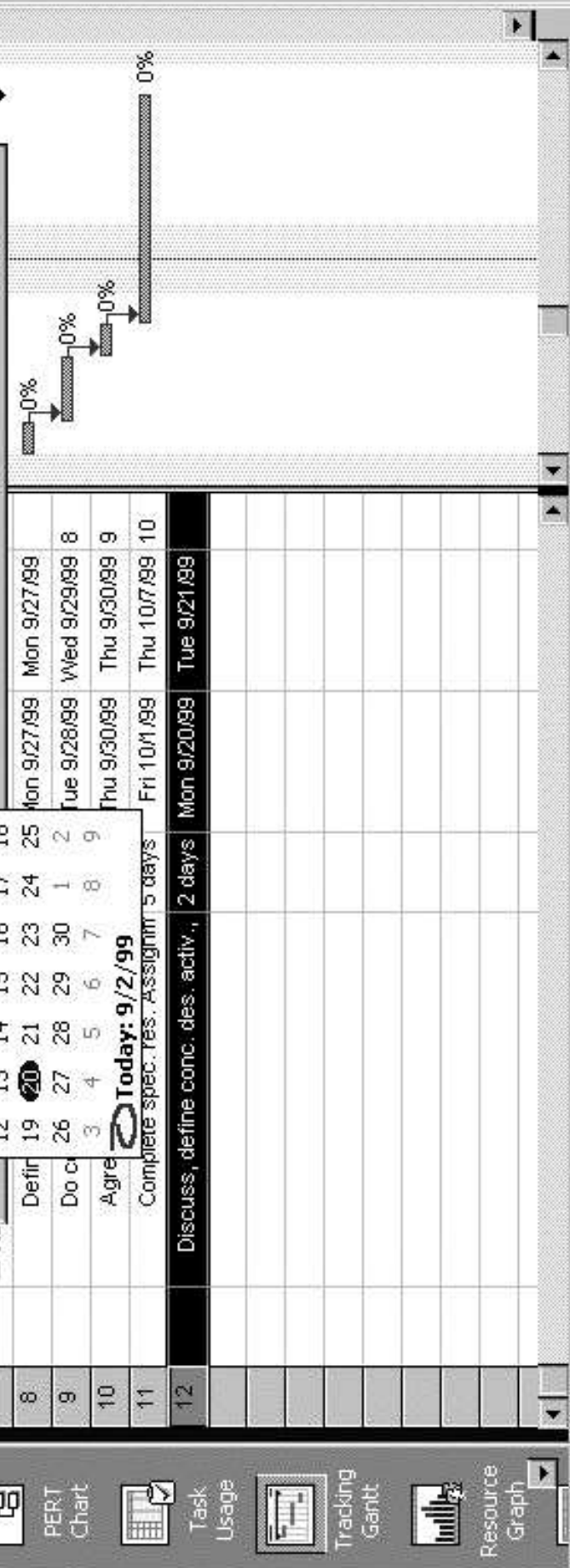
Hide task bar
 Roll up Gantt bar to summary

Notes: OK Cancel

September 1999

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2
3	4	5	6	7	8	9

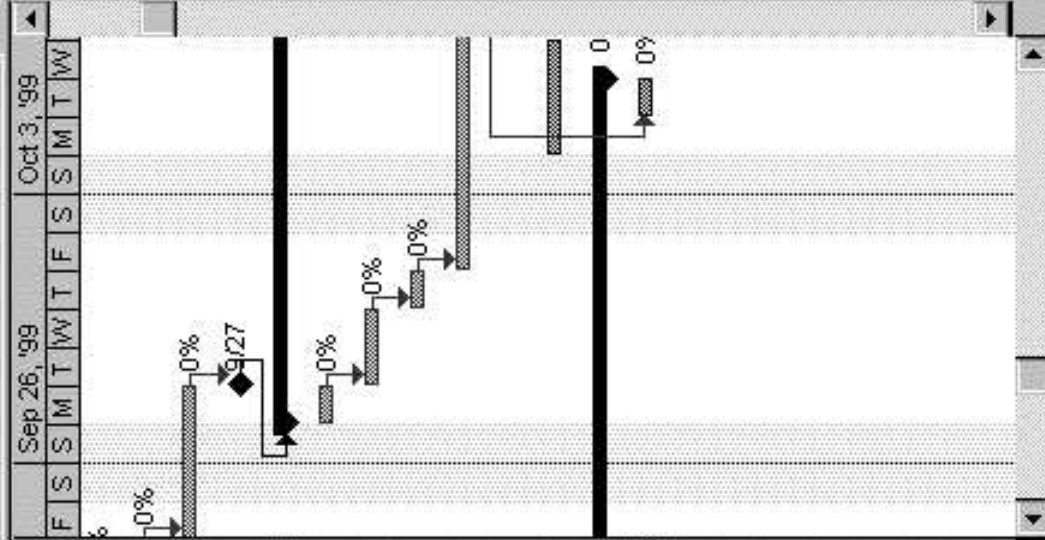
Today: 9/2/99



Arial 8 **B** *I* U All Tasks

11FS-3 days

Task Name	Duration	Start	Finish	Predecessors
3 First contact with int. ptners.	1 day	Wed 9/22/99	Wed 9/22/99	2
4 Meet with indust. Sponsor	2 days	Wed 9/22/99	Thu 9/23/99	2
5 Disc. spec., whole team	2 days	Fri 9/24/99	Mon 9/27/99	4
6 Specification Milestone	0 days	Mon 9/27/99	Mon 9/27/99	5
7 <input checked="" type="checkbox"/> Research State of Art	#####	Mon 9/27/99	Thu 10/7/99	6FS-1 da
8 Define common reading	1 day	Mon 9/27/99	Mon 9/27/99	
9 Do common reading	2 days	Tue 9/28/99	Wed 9/29/99	8
10 Agree on spec. assignments	1 day	Thu 9/30/99	Thu 9/30/99	9
11 Complete spec. res. Assignmtns.	5 days	Fri 10/1/99	Thu 10/7/99	10
12 Background research completed	0 days	Thu 10/7/99	Thu 10/7/99	11
13 Discuss, define conc. des. activ., dur.	3 days	Mon 10/4/99	Wed 10/6/99	
14 <input checked="" type="checkbox"/> Develop conceptual designs	#####	Mon 9/20/99	Tue 10/5/99	
15 Develop concepts individually	1 day	Tue 10/5/99	Tue 10/5/99	11FS-3 d
16 Brainstorm concepts	1 day	Mon 9/20/99	Mon 9/20/99	
17 Assign concepts to flesh out	1 day	Mon 9/20/99	Mon 9/20/99	
18 Prepare written summaries	1 day	Mon 9/20/99	Mon 9/20/99	
19 Develop evaluation criteria from spe	1 day	Mon 9/20/99	Mon 9/20/99	
20 Evaluate conceptual designs	1 day	Mon 9/20/99	Mon 9/20/99	
21 Conceptual design selected	0 days	Mon 9/20/99	Mon 9/20/99	



Calendar Gantt Chart PERT Chart Task Usage Tracking Gantt Resource Graph

Ready

Arial 8

All Tasks

Task Name	Duration	Start	Finish	Predecessors
1 Project definition task	#####	Mon 9/20/99	Mon 9/27/99	
7 Research State of Art	#####	Mon 9/27/99	Thu 10/7/99	6FS-1
13 Discuss, define conc. des. activ., dur.	3 days	Mon 10/4/99	Wed 10/6/99	
14 Develop conceptual designs	#####	Tue 10/5/99	Thu 10/21/99	
15 Develop concepts individually	4 days	Tue 10/5/99	Fri 10/8/99	11FS-3
16 Brainstorm concepts	1 day	Thu 10/7/99	Thu 10/7/99	13
17 Assign concepts to flesh out, do it	5 days	Fri 10/8/99	Thu 10/14/99	16
18 Prepare written summaries	2 days	Fri 10/15/99	Mon 10/18/99	17
19 Develop evaluation criteria from spe	4 days	Fri 10/8/99	Wed 10/13/99	16
20 Evaluate conceptual designs	3 days	Tue 10/19/99	Thu 10/21/99	18
21 Conceptual design selected	0 days	Thu 10/21/99	Thu 10/21/99	20



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Microsoft Project - D...

