プロジェクトマネジメント演習

顧客情報インポートシステム

マネジメントレポート

メンバ

PM 1142064　鈴木 淳子

1142106　丸山 準人

1142046　小池 由也

提出日：2013年7月30日

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| --- | --- | --- |
| PM確認印 | シニア確認印 | ユーザ確認印 |
|  |  |  |

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# プロジェクトの概要

　　第三者がこの文章を読んだだけでプロジェクトの発足から結果まで把握できるように，プロジェクトの背景，目的，推進経過，最終結果について概要を説明する．

　　表を用いてQCDの目標と結果を対比させて示す．

# コストマネジメント，タイムマネジメントの結果

　　週報で提出したEVMを用いて，各週のプロジェクト推進結果を振り返る．

　　（1週間を1ページで振り返る．各ページの上段にEVMの各種指標，中段にEVMの図，下段に考察を文章で記載する．考察では，各週のEVM指標を用いて，なぜ上手くいったのか，なぜ上手くいかなかったのか，次回以降どうすれば良いのか，等を記載する．）

　　以降のページから，期間別でEVMの考察を記述していく．

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 期間 | | | | | | | | 5月17日(金)～5月17日(金) | | | | | | | | | | | | | | | | | | | | | | | | | 1週目 |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | 3/h | | | | | 小池由也 | | | | | | | | | 3/h | | | | | | | |
| 丸山準人 | | | | | | | | | | | | 3/h | | | | |  | | | | | | | | |  | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | 33 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EV | 0 | | | | | | | | | | | | | | | | AC | | 6 | | | | | | | | | | | | | | |
| SV | -33 | | | | | | | | | | | | | | | | CV | | -6 | | | | | | | | | | | | | | |
| SPI | 0 | | | | | | | | | | | | | | | | CPI | | 0 | | | | | | | | | | | | | | |
| BAC | 330 | | | | | | | | | | | | | | | | EAC | | 6 | | | | | | | | | | | | | | |
| ETC | 0 | | | | | | | | | | | | | | | | VAC | | 324 | | | | | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1週目：ガントチャート作成，要求定義書，議事録，作業日報などから始まり，要求定義書の背景や目的の内容把握をメンバ全員で行い，各々割り振られた作業に取り組み始めた．何をするかなどが各々把握するのに時間がかかり早速遅延が発生した． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | | | | | 5月17日(金)～5月24日(金) | | | | | | | | | | | | | | | | | | | | | | | | | 2週目 |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | 7/h | | | | | 小池由也 | | | | | | | | | 7/h | | | | | | | |
| 丸山準人 | | | | | | | | | | | | 6/h | | | | |  | | | | | | | | |  | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | 6.6 | | | | | | | | | | | AC | | | | 20 | | | | | | | | | | | | |
| SV | | | | | | -26.4 | | | | | | | | | | | CV | | | | -13.4 | | | | | | | | | | | | |
| SPI | | | | | | 0.2 | | | | | | | | | | | CPI | | | | 0.33 | | | | | | | | | | | | |
| BAC | | | | | | 330 | | | | | | | | | | | EAC | | | | 1,000 | | | | | | | | | | | | |
| ETC | | | | | | 980 | | | | | | | | | | | VAC | | | | -670 | | | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第2週目：ガントチャート上では，24日に要件定義書が終わる計画だったが，メンバ間レビューまでしか終わらなかった．24日からプロジェクト計画書にとりかからなければいけなかったが，要件定義書に時間を割いてしまい進めることができなかった．グラフを見ての通り，作業効率が悪く，遅延状態が続いている．  　作業が進まない原因として挙げられるのは，一人の作業時間が11時間の計画だったが，各々ができていないためだと考えられる． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | 5月24日(金)～5月31日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | 3週目 | | | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | | 20/h | | | | 小池由也 | | | | | | | 27/h | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | | 24.5/h | | | |  | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | 77.4 | | | | | | | | | | | AC | | 71.5 | | | | | | | | | | | | | |
| SV | | | | | | | 44.4 | | | | | | | | | | | CV | | 5.9 | | | | | | | | | | | | | |
| SPI | | | | | | | 2.35 | | | | | | | | | | | CPI | | 1.08 | | | | | | | | | | | | | |
| BAC | | | | | | | 330 | | | | | | | | | | | EAC | | 305.4 | | | | | | | | | | | | | |
| ETC | | | | | | | 233.9 | | | | | | | | | | | VAC | | 24.6 | | | | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第3週目：ガントチャートでは，31日に中間報告資料までが終了していることになっているが，プロジェクト計画書にミスがあり終わらせることができなかった．  　プロジェクト計画書も中間報告書もできていなっかたので，2，3日研究室に泊まり作業をし，なんとか終わらせることができた．また，遅延状態を脱出でき通常状態に戻すことができた．メンバ間の稼働時間もバランスがとれている． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | 5月31日(金)～6月7日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4週目 |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | | 3.5/h | | | | 小池由也 | | | | | | | 3.5/h | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | | 3.5/h | | | |  | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | 15.6 | | | | | | | | AC | | | | 10.5 | | | | | | | | | | | |
