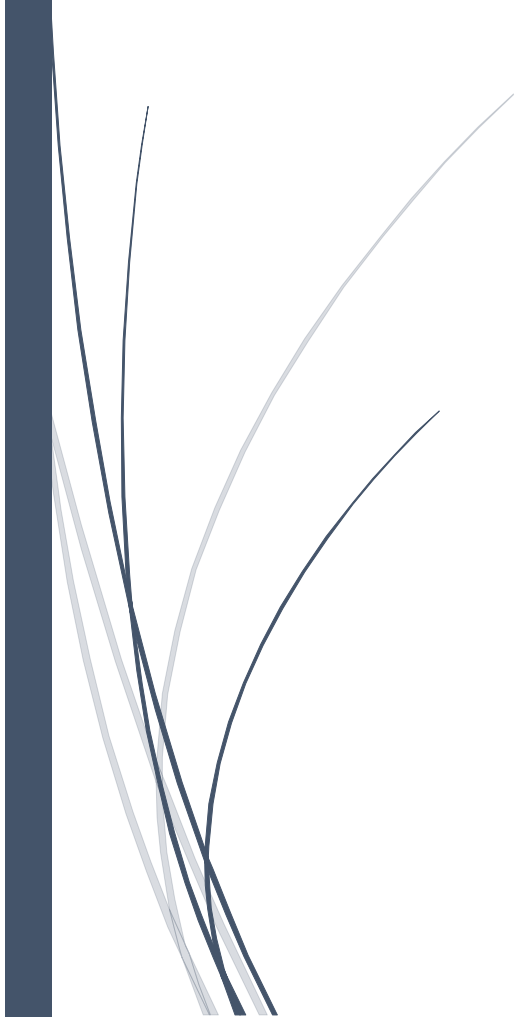
1/30/2023

The POM+ Project

Group assignment of CSCI 31052 Project Management (2020/2021)



Contents

Part 1

1. Develop the WBS outline using the software available. :

Use this file and the information provided below to create a project schedule.

- The following holidays are observed: January 1, Martin Luther King Day (third Monday in January), Memorial Day (last Monday in May), July 4th, Labor Day (first Monday in September), Thanksgiving Day (4th Thursday in November), December 25 and 26.
- If a holiday falls on a Saturday then Friday will be given as an extra day off, and if it falls on a Sunday then Monday will be given off.
- The project team works eight-hour days, Monday through Friday.
- The project will begin on January 3, 2012.