Microsoft PowerPoint - [De...

HP DeskJet Toolbox

EXT CAPS NUMY SCRL OVR

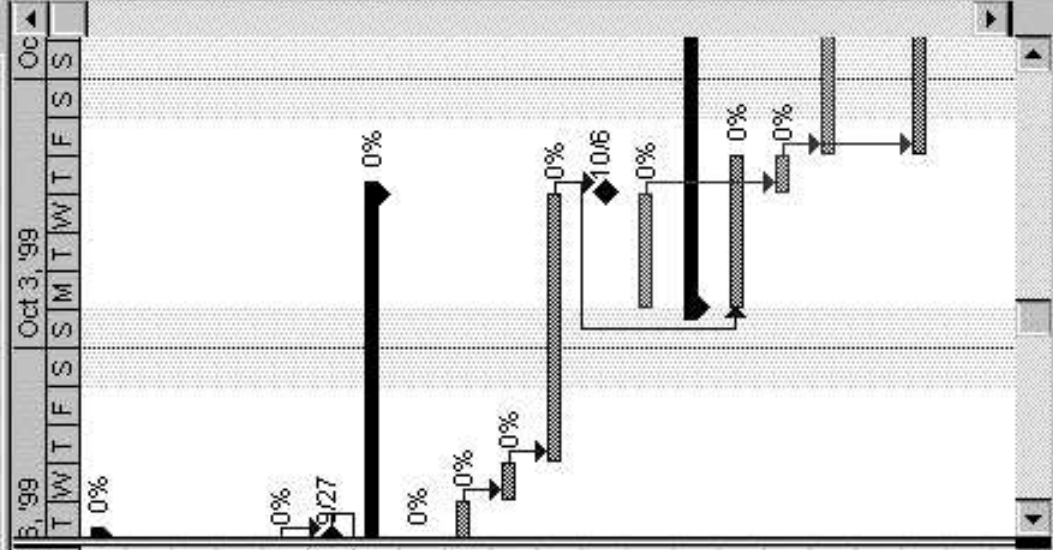


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Arial 8 **B** *I* U All Tasks

Research State of Art

ID	Task Name	Duration	Start	Finish
1	Project definition task	#####	Mon 9/20/99	Mon 9/27/99
2	Initial Meeting of MSU Team	2 days	Mon 9/20/99	Tue 9/21/99
3	First contact with int. partners.	1 day	Wed 9/22/99	Wed 9/22/99
4	Meet with indust. Sponsor	2 days	Wed 9/22/99	Thu 9/23/99
5	Disc. spec., whole team	2 days	Fri 9/24/99	Mon 9/27/99
6	Specification Milestone	0 days	Mon 9/27/99	Mon 9/27/99
7	Research State of Art	#####	Mon 9/27/99	Wed 10/6/99
8	Define common reading	1 day	Mon 9/27/99	Mon 9/27/99
9	Do common reading	2 days	Mon 9/27/99	Tue 9/28/99
10	Agree on spec. assignments	1 day	Wed 9/29/99	Wed 9/29/99
11	Complete spec. res. Assignmtns.	5 days	Thu 9/30/99	Wed 10/6/99
12	Background research completed	0 days	Wed 10/6/99	Wed 10/6/99
13	Discuss, define conc. des. activ., di	3 days	Mon 10/4/99	Wed 10/6/99
14	Develop conceptual designs	#####	Mon 10/4/99	Thu 10/21/99
15	Develop concepts individually	4 days	Mon 10/4/99	Thu 10/7/99
16	Brainstorm concepts	1 day	Thu 10/7/99	Thu 10/7/99
17	Assign concepts to flesh out, do it	5 days	Fri 10/8/99	Thu 10/14/99
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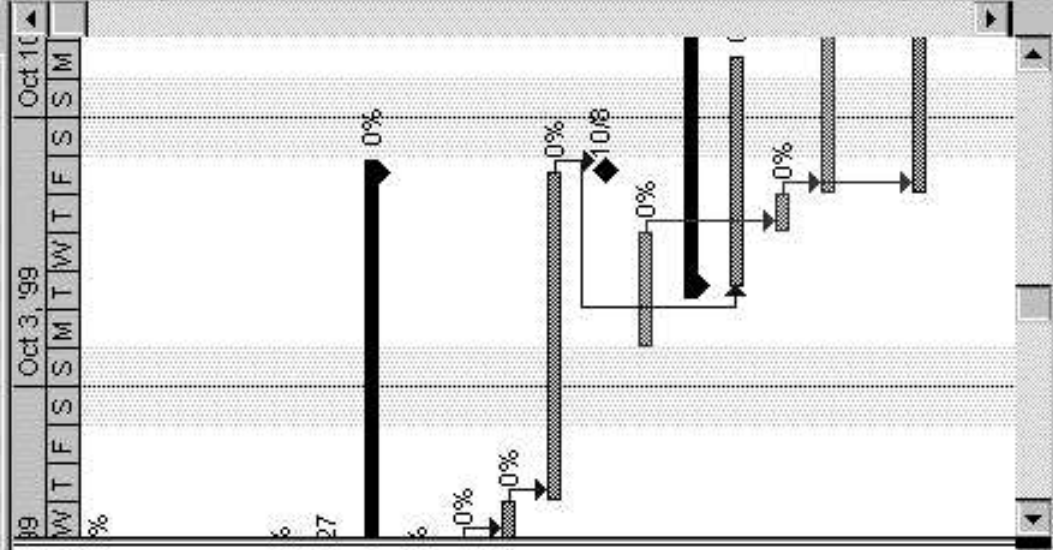
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Arial 8 **B** *I* U All Tasks

Joe, Tina, Barb

Duration	Start	Finish	Predecessor	Resource Names
1 #####	Mon 9/20/99	Mon 9/27/99		
2 2 days	Mon 9/20/99	Tue 9/21/99		
3 1 day	Wed 9/22/99	Wed 9/22/99	2	
4 2 days	Wed 9/22/99	Thu 9/23/99	2	
5 2 days	Fri 9/24/99	Mon 9/27/99	4	
6 0 days	Mon 9/27/99	Mon 9/27/99	5	
7 #####	Mon 9/27/99	Fri 10/8/99	6FS-1 day	
8 1 day	Mon 9/27/99	Mon 9/27/99		
9 2 days	Mon 9/27/99	Tue 9/28/99		
10 1 day	Wed 9/29/99	Wed 9/29/99	9	
11 #####	Thu 9/30/99	Fri 10/8/99	10	Joe, Tina, Barb
12 0 days	Fri 10/8/99	Fri 10/8/99	11	
13 3 days	Mon 10/4/99	Wed 10/6/99		
14 #####	Tue 10/5/99	Thu 10/21/99		
15 4 days	Tue 10/5/99	Mon 10/11/99	11FS-3 day:	
16 1 day	Thu 10/7/99	Thu 10/7/99	13	
17 5 days	Fri 10/8/99	Thu 10/14/99	16	
18 2 days	Fri 10/15/99	Mon 10/18/99	17	
19 4 days	Fri 10/8/99	Wed 10/13/99	16	
20 3 days	Tue 10/19/99	Thu 10/21/99	18	
21 0 days	Thu 10/21/99	Thu 10/21/99	20	