| SV | | | | | | | | | | -17.4 | | | | | | | | CV | | | | 5.1 | | | | | | | | | | | |
| SPI | | | | | | | | | | 0.47 | | | | | | | | CPI | | | | 1.49 | | | | | | | | | | | |
| BAC | | | | | | | | | | 330 | | | | | | | | EAC | | | | 221.5 | | | | | | | | | | | |
| ETC | | | | | | | | | | 211 | | | | | | | | VAC | | | | 108.5 | | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第4週目：計画書は修正が終わりユーザ印をもらうことができ終了した．中間報告が終わりメンバの気が抜け，稼働時間が減ってしまった．7日の段階で外部設計が半分終わっている予定だったが，作業効率が悪く3割程度しか終わらなかった． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | | 6月7日(金)～6月14日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | 5週目 | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | | 6.5/h | | | | 小池由也 | | | | | | | 3.5/h | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | | 7/h | | | |  | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | 0 | | | | | | | | AC | | | | | | | 17 | | | | | | | | |
| SV | | | | | | | | | | -33 | | | | | | | | CV | | | | | | | -17 | | | | | | | | |
| SPI | | | | | | | | | | 0 | | | | | | | | CPI | | | | | | | 0 | | | | | | | | |
| BAC | | | | | | | | | | 330 | | | | | | | | EAC | | | | | | | 17 | | | | | | | | |
| ETC | | | | | | | | | | 0 | | | | | | | | VAC | | | | | | | 313 | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第5週目：ガントチャート上では，外部設計書が終了している予定だったが，先週に引き続き作業効率が悪く終わらせることができなかった．そのため，次の作業に取り掛かることができず，遅延状態になってしまった． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | 6月14日(金)～6月21日(金) | | | | | | | | | | | | | | | | | | | | | | | | | 6週目 | | | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | | 7/h | | | | 小池由也 | | | | | | | 4.5/h | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | | 4/h | | | |  | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | | 46.8 | | | | | | | AC | | | | 15.5 | | | | | | | | | | | |
| SV | | | | | | | | | | | 13.8 | | | | | | | CV | | | | 31.3 | | | | | | | | | | | |
| SPI | | | | | | | | | | | 1.42 | | | | | | | CPI | | | | 3.02 | | | | | | | | | | | |
| BAC | | | | | | | | | | | 330 | | | | | | | EAC | | | | 109.3 | | | | | | | | | | | |
| ETC | | | | | | | | | | | 93.8 | | | | | | | VAC | | | | 220.7 | | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第6週目：ようやく外部設計書がシニアレビューまで終了した．21日までにコスト見積りと契約書を終了させる計画だったが，外部設計書の影響もあり，こちらもシニアレビューまでしか終了しなかった．遅延状態は続いているが，ひどい状態は脱出できたであろう． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | 6月21日(金)～6月28日(金) | | | | | | | | | | | | | | | | | | | | | | | | | 7週目 | | | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | 5/h | | | | | 小池由也 | | | | | | | 3/h | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | 5/h | | | | |  | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | | | | 31.2 | | | | | AC | | | | | | | 13 | | | | | | | | |
| SV | | | | | | | | | | | | | -1.8 | | | | | CV | | | | | | | 18.2 | | | | | | | | |
| SPI | | | | | | | | | | | | | 0.95 | | | | | CPI | | | | | | | 2.4 | | | | | | | | |
| BAC | | | | | | | | | | | | | 330 | | | | | EAC | | | | | | | 137.5 | | | | | | | | |
| ETC | | | | | | | | | | | | | 124.5 | | | | | VAC | | | | | | | 192.5 | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第7週目：ガントチャート上では，28日から内部設計書に取り掛かる予定だったが，外部設計書，コスト見積り，契約書のユーザレビューがこの日になってしまい，進められなかった．遅延状態なのにメンバに焦りがなく，作業効率が良くなる傾向がない． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | 6月28日(金)～7月5日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | | | 8週目 | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | 5.5/h | | | | | | 小池由也 | | | | | | | | 3/h | | | | | | | | | |
