

Project Management

A Non-Technical Technical to the Portland Chapter of the Piano Technicians Guild

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Business Office side of
things

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Overview

- Definition
- Benefits
- Method
 - Scope
 - Components
 - Tools
 - Process

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WHAZZAT?

SUWAT?

HOWYADODAT?

Scope of class is basic fundamental elements of PM

Definition

- Project Management is the *planning and tracking* of **actions, resources** and **progress** toward the completion of a **goal**.

Benefits

- Time Management
- Cost Control
- Improved Estimates Accuracy
- Maximize Post Mortem Analysis
- Increase Profit

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Better delivery on time as promised

Clearer picture of inventory costs in a project

Cleaner more precise estimation with history

Fewer unanswered questions at the end of the project.

All add up to maintenance of a clear concise billing at the right margins

Method

- Scope
- Components
- Tools
- Process

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Proper sizing of the project. When to “projectize”. Need for details

Pieces of the planning & scheduling puzzle

Paper or plastic (software)

Rules of engagement

Scope

- A goal that requires multiple resources and actions that must be coordinated within the project or shared with other projects is a candidate for Project Management.
- The degree of granularity is determined by the management need of details.

Components

- **Actions**
 - Tasks, things to be done in proper sequence
- **Resources**
 - Time, Material, Equipment, Personnel
- **Progress**
 - Milestones, Sub-tasks, Dates

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Dependency and Concurrency

EVERYTHING is a RESOURCE

Are we there yet?

TOOLS

- Paper
 - Notebook
 - Forms
- Computer
 - Word Processor
 - Spreadsheet
 - Dedicated Software

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Dedicated software can be pretty expensive (MS PROJECT is my choice,
\$200?)

TASK DEFINITION

Task ID: _____ Description: _____

Materials:

Equipment:

Personnel:

Name	Role	Time	Rate
_____	_____	____:____	\$ ____.
_____	_____	____:____	\$ ____.
_____	_____	____:____	\$ ____.
_____	_____	____:____	\$ ____.

Prerequisites:

Task ID:	Start Date	End Date	COST	Duration
Task ID: _____	Scheduled: _____	_____	\$ ____.	_____
Task ID: _____	Actual: _____	_____	\$ ____.	_____

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Project Task Sequencing

Project Name: _____

Total Cost: _____ Duration: _____

Start: _____ End: _____

TaskID	Description	Duration	Start	End	Preqs
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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_____	_____	_____	_____	_____	_____

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Project Gant Chart (Day)

	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	
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Project Gant Chart (Hour)

	Mon <u> </u> / <u> </u> / <u> </u>							Tue <u> </u> / <u> </u> / <u> </u>							Wed <u> </u> / <u> </u> / <u> </u>									
	08	09	10	11	12	2	3	4	08	09	10	11	12	2	3	4	08	09	10	11	12	2	3	4
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Process

- Determine Goal
- List Tasks
- Define Resource Requirements
- Plan Schedule
- Execute
- Record Actual Data
- Evaluate

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What are we doing here?

What steps are needed?

How much of what?

When?

Just DO IT.

How did it REALLY happen?

How did we do?

Example Project

Determine Goals

- Hinze # 12769 Recondition
- Action centers loose
- Hammers badly grooved
- Needs new dampers
- Needs new key tops & sharps
- Regulation, pitch raise and tune.