Microsoft Project - DemoProject

File Edit View Insert Format Tools Project Window Help

Clipboard icons: Paste, Copy, Cut, Undo, Redo, Paste with Formatting, Paste and Merge from Source, Paste and Match Source Formatting. Font settings: Arial, Size 8, Bold (B), Italic (I), Underline (U). Spelling: All Resources.

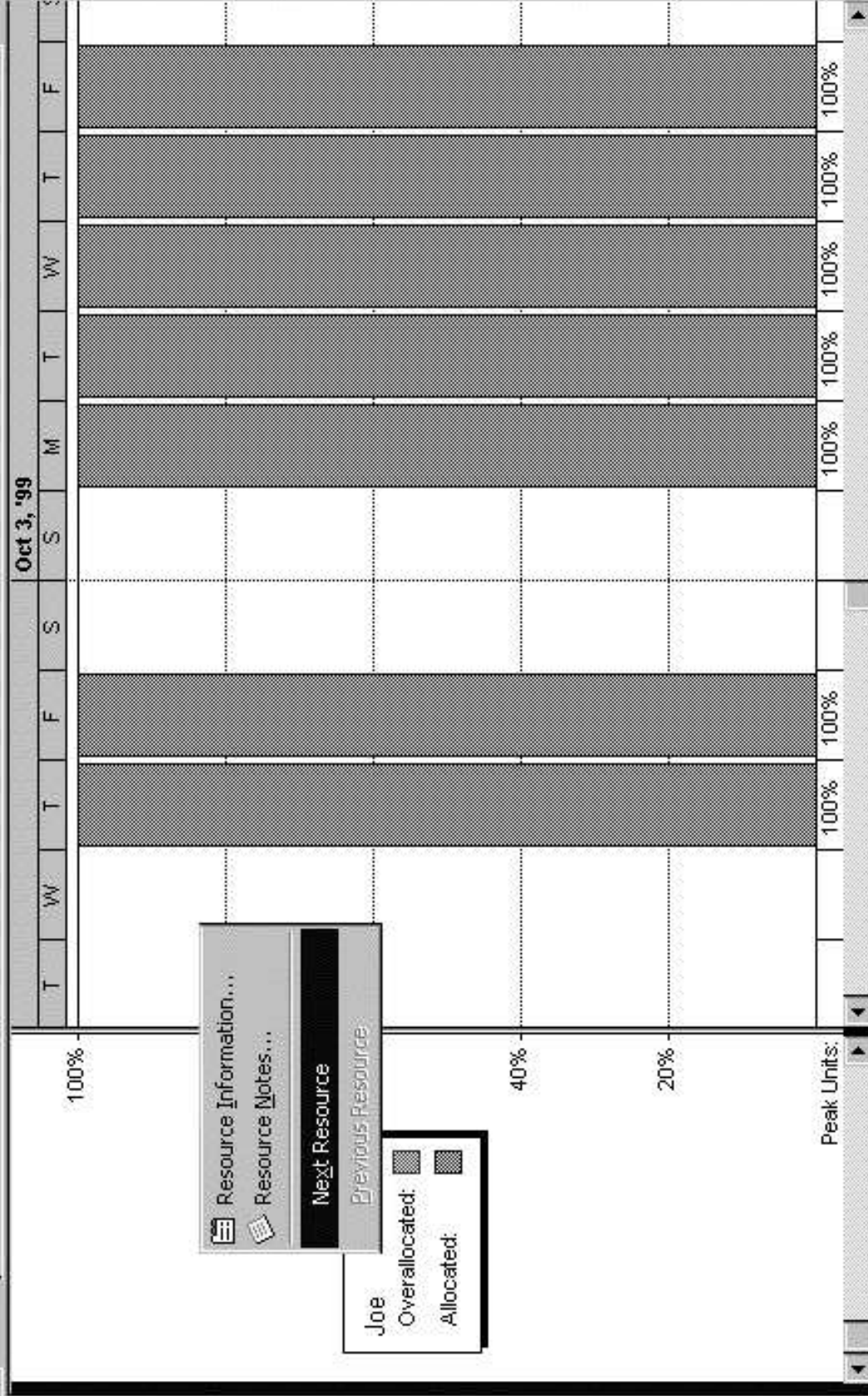
	Resource Name	Initials	Group	Max. Units	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Bas
1	Joe	J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Star
2	Tina	T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Star
3	Bill	B		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Star
4	Barb	B		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Star

Calendar, Gantt Chart, PERT Chart, Task Usage, Tracking Gantt, Resource Graph

Ready | Start | Exploring - GoodmanProje... | Microsoft Project - D... | Microsoft PowerPoint - [De... | 11:29 AM

Font settings: Arial, size 10, Bold (B), Italic (I), Underline (U), Color (C), Background Color (A), Paragraph (P), Bullets (B), Numbering (N), Indent (I), Decrease Indent (D), Increase Indent (I), Undo (U), Redo (R), Paste (P), Copy (C), Cut (X), Delete (D), Insert (I), Help (H).

Resource selection: All Resources



Context menu for resource 'Joe':

- Resource Information...
- Resource Notes...
- Next Resource**
- Previous Resource

Summary for 'Joe':

- Overallocated: []
- Allocated: []

View options: Calendar, Gantt Chart, PERT Chart, Task Usage, Tracking Gantt, Resource Graph

Rich text toolbar with icons for Bold (B), Italic (I), Underline (U), Font Color, Background Color, Bulleted List, Numbered List, Indent, Outdent, Undo, Redo, and Help.

All Resources

Resource Name	Initials	Group	Max. Units	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Bas
1 Joe	J		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Sta
2 Tina	T		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Sta
3 Bill	B		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Stal
4 Barb	B		100%	\$0.00/hr	\$0.00/hr	\$0.00	Prorated	Sta

Navigation and view controls: Gantt Chart, PERT Chart, Task Usage, Tracking Gantt, Resource Graph, Resource Sheet.