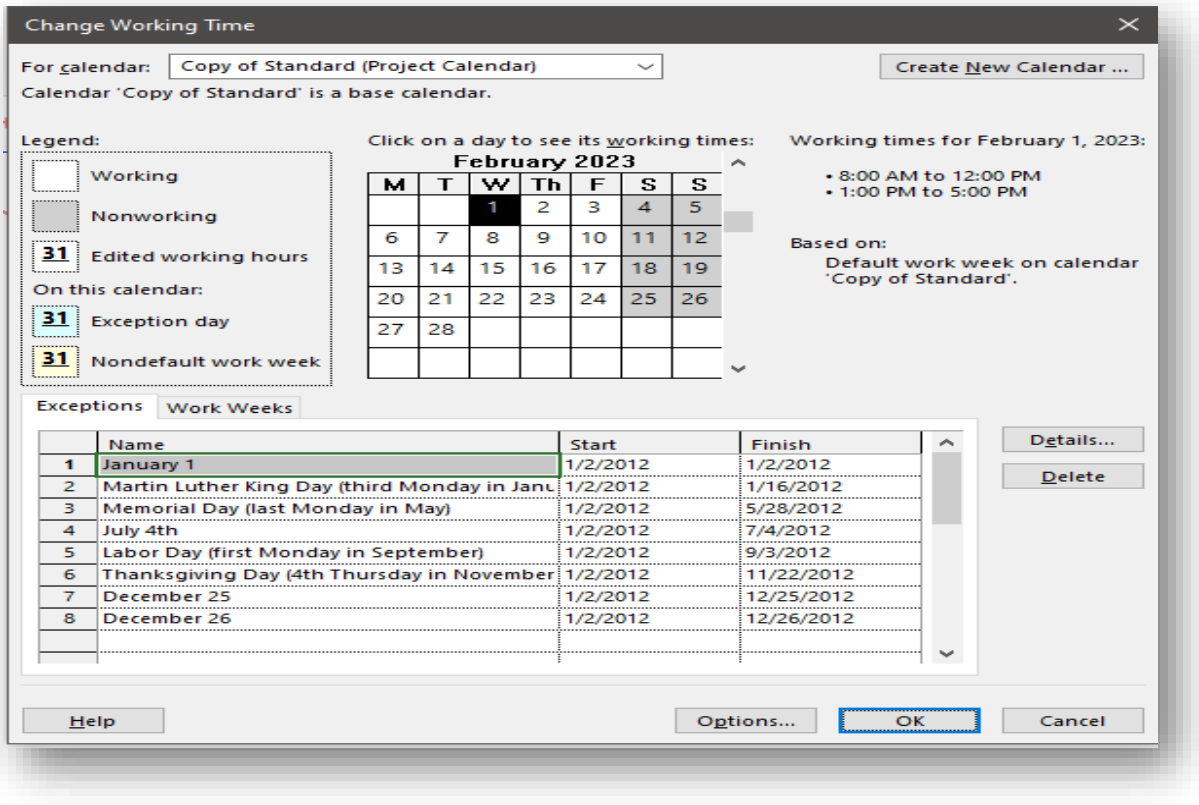


Figure 1

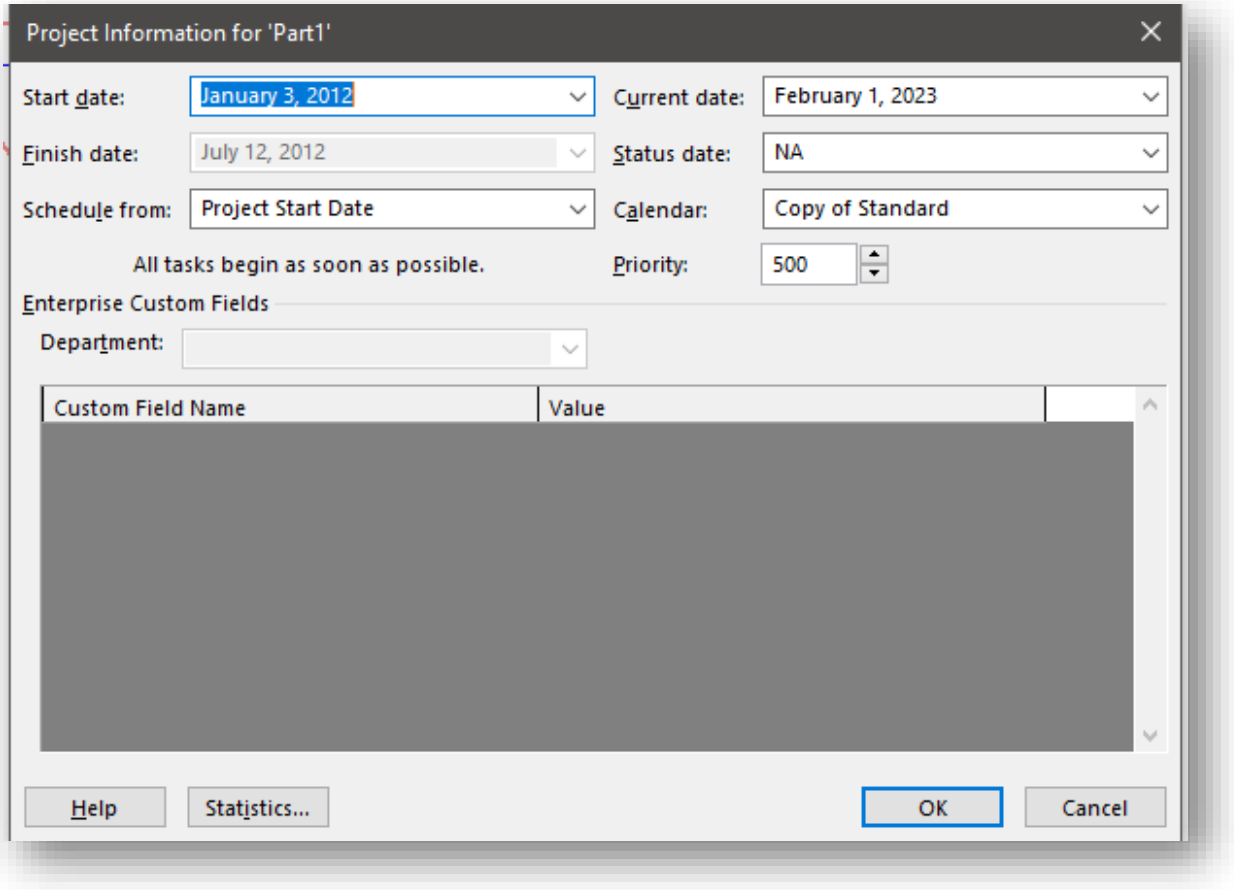


Figure 2

2. Based on this schedule, submit a memo that answers the following questions:

A. When is the project estimated to be completed?

Project is estimated to be completed by 07/13/2016 within 135 working days.

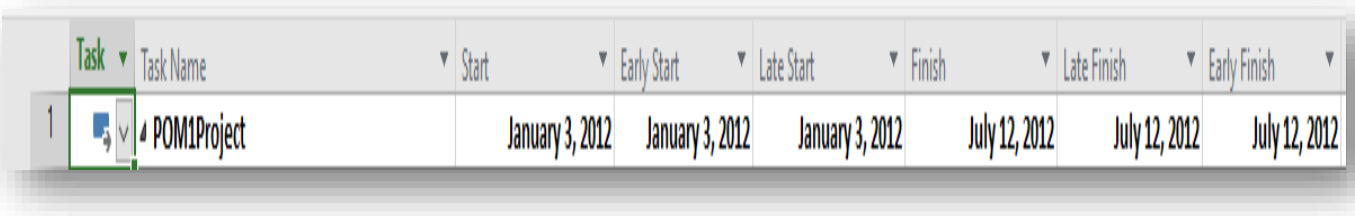


Figure 3

B. What is the critical path?

According to the network diagram, there are two critical paths:

1. Need survey => Set product specs => Shelf life report => Select fruit suppliers =>Production Trials => Quality Trials => Quality Metrics => Quality Training => Prepare product Launch

2. Need survey => Set product specs => Equipment Rehab => Production Trials => Quality Trials => Quality Metrics => Quality Training => Prepare product Launch

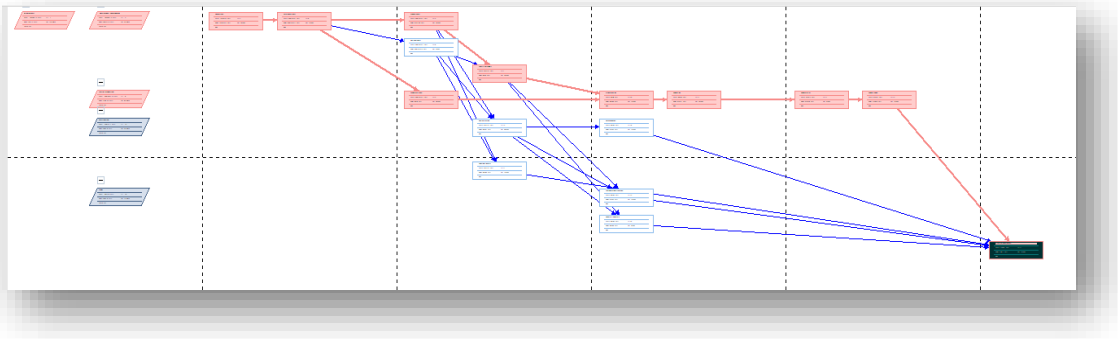


Figure 4

C. Which activity has the most total slack?

The Select distributors activity has the most total slack .

	Task Mode	Task Name	Duratio	Start	Finish	Total Slack	Add New
1		**POM1Project**	**135 days**	**January 3, 2012**	**July 12, 2012**	**0 days**	
2		**R&D product development**	**45 days**	**January 3, 2012**	**March 6, 2012**	**0 days**	
3		Need survey	20 days	January 3, 2012	January 31, 2012	0 days	
4		Set product specs	15 days	February 1, 2012	February 21, 2012	0 days	
5		Shelf life report	10 days	February 22, 2012	March 6, 2012	0 days	
6		Nutrition report	5 days	February 22, 2012	February 28, 2012	5 days	
7		Select fruit suppliers	20 days	March 7, 2012	April 3, 2012	0 days	
8		**Initial Production**	**85 days**	**February 22, 2012**	**June 20, 2012**	**0 days**	
9		Equipment rehab	30 days	February 22, 2012	April 3, 2012	0 days	
10		Production trials	15 days	April 4, 2012	April 24, 2012	0 days	
11		Quality trials	20 days	April 25, 2012	May 22, 2012	0 days	
12		Quality metrics	5 days	May 23, 2012	May 30, 2012	0 days	
13		Quality training	15 days	May 31, 2012	June 20, 2012	0 days	
14		**Distribution**	**45 days**	**March 7, 2012**	**May 8, 2012**	**5 days**	
15		Market testing	30 days	March 7, 2012	April 17, 2012	5 days	
16		Package design	15 days	April 18, 2012	May 8, 2012	30 days	
17		Select distributors	25 days	March 7, 2012	April 10, 2012	50 days	
18		**Legal**	**15 days**	**April 18, 2012**	**May 8, 2012**	**5 days**	
19		Complete FDA certification	15 days	April 18, 2012	May 8, 2012	5 days	
20		Register trademark	5 days	April 18, 2012	April 24, 2012	25 days	
21		Prepare product launch	15 days	June 21, 2012	July 12, 2012	0 days	

Figure 5

D. How sensitive is this network?

The project has more than one critical path.