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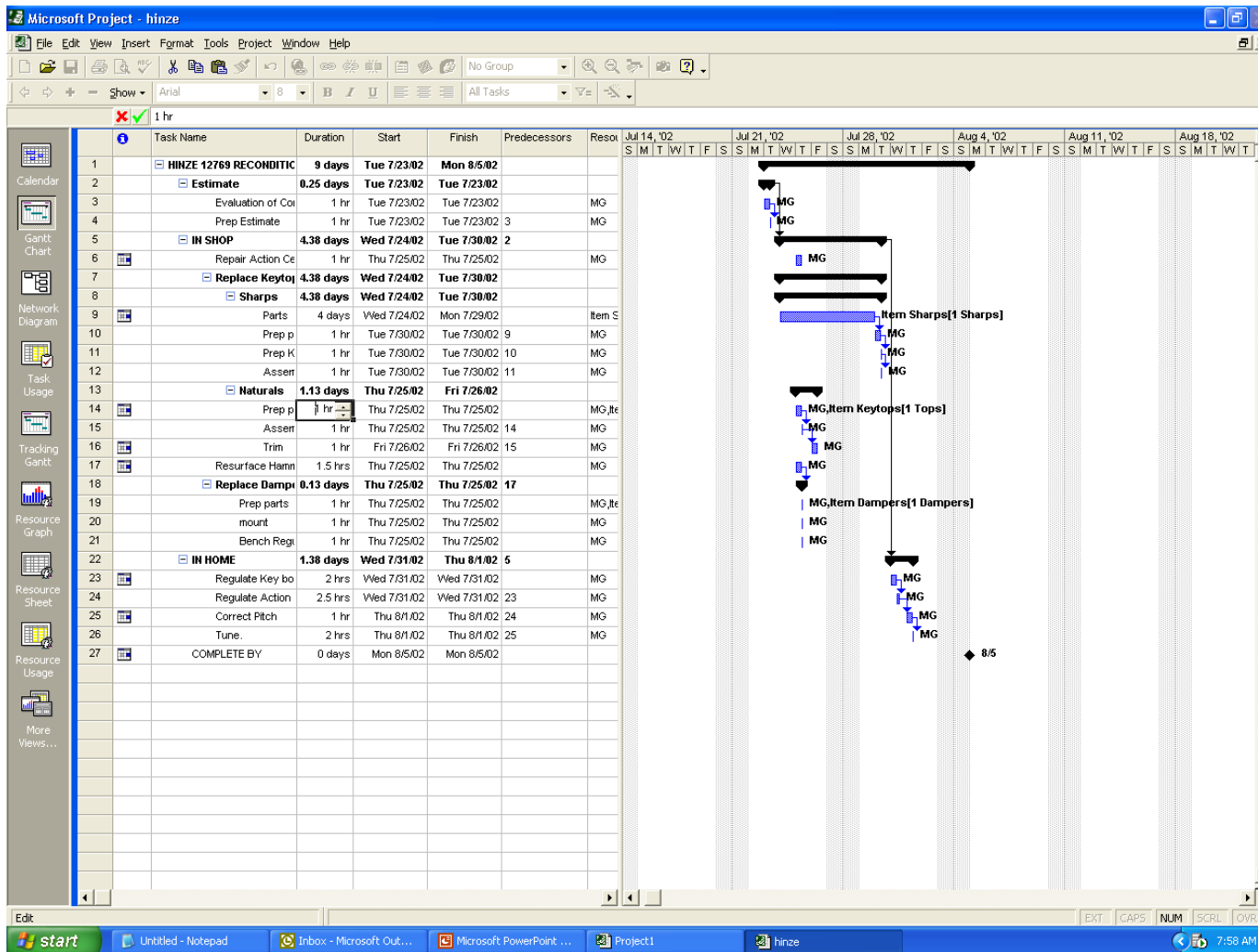
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We now know what we're doing, got the tools and the method.

Put it o work.

Example Project: Plan



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I use MS Project.

This shows the task list and gant

Had a deadline of 8/5 for the client to start lessons.

Example Project: Task Definition

Task Information dialog box, General tab. Name: Prep parts, Duration: 1h, Estimated: unchecked. Percent complete: 0%, Priority: 500. Dates: Start: Thu 7/25/02, Finish: Thu 7/25/02. Options: Hide task bar (unchecked), Roll up Gantt bar to summary (unchecked). Buttons: Help, OK, Cancel.

Task Information dialog box, Resources tab. Name: Prep parts, Duration: 1h, Estimated: unchecked. Resources table:

Resource Name	Units
MG	100%
Item Keytops	1 Tops

Buttons: Help, OK, Cancel.

Task Information dialog box, Advanced tab. Name: Prep parts, Duration: 1h, Estimated: unchecked. Constrain task: Deadline: NA. Constraint type: Start No Earlier Than, Constraint date: Thu 7/25/02. Task type: Fixed Units, Effort driven (checked). Calendar: None, Scheduling ignores resource calendars (unchecked). WBS code: 1.2.2.2.1. Mark task as milestone (unchecked). Buttons: Help, OK, Cancel.

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MS Project's Task definition pages

Plans-tracks material cost and labor time.

Project Summary

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as of Sun 8/11/02

Dates

Start:	Tue 7/23/02	Finish:	Mon 8/5/02
Baseline Start:	Tue 7/23/02	Baseline Finish:	Mon 8/5/02
Actual Start:	NA	Actual Finish:	NA
Start Variance:	0 days	Finish Variance:	0 days

Duration

Scheduled:	9 days	Remaining:	9 days
Baseline:	9 days	Actual:	0 days
Variance:	0 days	Percent Complete:	0 %

Work

Scheduled:	21 hrs	Remaining:	21 hrs
Baseline:	18 hrs	Actual:	0 hrs
Variance:	3 hrs	Percent Complete:	0 %

Costs

Scheduled:	\$1,935.00	Remaining:	\$1,935.00
Baseline:	\$1,545.00	Actual:	\$0.00
Variance:	\$390.00		

Task Status

Tasks not yet started:	27
Tasks in progress:	0
Tasks completed:	0
Total Tasks:	27

Resource Status

Work Resources:	1
Overallocated Work Resources:	1
Material Resources:	3
Total Resources:	5