Ready

Arial 8 **B** *I* U

All Tasks

2h

	Task Name	Work	Details	T	F	S	S	M	T	W
1	<input type="checkbox"/> Project definition task	0 hrs	Work							
2	Initial Meeting of MSU	0 hrs	Work							
3	First contact with int. I	0 hrs	Work							
4	Meet with indust. Spoi	0 hrs	Work							
5	Disc. spec., whole te	0 hrs	Work							
6	Specification Mileston	0 hrs	Work							
7	<input type="checkbox"/> Research State of Art	36 hrs	Work	6h	6h				6h	6h
8	Define common readir	0 hrs	Work							
9	Do common reading	0 hrs	Work							
10	Agree on spec. assign	0 hrs	Work							
11	<input type="checkbox"/> Complete spec. res. A	36 hrs	Work	6h	6h				6h	6h
	Joe	12 hrs	Work	6h	6h				6h	6h
	Tina	12 hrs	Work	2h	2h				2h	2h
	Barb	12 hrs	Work	2h	2h				2h	2h
12	Background research	0 hrs	Work							
13	Discuss, define conc.	0 hrs	Work							
14	<input type="checkbox"/> Develop conceptual des	128 hrs	Work						32h	32h
15	<input type="checkbox"/> Develop concepts indi	128 hrs	Work						32h	32h
	Joe	32 hrs	Work						8h	8h
	Tina	32 hrs	Work						8h	8h
	Airt	32 hrs	Work						8h	8h

Calendar
 Gantt Chart
 PERT Chart
 Task Usage
 Tracking Gantt
 Resource Graph

Ready

EXIT CAPS NUM SCRL OVR

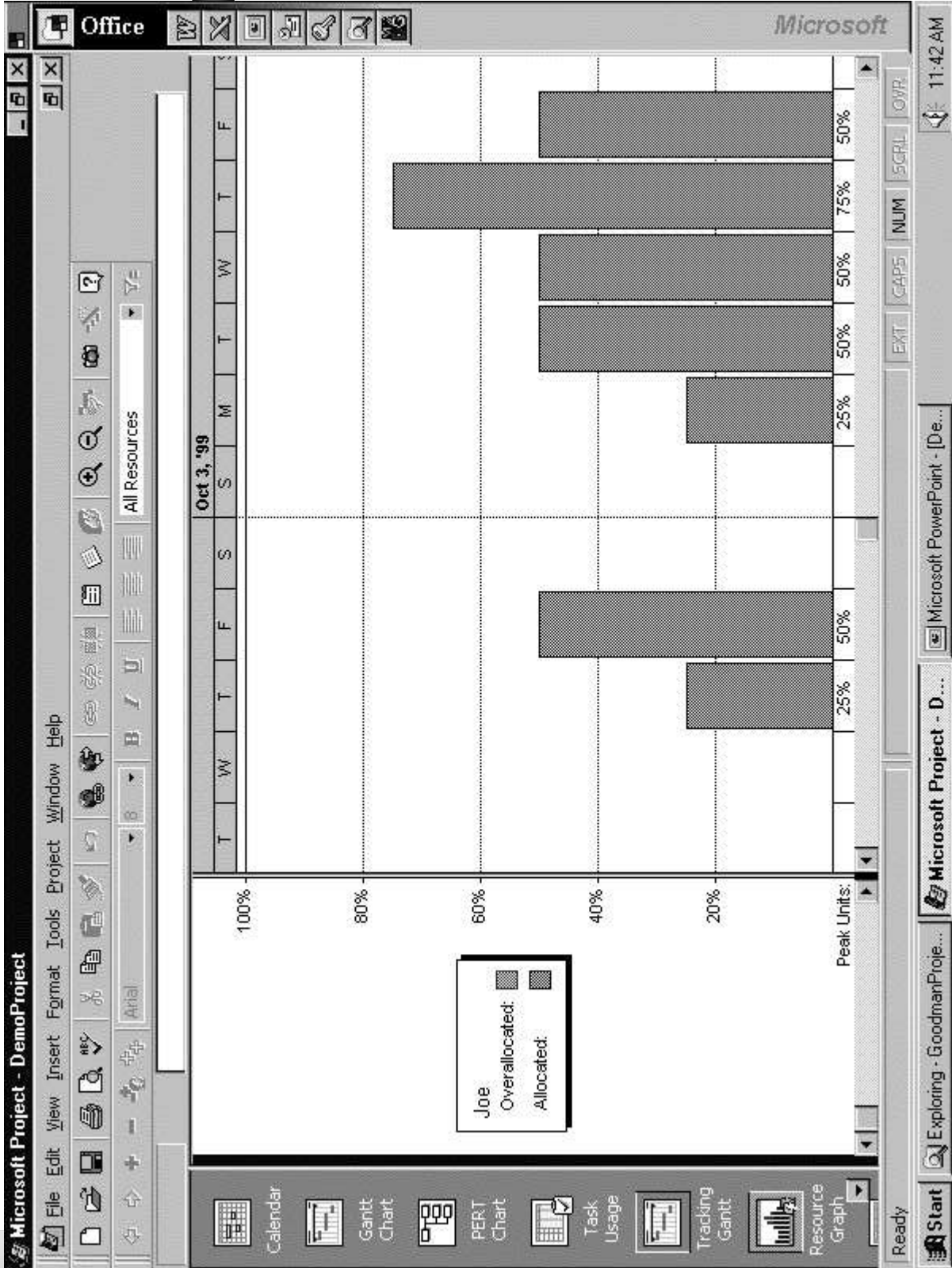
Arial 8 **B** *I* U All Tasks

4h

	Task Name	Work	Details	S	M	T	W	T	F	S
5	Disc. spec., whole te	0 hrs	Work							
6	Specification Mileston	0 hrs	Work							
7	<input type="checkbox"/> Research State of Art	36 hrs	Work		6h	6h	6h	6h		
8	Define common readir	0 hrs	Work							
9	Do common reading	0 hrs	Work							
10	Agree on spec. assigni	0 hrs	Work							
11	<input type="checkbox"/> Complete spec. res. A	36 hrs	Work		6h	6h	6h	6h		
	Joe	12 hrs	Work							
	Tina	12 hrs	Work							
	Barb	12 hrs	Work							
12	Background research	0 hrs	Work							
13	Discuss, define conc.	0 hrs	Work							
14	<input type="checkbox"/> Develop conceptual des	48 hrs	Work		8h	8h	8h	16h	16h	
15	<input type="checkbox"/> Develop concepts indi	48 hrs	Work		8h	8h	8h	16h	16h	
	Joe	12 hrs	Work							
	Tina	12 hrs	Work							
	Bill	12 hrs	Work							
	Barb	12 hrs	Work							
16	Brainstorm concepts	0 hrs	Work							
17	Assign concepts to flk	0 hrs	Work							
18	Drawers written summ	0 hrs	Work							