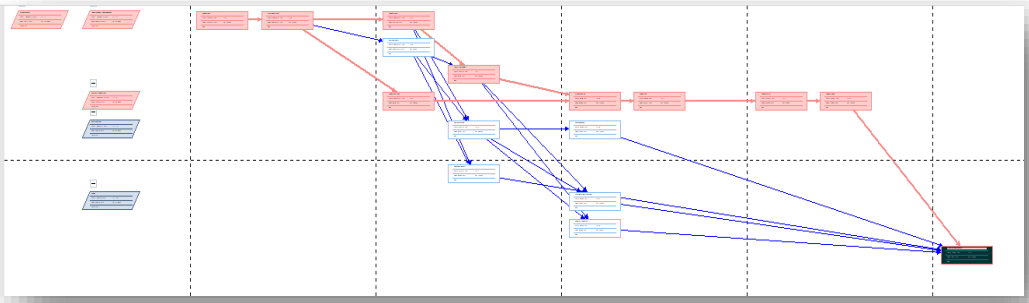


Figure 6

3. Include the following supportive documents:

A. Gantt chart.

GANTT CHART

	Task Mode	Task Name	Duratio	Start	Finish	Total Slack	Add New Column
1		**POM1Project**	**135 days**	**January 3, 2012**	**July 12, 2012**	**0 days**	
2		**R&D product development**	**45 days**	**January 3, 2012**	**March 6, 2012**	**0 days**	
3		Need survey	20 days	January 3, 2012	January 31, 2012	0 days	
4		Set product specs	15 days	February 1, 2012	February 21, 2012	0 days	
5		Shelf life report	10 days	February 22, 2012	March 6, 2012	0 days	
6		Nutrition report	5 days	February 22, 2012	February 28, 2012	5 days	
7		Select fruit suppliers	20 days	March 7, 2012	April 3, 2012	0 days	
8		**Initial Production**	**85 days**	**February 22, 2012**	**June 20, 2012**	**0 days**	
9		Equipment rehab	30 days	February 22, 2012	April 3, 2012	0 days	
10		Production trials	15 days	April 4, 2012	April 24, 2012	0 days	
11		Quality trials	20 days	April 25, 2012	May 22, 2012	0 days	
12		Quality metrics	5 days	May 23, 2012	May 30, 2012	0 days	
13		Quality training	15 days	May 31, 2012	June 20, 2012	0 days	
14		**Distribution**	**45 days**	**March 7, 2012**	**May 8, 2012**	**5 days**	
15		Market testing	30 days	March 7, 2012	April 17, 2012	5 days	
16		Package design	15 days	April 18, 2012	May 8, 2012	30 days	
17		Select distributors	25 days	March 7, 2012	April 10, 2012	50 days	
18		**Legal**	**15 days**	**April 18, 2012**	**May 8, 2012**	**5 days**	
19		Complete FDA certification	15 days	April 18, 2012	May 8, 2012	5 days	
20		Register trademark	5 days	April 18, 2012	April 24, 2012	25 days	
21		Prepare product launch	15 days	June 21, 2012	July 12, 2012	0 days	