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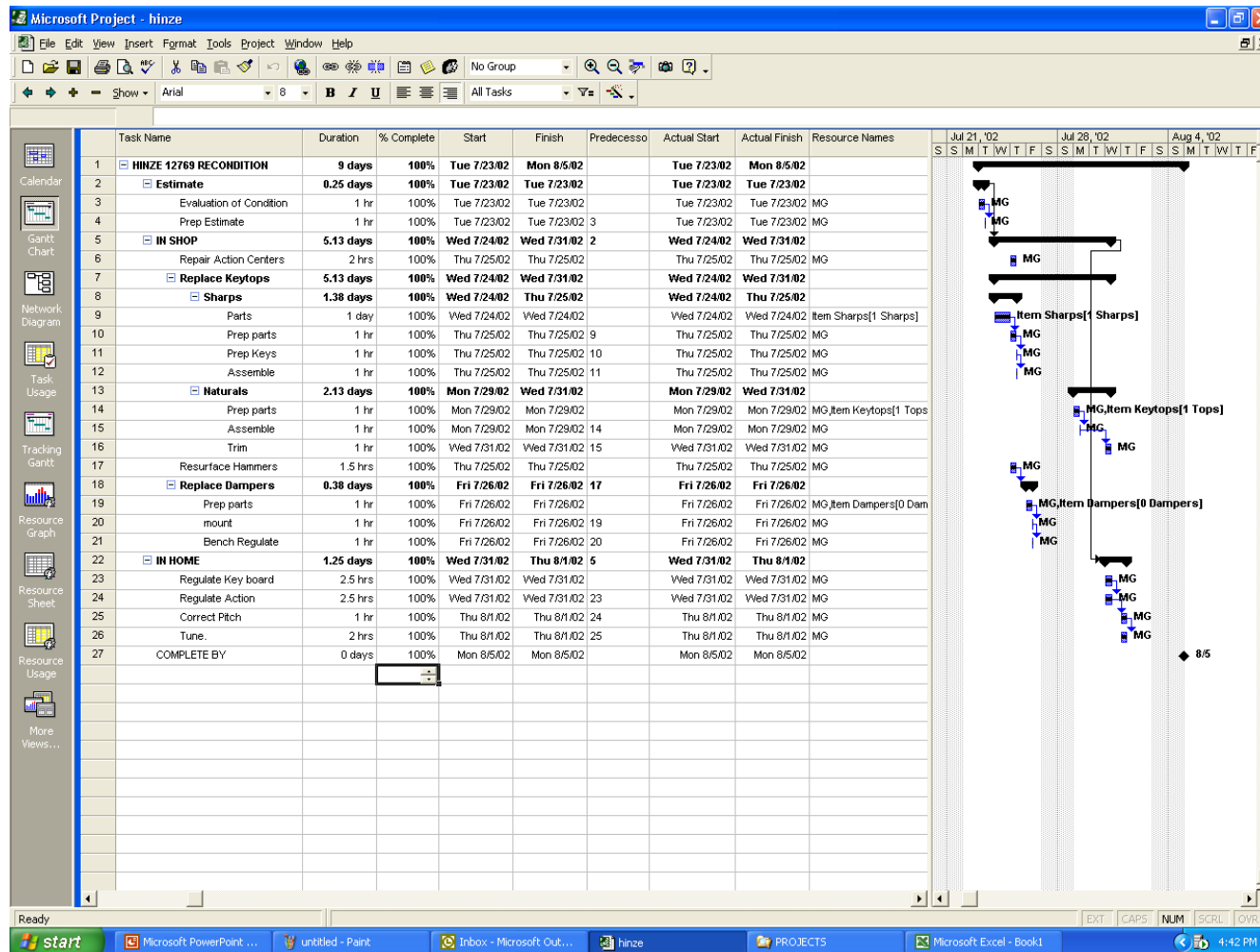
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Project summary:

Base lined before adding dampers Estimated cost not refined as granularity is by hour and “generous”

Example Project: Execution



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For the most part this project executed to plan. Had a little longer time in repairing hammers as I found a few more loose centers.

Example Project: Evaluate

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as of Sun 8/11/02

Dates

Start:	Tue 7/23/02	Finish:	Mon 8/5/02
Baseline Start:	Tue 7/23/02	Baseline Finish:	Mon 8/5/02
Actual Start:	Tue 7/23/02	Actual Finish:	Mon 8/5/02
Start Variance:	0 days	Finish Variance:	0 days

Duration

Scheduled:	9 days	Remaining:	0 days
Baseline:	9 days	Actual:	9 days
Variance:	0 days	Percent Complete:	100 %

Work

Scheduled:	22.5 hrs	Remaining:	0 hrs
Baseline:	18 hrs	Actual:	22.5 hrs
Variance:	4.5 hrs	Percent Complete:	100 %

Costs

Scheduled:	\$1,962.50	Remaining:	\$0.00
Baseline:	\$1,545.00	Actual:	\$1,962.50
Variance:	\$417.50		

Task Status

Tasks not yet started:	0
Tasks in progress:	0
Tasks completed:	27
Total Tasks:	27

Resource Status

Work Resources:	2
Overallocated Work Resources:	0
Material Resources:	3
Total Resources:	5

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Why the variance?

Mostly due to drawing a base line with out the dampers (a mistake in planning phase).

Some over run in fixing more hammers than expected.

Did I get this much money? Should have I?

Summary

- Definition
- Benefits
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- Componets
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- Example

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Thank You

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