Oct 3, '99

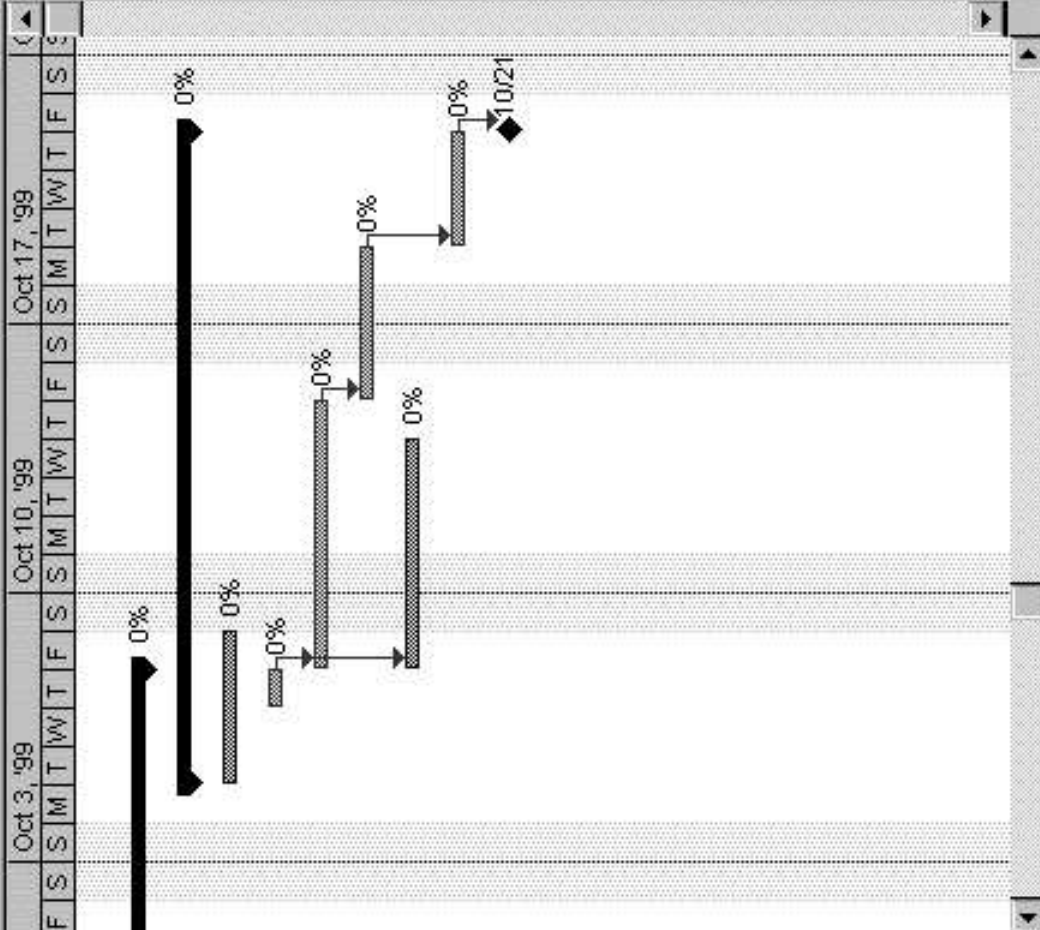
EXIT CAPS NUM SCRL OVR



Arial 8 **B** *I* U All Tasks

Research State of Art

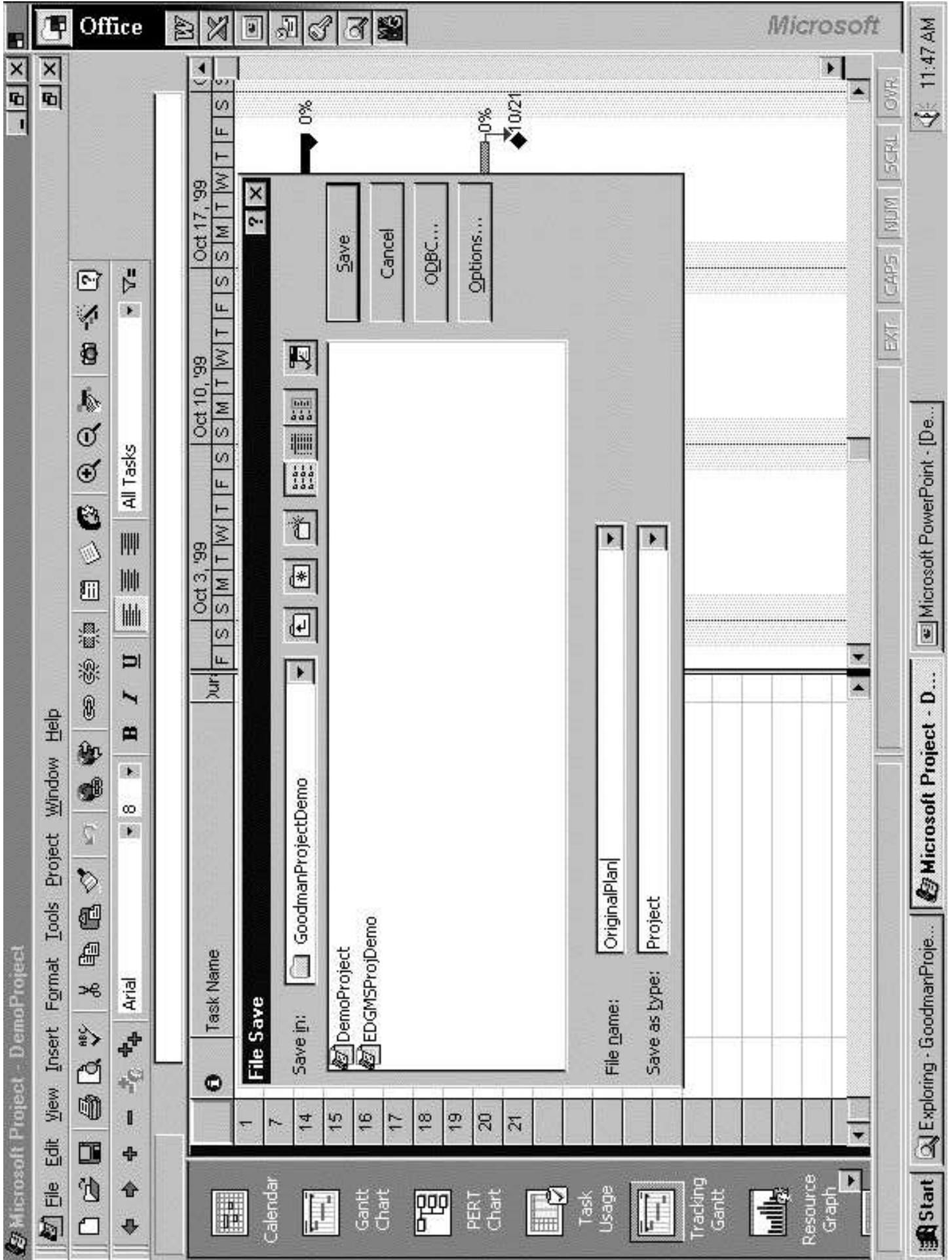
ID	Task Name	Duration
1	Project definition task	###
7	Research State of Art	###
14	Develop conceptual designs	###
15	Develop concepts individually	4 d
16	Brainstorm concepts	1
17	Assign concepts to flesh out, do it	5 d
18	Prepare written summaries	2 d
19	Develop evaluation criteria from spe	4 d
20	Evaluate conceptual designs	3 d
21	Conceptual design selected	0 d



Calendar | Gantt Chart | PERT Chart | Task Usage | Tracking Gantt | Resource Graph