Figure 7

B. Network diagram highlighting the critical path.

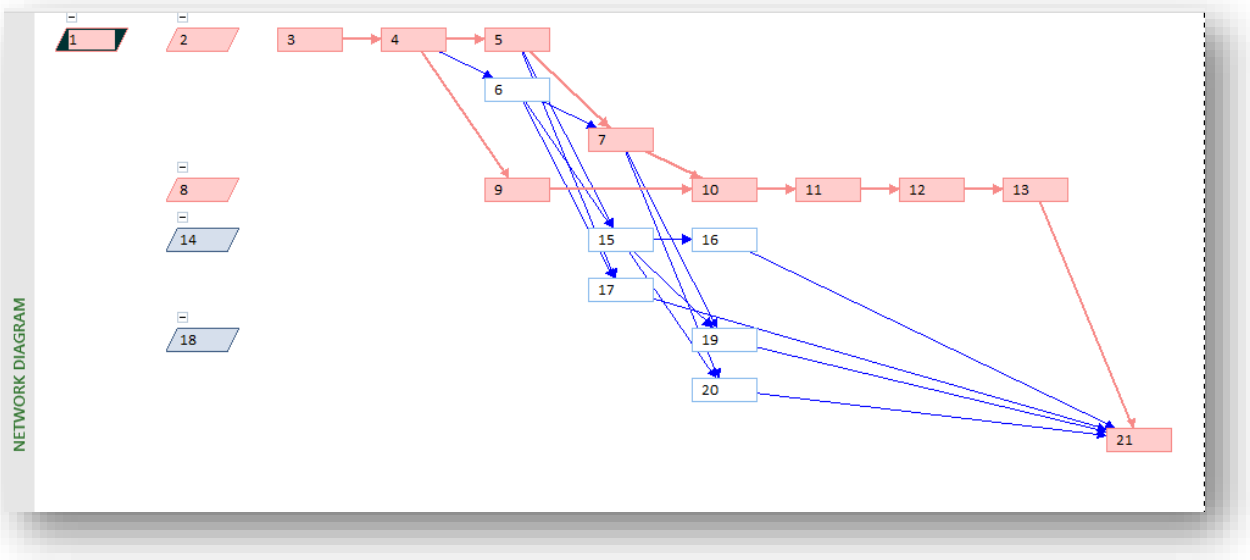


Figure 8

C. Schedule table reporting ES, LS, EF, LF, and slack for each activity.

TASK SHEET

	WBS	ID	Task Name	Duration	Start	Early Start	Late Start	Finish	Early Finish	Late Finish	Predecessors
1	**1**	**1**	**POM1Project**	**135 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**July 12, 2012**	**July 12, 2012**	**July 12, 2012**	
2	**1.1**	**2**	**R&D product development**	**45 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**March 6, 2012**	**March 6, 2012**	**March 6, 2012**	
3	1.1.1	3	Need survey	20 days	January 3, 2012	January 3, 2012	January 3, 2012	January 31, 2012	January 31, 2012	January 31, 2012	
4	1.1.2	4	Set product specs	15 days	February 1, 2012	February 1, 2012	February 1, 2012	February 21, 2012	February 21, 2012	February 21, 2012	3
5	1.1.3	5	Shelf life report	10 days	February 22, 2012	February 22, 2012	February 22, 2012	March 6, 2012	March 6, 2012	March 6, 2012	4
6	1.1.4	6	Nutrition report	5 days	February 22, 2012	February 22, 2012	February 29, 2012	February 28, 2012	February 28, 2012	March 6, 2012	4
7	1.2	7	Select fruit suppliers	20 days	March 7, 2012	March 7, 2012	March 7, 2012	April 3, 2012	April 3, 2012	April 3, 2012	5,6
8	**1.3**	**8**	**Initial Production**	**85 days**	**February 22, 2012**	**February 22, 2012**	**February 22, 2012**	**June 20, 2012**	**June 20, 2012**	**June 20, 2012**	
9	1.3.1	9	Equipment rehab	30 days	February 22, 2012	February 22, 2012	February 22, 2012	April 3, 2012	April 3, 2012	April 3, 2012	4
10	1.3.2	10	Production trials	15 days	April 4, 2012	April 4, 2012	April 4, 2012	April 24, 2012	April 24, 2012	April 24, 2012	7,9
11	1.3.3	11	Quality trials	20 days	April 25, 2012	April 25, 2012	April 25, 2012	May 22, 2012	May 22, 2012	May 22, 2012	10
12	1.3.4	12	Quality metrics	5 days	May 23, 2012	May 23, 2012	May 23, 2012	May 30, 2012	May 30, 2012	May 30, 2012	11
13	1.3.5	13	Quality training	15 days	May 31, 2012	May 31, 2012	May 31, 2012	June 20, 2012	June 20, 2012	June 20, 2012	12
14	**1.4**	**14**	**Distribution**	**45 days**	**March 7, 2012**	**March 7, 2012**	**March 14, 2012**	**May 8, 2012**	**May 8, 2012**	**June 20, 2012**	
15	1.4.1	15	Market testing	30 days	March 7, 2012	March 7, 2012	March 14, 2012	April 17, 2012	April 17, 2012	April 24, 2012	5,6
16	1.4.2	16	Package design	15 days	April 18, 2012	April 18, 2012	May 31, 2012	May 8, 2012	May 8, 2012	June 20, 2012	15
17	1.4.3	17	Select distributors	25 days	March 7, 2012	March 7, 2012	May 16, 2012	April 10, 2012	April 10, 2012	June 20, 2012	5,6
18	**1.5**	**18**	**Legal**	**15 days**	**April 18, 2012**	**April 18, 2012**	**April 25, 2012**	**May 8, 2012**	**May 8, 2012**	**May 30, 2012**	
19	1.5.1	19	Complete FDA certification	15 days	April 18, 2012	April 18, 2012	April 25, 2012	May 8, 2012	May 8, 2012	May 15, 2012	7,15
20	1.5.2	20	Register trademark	5 days	April 18, 2012	April 18, 2012	May 23, 2012	April 24, 2012	April 24, 2012	May 30, 2012	7,15
21	1.6	21	Prepare product launch	15 days	June 21, 2012	June 21, 2012	June 21, 2012	July 12, 2012	July 12, 2012	July 12, 2012	13,16,17,19FS+25 da

Figure 9

[Part1.mpp]

Part 2

Remember the old saying, “A project plan is not a schedule until resources are committed.” This exercise illustrates this sometime subtle, but important point. Using your files from Part 1, input resources and their costs if you have not already done so. All information is found in Tables A2.1 and A2.2. Prepare a memo that addresses the following questions:

1. Which if any of the resources are over allocated?

Marketing Staff, R&D and Legal Staff are over allocated without levering.

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue	Base Calendar
1	Marketing staff	Work		MRK	MRK	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
2	R&D	Work		R&D	R&D	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
3	Engineering	Work		ENG	ENG	10	$100.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
4	Purchasing	Work		PURCH	PURCH	2	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
5	Quality engineers	Work		QUAL	QUAL	3	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
6	Designers	Work		DESIGN	DEIGN	3	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
7	Legal staff	Work		LEGAL	LEGAL	3	$120.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard
8	Production	Work		PROD	PROD	20	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard

Figure 10

2. Assume that the project is time constrained and try to resolve any over allocation problems by leveling within slack. What happens?

The Marketing staff and Legal staff over allocation problem is solved, however, R&D cannot be solved.

There weren't enough resources available for non-critical tasks to meet the demand.