| 丸山準人 | | | | | | | | | | 4.5/h | | | | | |  | | | | | | | |  | | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | 0 | | | | | | AC | | | | | | | | | 13 | | | | | | | | |
| SV | | | | | | | | | | -33 | | | | | | CV | | | | | | | | | -13 | | | | | | | | |
| SPI | | | | | | | | | | 0 | | | | | | CPI | | | | | | | | | 0 | | | | | | | | |
| BAC | | | | | | | | | | 330 | | | | | | EAC | | | | | | | | | 13 | | | | | | | | |
| ETC | | | | | | | | | | 0 | | | | | | VAC | | | | | | | | | 317 | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第8週目：ガントチャート上では，内部が終了している計画だったが，半分も終了いない状態である．理由としてPMノートがあがらなかったことが挙げられるが，WBSの内容が雑だったことも挙げられる．  また，作業担当の割り振りもしっかり行っていなかったため，作業の担当にばらつきが生じた． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | 7月5日(金)～7月12日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | | 9週目 | | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | 8/h | | | | | | | 小池由也 | | | | | | | | | 6/h | | | | | | | | |
| 丸山準人 | | | | | | | | | 3/h | | | | | | |  | | | | | | | | |  | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | 21.6 | | | | | | | AC | | | | | | | | | 17 | | | | | | | | |
| SV | | | | | | | | | -11.4 | | | | | | | CV | | | | | | | | | 4.6 | | | | | | | | |
| SPI | | | | | | | | | 0.65 | | | | | | | CPI | | | | | | | | | 1.27 | | | | | | | | |
| BAC | | | | | | | | | 330 | | | | | | | EAC | | | | | | | | | 259.8 | | | | | | | | |
| ETC | | | | | | | | | 242.8 | | | | | | | VAC | | | | | | | | | 70.2 | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第9週目：3週間かけやっと内部計画書がメンバ内レビューまで終了し，テスト計画書，テスト報告書，納品書，マニュアルもメンバ内レビューまで終了した．  　ＡＣとＥＶがＰＣと約100も離れてしまいひどい状態が続いている．メンバ間でも連動して作業を行うことができていない． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | 7月12日(金)～7月19日(金) | | | | | | | | | | | | | | | | | | | | | | | | | | | | 10週目 | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | 5.5/h | | | 小池由也 | | | | | | | 4/h | | | | | | | | | | |
| 丸山準人 | | | | | | | | | | | | | 3/h | | |  | | | | | | |  | | | | | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | | | | 4.2 | | | AC | | | | | | | 12.5 | | | | | | | | | | |
| SV | | | | | | | | | | | | | -28.8 | | | CV | | | | | | | -8.3 | | | | | | | | | | |
| SPI | | | | | | | | | | | | | 0.13 | | | CPI | | | | | | | 0.34 | | | | | | | | | | |
| BAC | | | | | | | | | | | | | 330 | | | EAC | | | | | | | 970.7 | | | | | | | | | | |
| ETC | | | | | | | | | | | | | 958.2 | | | VAC | | | | | | | -640.7 | | | | | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第10週目：先週終わった内部計画書，テスト計画書，テスト報告書，納品書，マニュアルをシニアにレビューして頂きそれぞれの問題点の指摘を受けた．こまめにレビューを受けなかったため，修正する時間が多くなった．その結果，QCD評価報告書とマネジメントレポートの作業に影響が生じた． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 期間 | | | | | | 7月19日(金)～7月26日(金) | | | | | | | | | | | | | | | | | | | | | | 11週目 | | | | | |
| 作業時間 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 鈴木淳子 | | | | | | | | | | | | | /h | | 小池由也 | | | | | | | | | | | | /h | | | | | | |
| 丸山準人 | | | | | | | | | | | | | /h | |  | | | | | | | | | | | |  | | | | | | |
| EVM評価 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PV | | | | | | | | | | | | | 33 | | | | | | | | | | | | | | | | | | | | |
| EV | | | | | | | | | | | | |  | | AC | | | | | | | | | | | |  | | | | | | |
| SV | | | | | | | | | | | | |  | | CV | | | | | | | | | | | |  | | | | | | |
| SPI | | | | | | | | | | | | |  | | CPI | | | | | | | | | | | |  | | | | | | |
| BAC | | | | | | | | | | | | | 330 | | EAC | | | | | | | | | | | |  | | | | | | |
| ETC | | | | | | | | | | | | |  | | VAC | | | | | | | | | | | |  | | | | | | |
| EVMグラフ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 考察 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 第11週目：ガントチャート上では，本契約も終了しているのだが，現状では，外部設計書の改正で手詰まりが生じてしまっている．作業をやっていたメンバも急激な稼働が原因で稼働時間が大幅に減少してしまい，計画通りの作業は大変困難だと見受けられる． | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# 品質マネジメントの結果

QCD評価報告書で得られたQの評価結果について考察する．