Ready





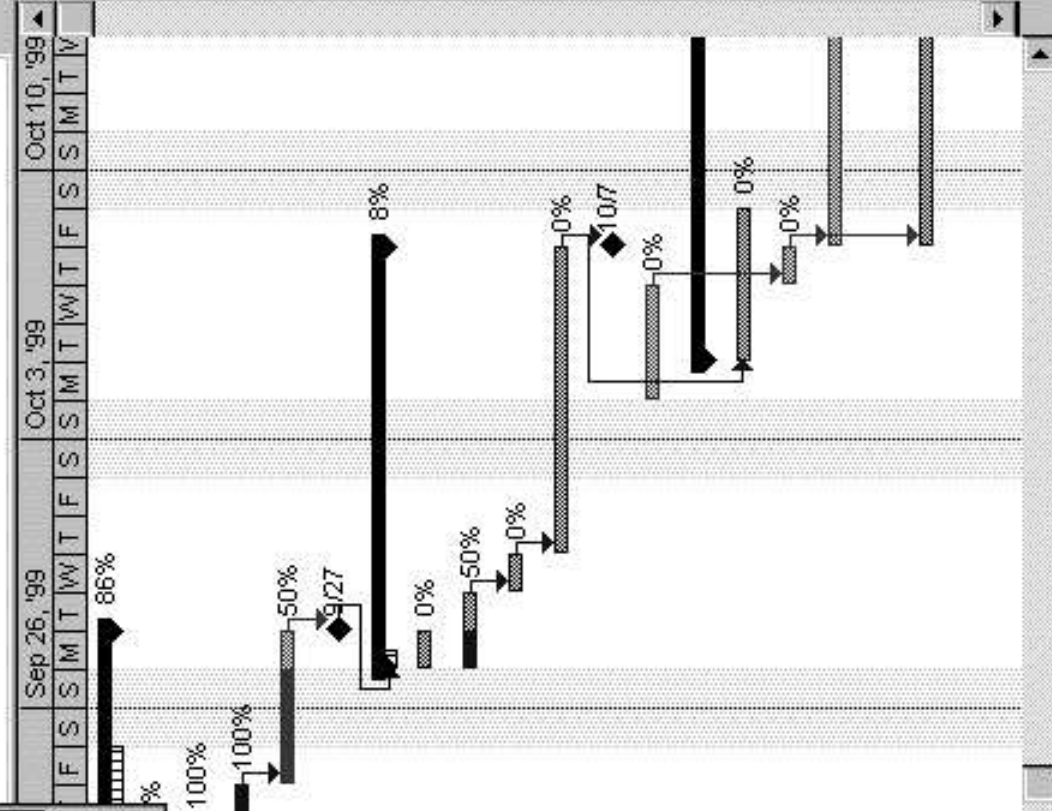


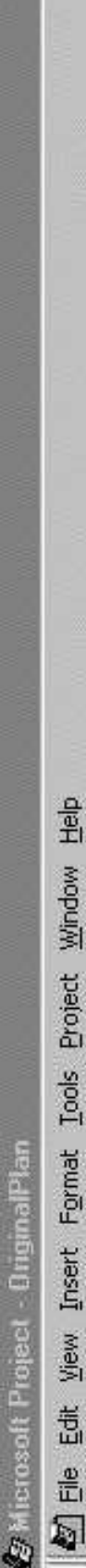
Our “Flyover” of Project 98

- **Adding tasks, durations**
- **Setting dependencies**
- **Seeing critical path, etc.**
- **“Rolling up” subtasks**
- **Assigning resources**
- **Adjusting durations, time assignments, etc.**

Initial Meeting of MSU

Task ID	Task Name	Duration
1	Project definition	
2	Initial Meeting	1
3	First contact with int. partners.	2 d
4	Meet with indust. Sponsor	2 d
5	Disc. spec., whole team	0 d
6	Specification Milestone	###
7	Research State of Art	
8	Define common reading	1
9	Do common reading	2 d
10	Agree on spec. assignments	1
11	Complete spec. res. Assignmtns.	6 d
12	Background research completed	0 d
13	Discuss, define conc. des. activ., di	3 d
14	Develop conceptual designs	
15	Develop concepts individually	4 d
16	Brainstorm concepts	1
17	Assign concepts to flesh out, do it	5 d
18	Prepare written summaries	2 d
19	Develop evaluation criteria from spe	4 d
20	Evaluate conceptual designs	3 d
21	Conceptual design selected	0 d





Task Name: Project definition task

Task Information dialog box:

- Name: Initial Meeting of MSU Team
- Percent complete: 100%
- Duration: 2d
- Priority: Medium
- Dates: Start: Mon 9/20/99, Finish: Tue 9/21/99
- Options: Hide task bar, Roll up Gantt bar to summary

Task List:

1	Project definition task	86%
2	Develop concepts individually	4 d
3	Brainstorm concepts	1
4	Assign concepts to flesh out, do it	5 d
5	Prepare written summaries	2 d
6	Develop evaluation criteria from spe	4 d
7	Evaluate conceptual designs	3 d
8	Conceptual decision selected	0 d

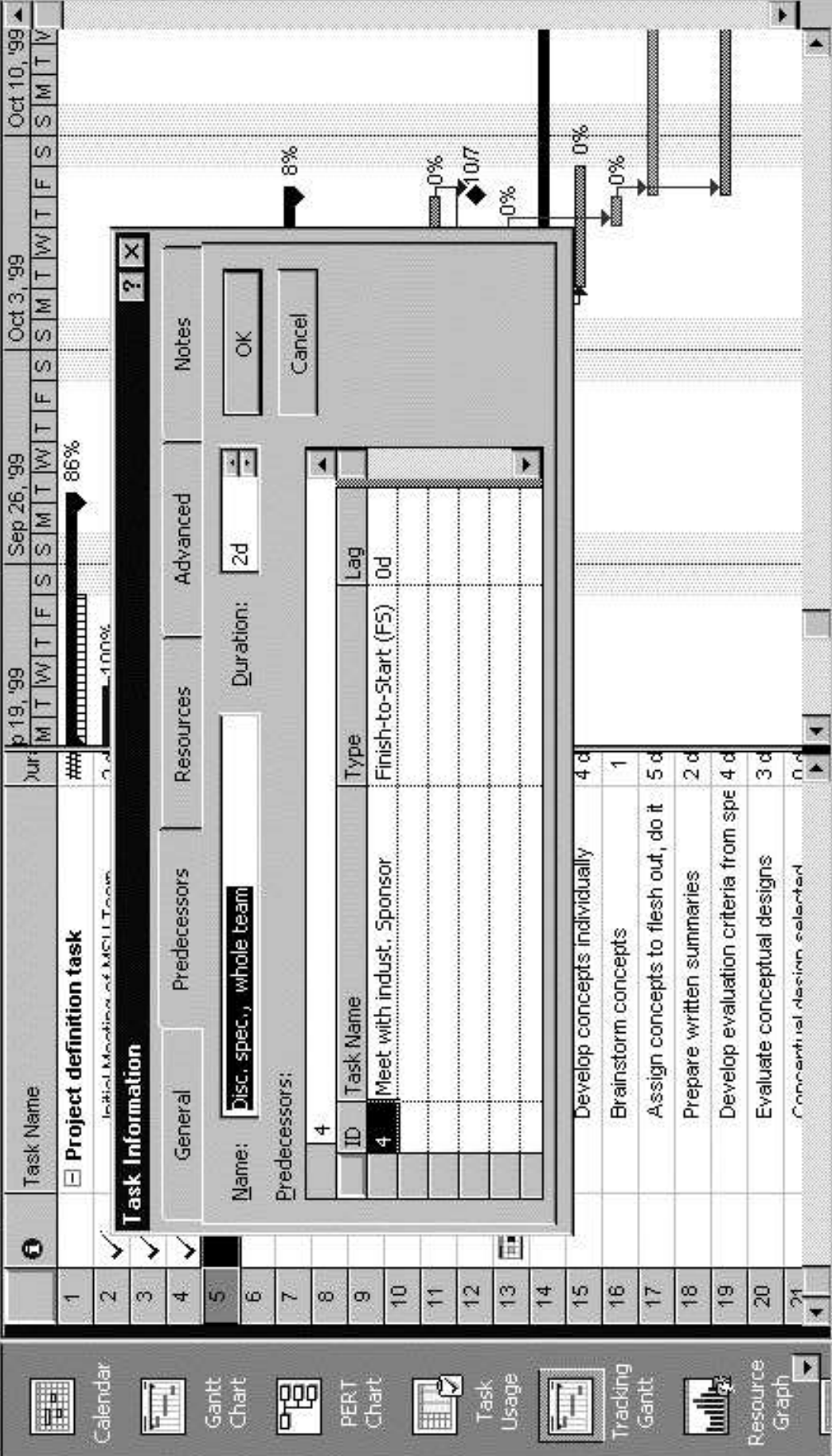
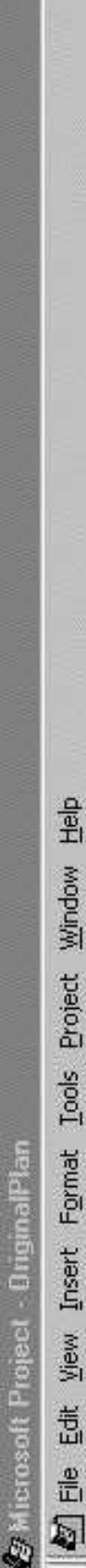
Calendar: Sep 19, '99 to Oct 10, '99