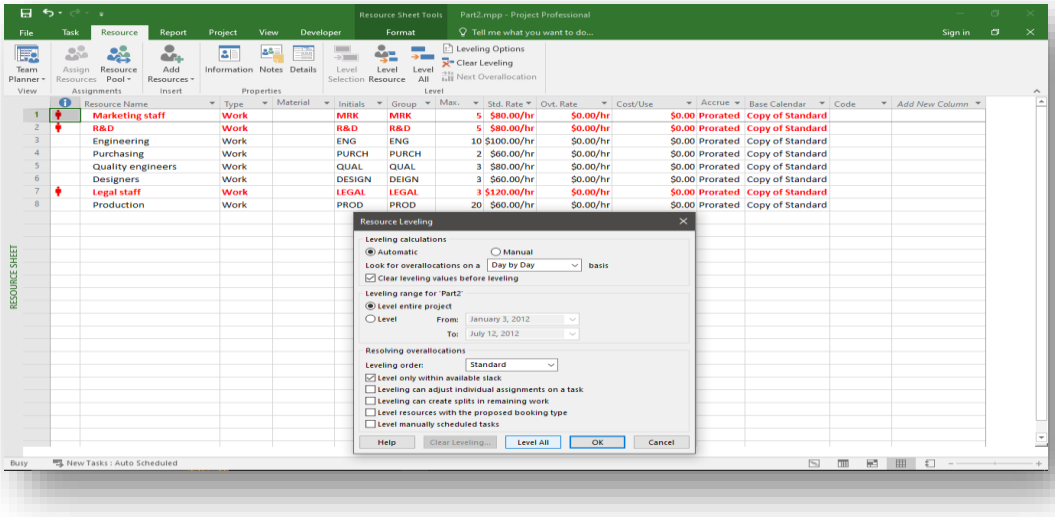


Figure 11

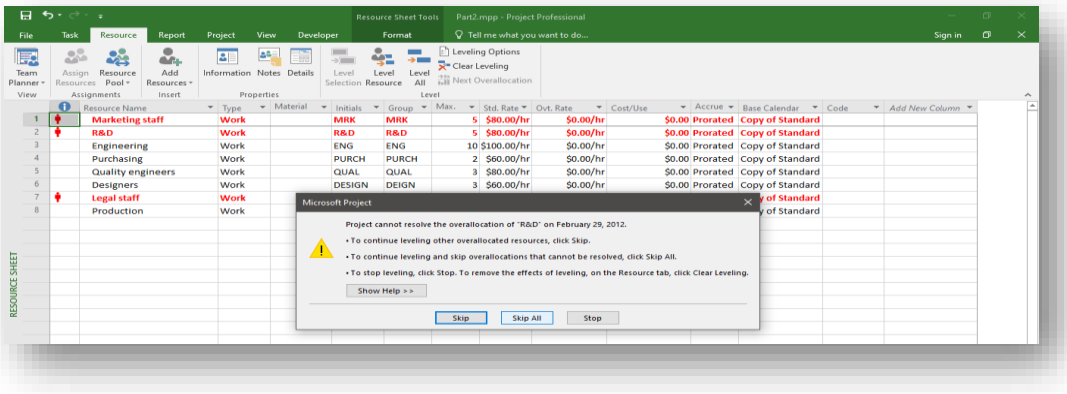
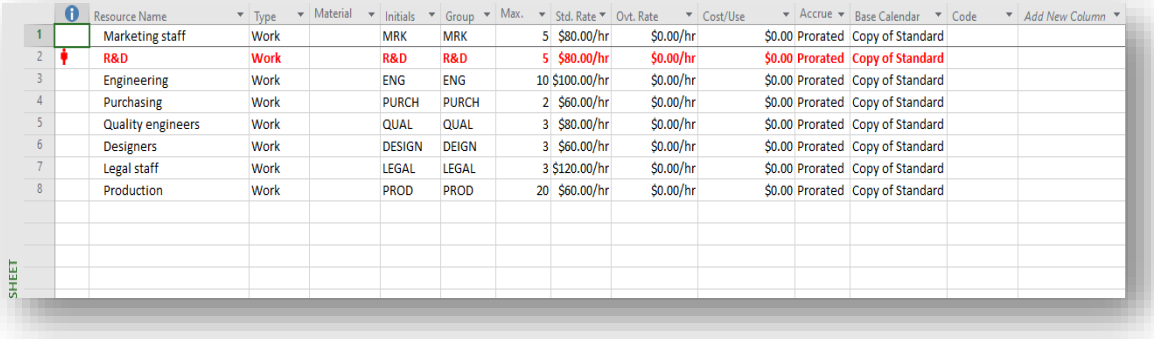


Figure 12



	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue	Base Calendar	Code	Add New Column
1	Marketing staff	Work		MRK	MRK	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
2	R&D	Work		R&D	R&D	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
3	Engineering	Work		ENG	ENG	10	$100.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
4	Purchasing	Work		PURCH	PURCH	2	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
5	Quality engineers	Work		QUAL	QUAL	3	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
6	Designers	Work		DESIGN	DEIGN	3	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
7	Legal staff	Work		LEGAL	LEGAL	3	$120.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		
8	Production	Work		PROD	PROD	20	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard		

Figure 13

3. What is the impact of leveling within slack on the sensitivity of the network?

The sensitivity of the network increases. Slacks reduce and thus lose flexibility. The likelihood of activities delaying the project increases as delays create more critical paths.

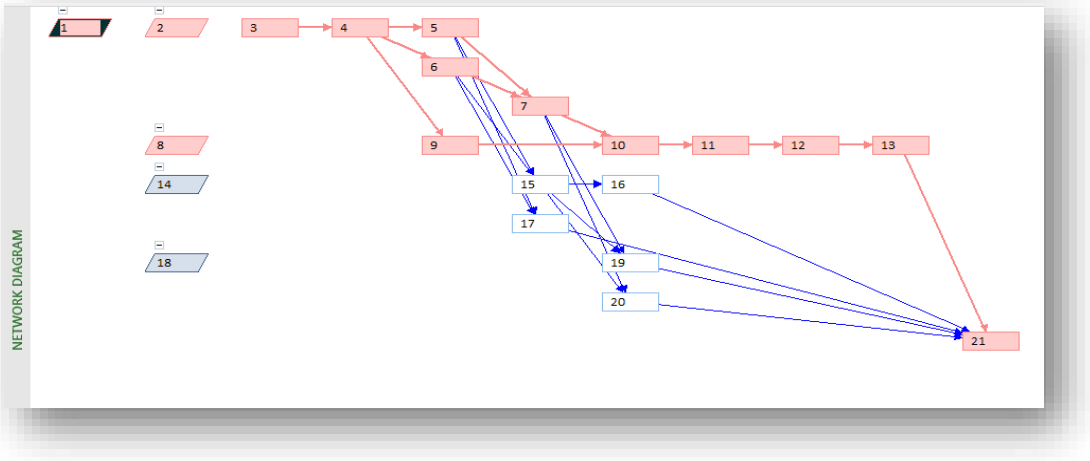


Figure 14

4. Assume the project is resource constrained and resolve any over allocation problems by leveling outside of slack. What happens?

The end date of the project has changed. The working days have increased to 140 days. The critical also changed.

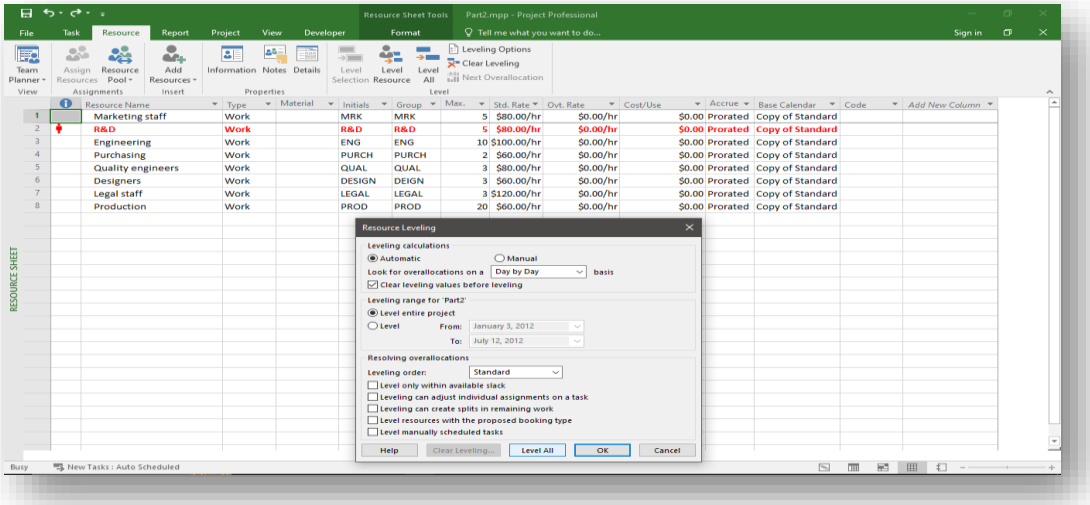


Figure 15

	Resource Name	Type	Material	Initials	Group	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue	Base Calendar	Code
1	Marketing staff	Work		MRK	MRK	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
2	R&D	Work		R&D	R&D	5	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
3	Engineering	Work		ENG	ENG	10	$100.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
4	Purchasing	Work		PURCH	PURCH	2	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
5	Quality engineers	Work		QUAL	QUAL	3	$80.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
6	Designers	Work		DESIGN	DEIGN	3	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
7	Legal staff	Work		LEGAL	LEGAL	3	$120.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	
8	Production	Work		PROD	PROD	20	$60.00/hr	$0.00/hr	$0.00	Prorated	Copy of Standard	