Task Usage: 100%

Tracking Gantt: 0%, 10/7, 0%, 0%

Resource Graph: 0%





Task Information

Name: **Disc. spec., whole team** Duration: 2d

Predecessors:

ID	Task Name	Type	Lag
4	Meet with indust. Sponsor	Finish-to-Start (FS)	0d

Buttons: OK, Cancel



Microsoft Project - OriginalPlan

File Edit View Insert Format Tools Project Window Help

Arial 8

B I U

All Tasks

Calendar Gantt Chart PERT Chart Task Usage Tracking Gantt Resource Graph

Task Name: Project definition task

Initial Meeting of MCLL Team

Task Information

General: Name: Disc. spec., whole team; Type: As Soon As Possible; Date: NA; Task type: Fixed Units

Advanced: Duration: 2d; Mark task as milestone: ; Effort driven:

Resources: WBS code: 1.4

Notes: OK Cancel

Task List:

1																				
2	✓																			
3	✓																			
4	✓																			
5																				
6																				
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17																				
18																				
19																				
20																				
21																				

Task List Details:

- Develop concepts individually (4 d)
- Brainstorm concepts (1)
- Assign concepts to flesh out, do it (5 d)
- Prepare written summaries (2 d)
- Develop evaluation criteria from spe (4 d)
- Evaluate conceptual designs (3 d)
- Conceptual decision selected (0 d)

Progress: 86% (Project definition task), 100% (Initial Meeting of MCLL Team)

Calendar: Sep 19, '99 to Oct 10, '99

Microsoft Project - OriginalPlan

File Edit View Insert Format Tools Project Window Help

Arial 8

Font icons: Bold, Italic, Underline, Bullets, Numbered list, Indent, Decrease indent, Increase indent, Undo, Redo, Cut, Copy, Paste, Find, Replace, Print, Save, Open, Close, Help, etc.

	Task Name	Start	Finish	Duration	Progress
1	Project definition task				86%
2	Initial Meeting of MCLL Team				100%
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16	Brainstorm concepts				
17	Assign concepts to flesh out, do it				
18	Prepare written summaries				
19	Develop evaluation criteria from spe				
20	Evaluate conceptual designs				
21	Conceptual decision selected				

Task Information

Name: Disc. spec., whole team Duration: 2d

Type: **As Soon As Possible**

Date: 1.4

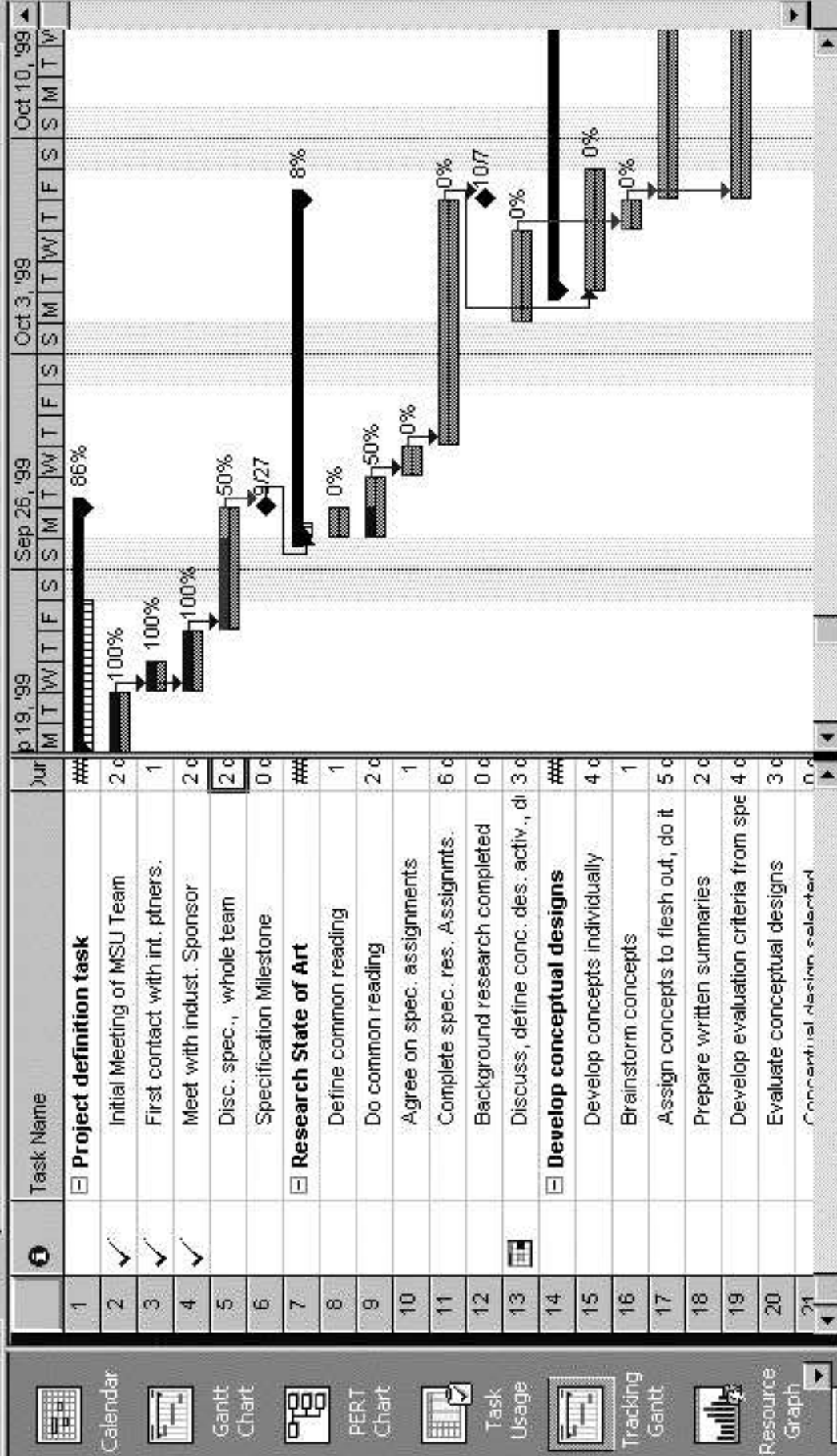
Task type: Effort driven

Mark task as milestone

WBS code: 1.4

OK Cancel

2 days



Clipboard icons: Undo, Cut, Copy, Paste, Paste with Source Formatting, Paste with Destination Formatting, Paste with Source and Destination Formatting, Paste with Source and Destination Styles.

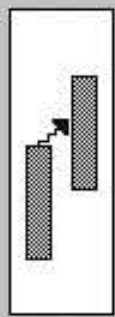
Font settings: Arial, Size 8, Bold, Italic, Underline.

Task list: All Tasks

Task Name	19 '99	20 '99	21 '99	22 '99	23 '99	24 '99	25 '99	26 '99	27 '99	28 '99	29 '99	30 '99	31 '99
Project d													
Initial													
First c													
Meet													
Disc.													
Speci													
Research													
Define													
Do co													
Agree													
Comp													
Backg													
Discu													
Develop													
Devel													
Brains													
Assign concepts to flesh out, do it													
Prepare written summaries													
Develop evaluation criteria from spe													
Evaluate conceptual designs													
Conceptual decision selected													

Planning Wizard

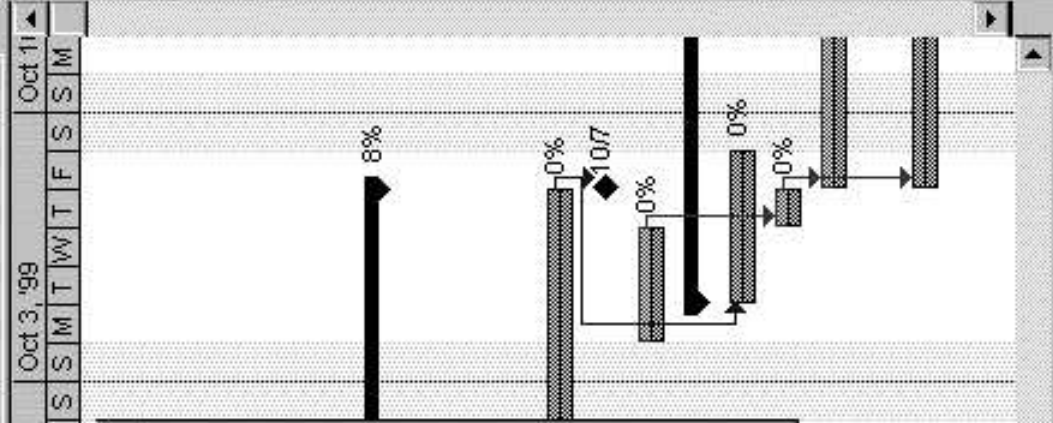
This action will cause a scheduling conflict. Task 5 of 'PlanWithBaseline' is linked to a task that cannot move, and as a result the link cannot be honored.



You can:

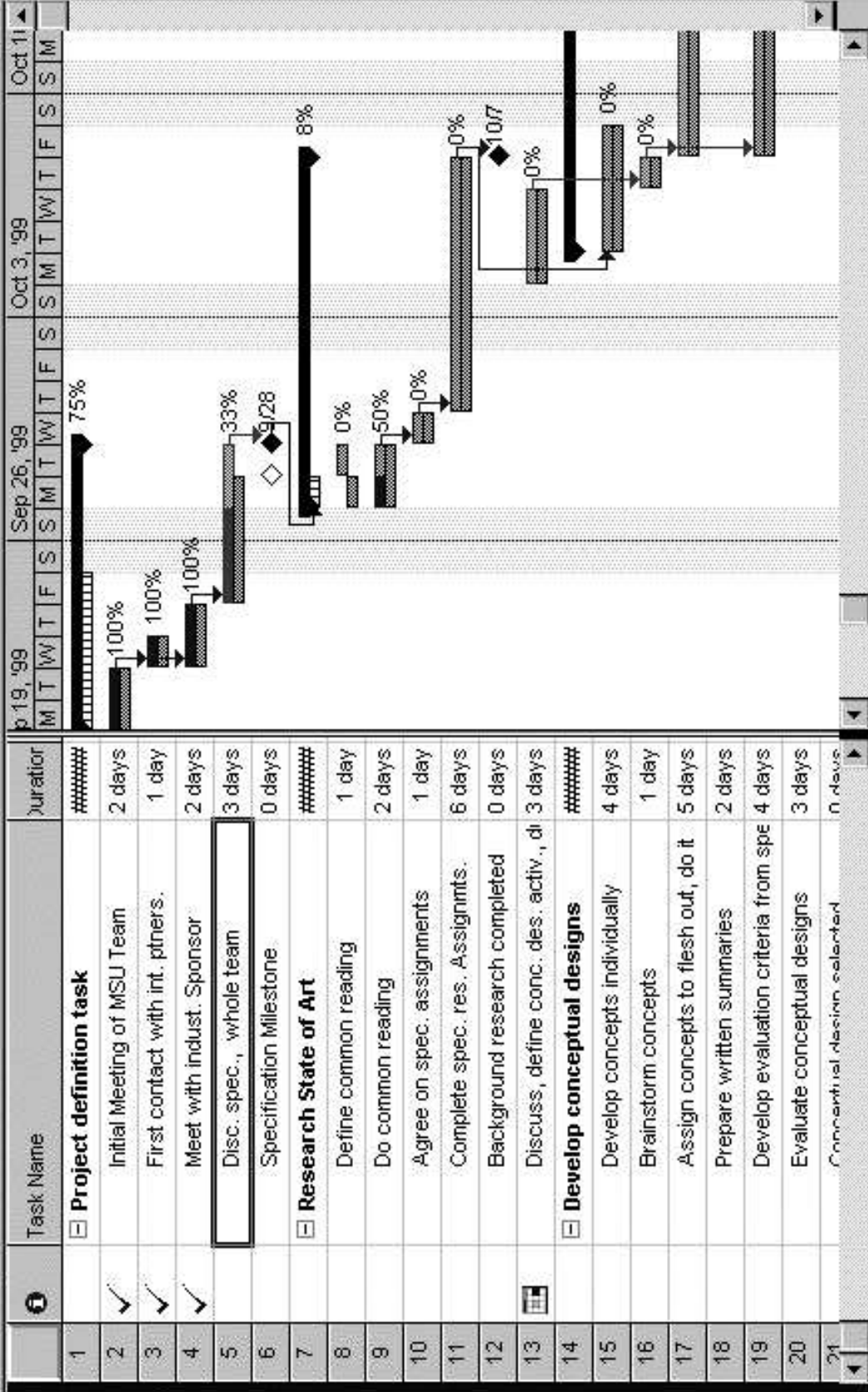
- Cancel. Avoid the scheduling conflict.
- Continue. Allow the scheduling conflict.
- Don't tell me about this again.

Buttons: OK, Cancel, Help



Arial 8 **B** *I* U All Tasks

Disc. spec., whole team



Calendar | Gantt Chart | PERT Chart | Task Usage | Tracking Gantt | Resource Graph



Management of YOUR Project

With your team members

- **Create a plan for the entire project**
- **Set milestones for tracking progress**
- **Provide more detail for near-term tasks**
- **Use with your facilitator to report progress and revise/add detail to plan**
- **Assign specific tasks to team members**
- **Revise plan and activities as required to achieve objectives**