Figure 16

GANTT CHART

	Task Mode	Task Name	Duration	Start	Early Start	Late Start	Finish	Late Finish	Early Finish
1		**POM1Project**	**140 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**July 19, 2012**	**July 19, 2012**	**July 19, 2012**
2		**R&D product development**	**50 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**March 13, 2012**	**March 13, 2012**	**March 13, 2012**
3		Need survey	20 days	January 3, 2012	January 3, 2012	January 3, 2012	January 31, 2012	January 31, 2012	January 31, 2012
4		Set product specs	15 days	February 1, 2012	February 1, 2012	February 1, 2012	February 21, 2012	February 21, 2012	February 21, 2012
5		Shelf life report	10 days	February 22, 2012	February 22, 2012	February 29, 2012	March 6, 2012	March 13, 2012	March 6, 2012
6		Nutrition report	5 days	March 7, 2012	February 22, 2012	March 7, 2012	March 13, 2012	March 13, 2012	March 13, 2012
7		Select fruit suppliers	20 days	March 14, 2012	March 14, 2012	March 14, 2012	April 10, 2012	April 10, 2012	April 10, 2012
8		**Initial Production**	**90 days**	**February 22, 2012**	**February 22, 2012**	**February 29, 2012**	**June 27, 2012**	**June 27, 2012**	**June 27, 2012**
9		Equipment rehab	30 days	February 22, 2012	February 22, 2012	February 29, 2012	April 3, 2012	April 10, 2012	April 3, 2012
10		Production trials	15 days	April 11, 2012	April 11, 2012	April 11, 2012	May 1, 2012	May 1, 2012	May 1, 2012
11		Quality trials	20 days	May 2, 2012	May 2, 2012	May 2, 2012	May 30, 2012	May 30, 2012	May 30, 2012
12		Quality metrics	5 days	May 31, 2012	May 31, 2012	May 31, 2012	June 6, 2012	June 6, 2012	June 6, 2012
13		Quality training	15 days	June 7, 2012	June 7, 2012	June 7, 2012	June 27, 2012	June 27, 2012	June 27, 2012
14		**Distribution**	**70 days**	**March 14, 2012**	**March 14, 2012**	**March 21, 2012**	**June 20, 2012**	**June 27, 2012**	**June 20, 2012**
15		Market testing	30 days	March 14, 2012	March 14, 2012	March 21, 2012	April 24, 2012	May 1, 2012	April 24, 2012
16		Package design	15 days	April 25, 2012	April 25, 2012	June 7, 2012	May 15, 2012	June 27, 2012	May 15, 2012
17		Select distributors	25 days	May 16, 2012	March 14, 2012	May 23, 2012	June 20, 2012	June 27, 2012	June 20, 2012
18		**Legal**	**20 days**	**April 25, 2012**	**April 25, 2012**	**May 2, 2012**	**May 22, 2012**	**June 6, 2012**	**May 22, 2012**
19		Complete FDA certification	15 days	April 25, 2012	April 25, 2012	May 2, 2012	May 15, 2012	May 22, 2012	May 15, 2012
20		Register trademark	5 days	May 16, 2012	April 25, 2012	May 31, 2012	May 22, 2012	June 6, 2012	May 22, 2012
21		Prepare product launch	15 days	June 28, 2012	June 28, 2012	June 28, 2012	July 19, 2012	July 19, 2012	July 19, 2012

Figure 17

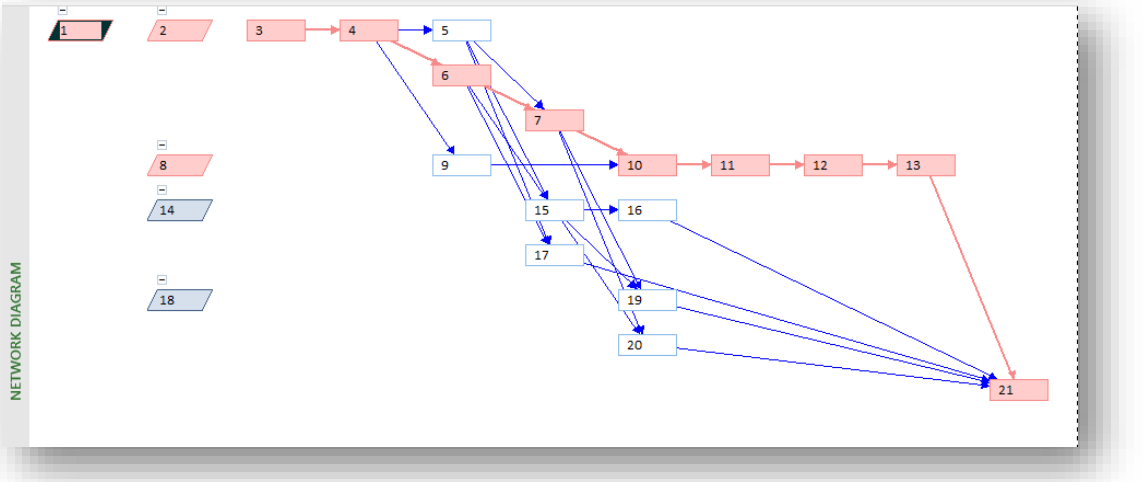
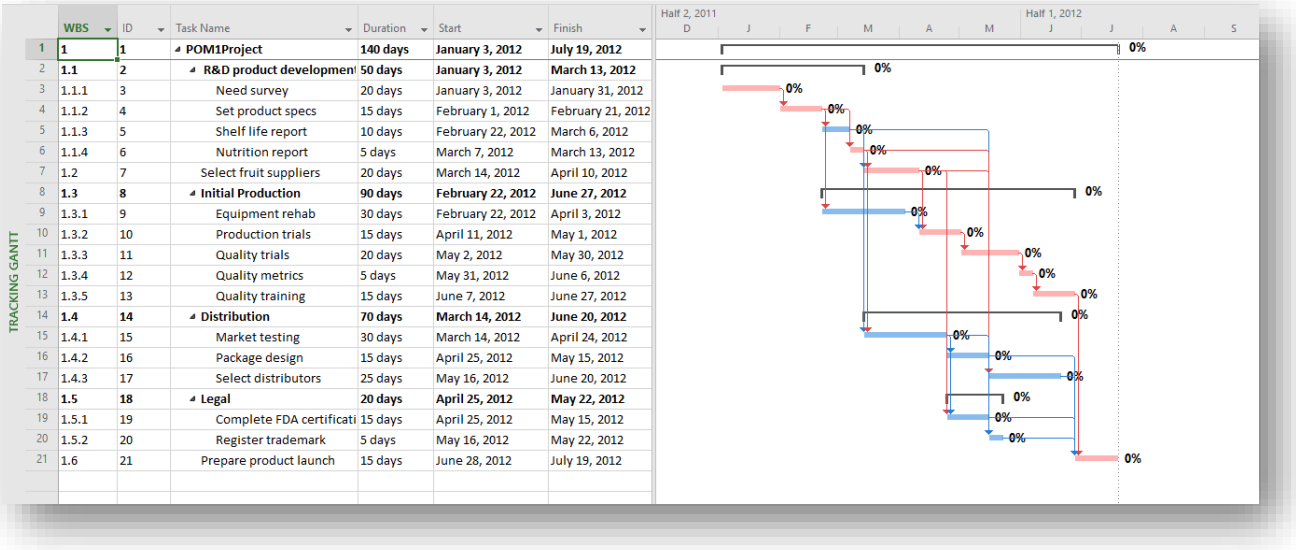


Figure 18

5. Include a Gantt chart with the schedule table after leveling outside of slack.



	WBS	ID	Task Name	Duration	Start	Finish
1	1	1	POM1Project	140 days	January 3, 2012	July 19, 2012
2	1.1	2	R&D product development	50 days	January 3, 2012	March 13, 2012
3	1.1.1	3	Need survey	20 days	January 3, 2012	January 31, 2012
4	1.1.2	4	Set product specs	15 days	February 1, 2012	February 21, 2012
5	1.1.3	5	Shelf life report	10 days	February 22, 2012	March 6, 2012
6	1.1.4	6	Nutrition report	5 days	March 7, 2012	March 13, 2012
7	1.2	7	Select fruit suppliers	20 days	March 14, 2012	April 10, 2012
8	1.3	8	Initial Production	90 days	February 22, 2012	June 27, 2012
9	1.3.1	9	Equipment rehab	30 days	February 22, 2012	April 3, 2012
10	1.3.2	10	Production trials	15 days	April 11, 2012	May 1, 2012
11	1.3.3	11	Quality trials	20 days	May 2, 2012	May 30, 2012
12	1.3.4	12	Quality metrics	5 days	May 31, 2012	June 6, 2012
13	1.3.5	13	Quality training	15 days	June 7, 2012	June 27, 2012
14	1.4	14	Distribution	70 days	March 14, 2012	June 20, 2012
15	1.4.1	15	Market testing	30 days	March 14, 2012	April 24, 2012
16	1.4.2	16	Package design	15 days	April 25, 2012	May 15, 2012
17	1.4.3	17	Select distributors	25 days	May 16, 2012	June 20, 2012
18	1.5	18	Legal	20 days	April 25, 2012	May 22, 2012
19	1.5.1	19	Complete FDA certificati	15 days	April 25, 2012	May 15, 2012
20	1.5.2	20	Register trademark	5 days	May 16, 2012	May 22, 2012
21	1.6	21	Prepare product launch	15 days	June 28, 2012	July 19, 2012

TRACKING GANTT

Figure 19

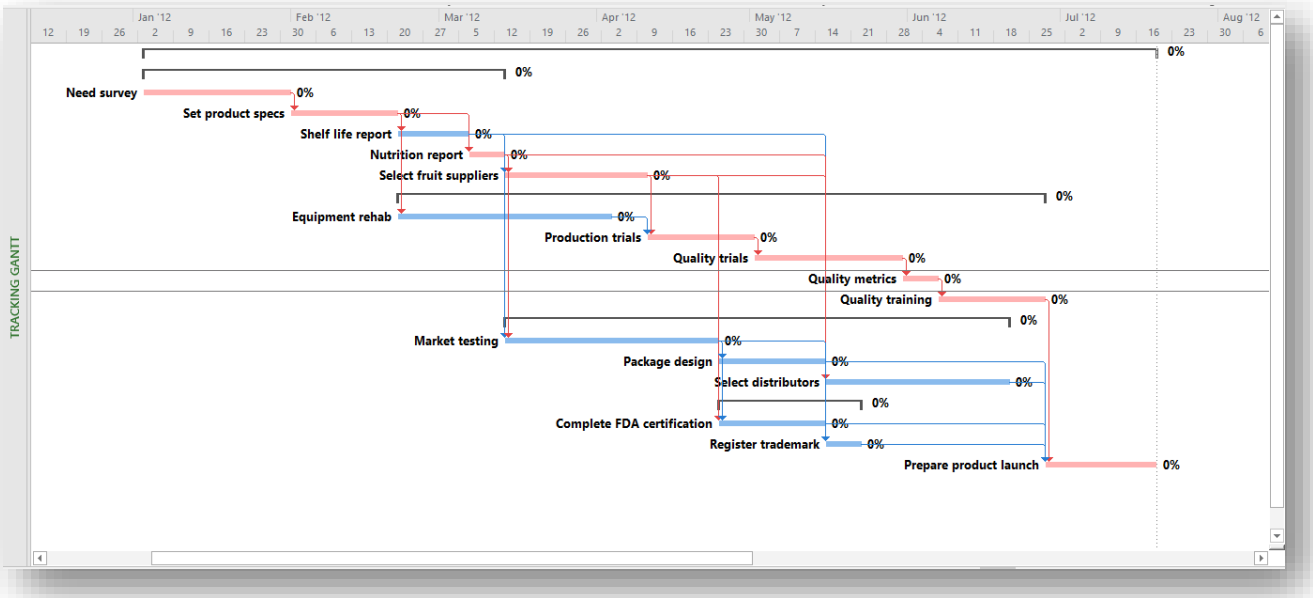
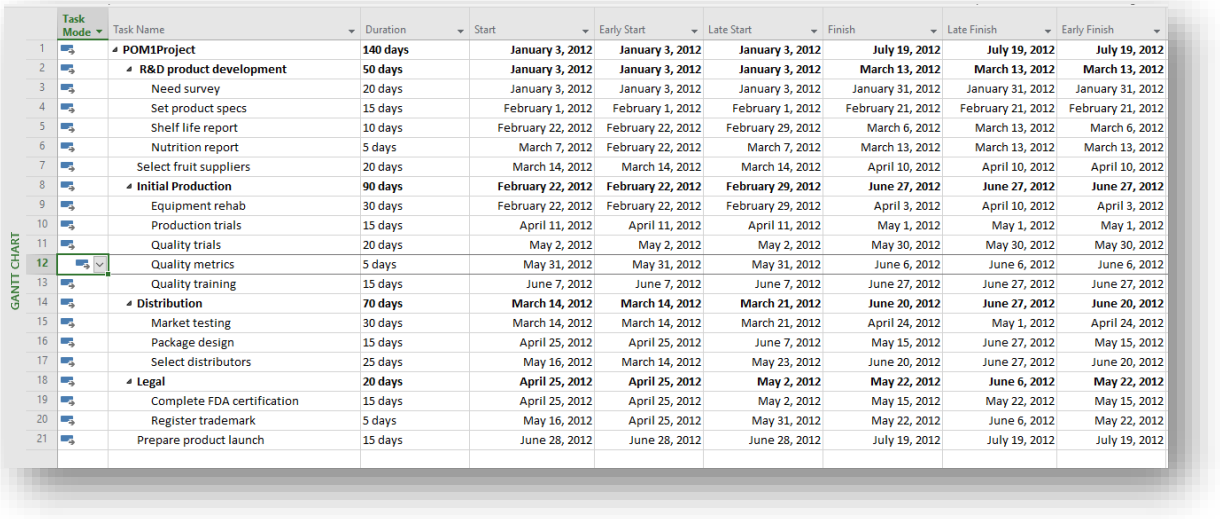


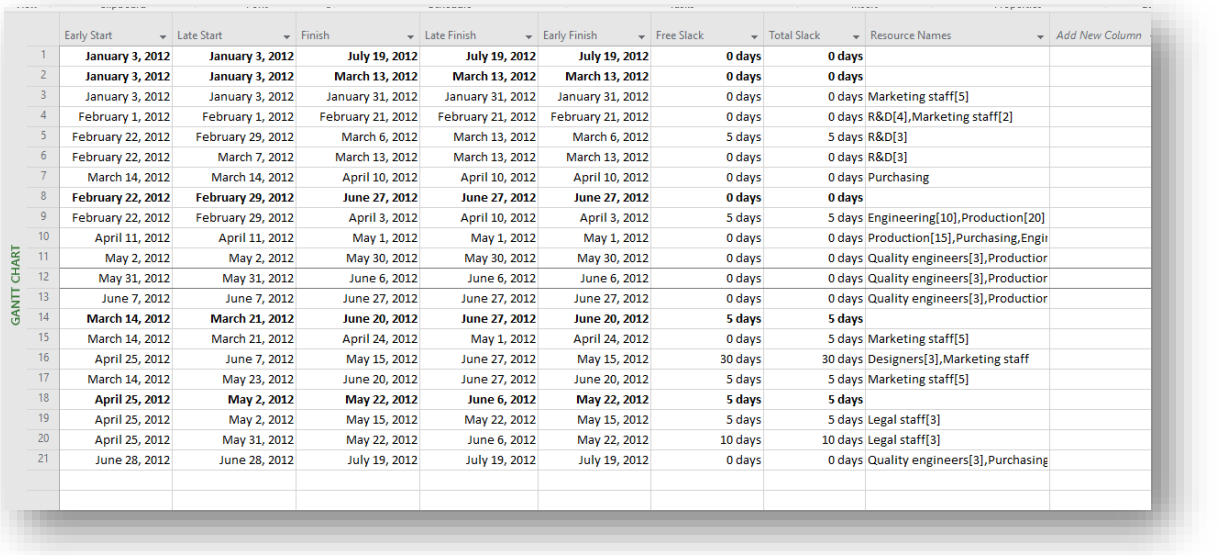
Figure 20



	Task Mode	Task Name	Duration	Start	Early Start	Late Start	Finish	Late Finish	Early Finish
1		**POM1Project**	**140 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**July 19, 2012**	**July 19, 2012**	**July 19, 2012**
2		**R&D product development**	**50 days**	**January 3, 2012**	**January 3, 2012**	**January 3, 2012**	**March 13, 2012**	**March 13, 2012**	**March 13, 2012**
3		Need survey	20 days	January 3, 2012	January 3, 2012	January 3, 2012	January 31, 2012	January 31, 2012	January 31, 2012
4		Set product specs	15 days	February 1, 2012	February 1, 2012	February 1, 2012	February 21, 2012	February 21, 2012	February 21, 2012
5		Shelf life report	10 days	February 22, 2012	February 22, 2012	February 29, 2012	March 6, 2012	March 13, 2012	March 6, 2012
6		Nutrition report	5 days	March 7, 2012	February 22, 2012	March 7, 2012	March 13, 2012	March 13, 2012	March 13, 2012
7		Select fruit suppliers	20 days	March 14, 2012	March 14, 2012	March 14, 2012	April 10, 2012	April 10, 2012	April 10, 2012
8		**Initial Production**	**90 days**	**February 22, 2012**	**February 22, 2012**	**February 29, 2012**	**June 27, 2012**	**June 27, 2012**	**June 27, 2012**
9		Equipment rehab	30 days	February 22, 2012	February 22, 2012	February 29, 2012	April 3, 2012	April 10, 2012	April 3, 2012
10		Production trials	15 days	April 11, 2012	April 11, 2012	April 11, 2012	May 1, 2012	May 1, 2012	May 1, 2012
11		Quality trials	20 days	May 2, 2012	May 2, 2012	May 2, 2012	May 30, 2012	May 30, 2012	May 30, 2012
12		Quality metrics	5 days	May 31, 2012	May 31, 2012	May 31, 2012	June 6, 2012	June 6, 2012	June 6, 2012
13		Quality training	15 days	June 7, 2012	June 7, 2012	June 7, 2012	June 27, 2012	June 27, 2012	June 27, 2012
14		**Distribution**	**70 days**	**March 14, 2012**	**March 14, 2012**	**March 21, 2012**	**June 20, 2012**	**June 27, 2012**	**June 20, 2012**
15		Market testing	30 days	March 14, 2012	March 14, 2012	March 21, 2012	April 24, 2012	May 1, 2012	April 24, 2012
16		Package design	15 days	April 25, 2012	April 25, 2012	June 7, 2012	May 15, 2012	June 27, 2012	May 15, 2012
17		Select distributors	25 days	May 16, 2012	March 14, 2012	May 23, 2012	June 20, 2012	June 27, 2012	June 20, 2012
18		**Legal**	**20 days**	**April 25, 2012**	**April 25, 2012**	**May 2, 2012**	**May 22, 2012**	**June 6, 2012**	**May 22, 2012**
19		Complete FDA certification	15 days	April 25, 2012	April 25, 2012	May 2, 2012	May 15, 2012	May 22, 2012	May 15, 2012
20		Register trademark	5 days	May 16, 2012	April 25, 2012	May 31, 2012	May 22, 2012	June 6, 2012	May 22, 2012
21		Prepare product launch	15 days	June 28, 2012	June 28, 2012	June 28, 2012	July 19, 2012	July 19, 2012	July 19, 2012

GANTT CHART

Figure 21



	Early Start	Late Start	Finish	Late Finish	Early Finish	Free Slack	Total Slack	Resource Names	Add New Column
1	**January 3, 2012**	**January 3, 2012**	**July 19, 2012**	**July 19, 2012**	**July 19, 2012**	**0 days**	**0 days**		
2	**January 3, 2012**	**January 3, 2012**	**March 13, 2012**	**March 13, 2012**	**March 13, 2012**	**0 days**	**0 days**		
3	January 3, 2012	January 3, 2012	January 31, 2012	January 31, 2012	January 31, 2012	0 days	0 days	Marketing staff[5]	
4	February 1, 2012	February 1, 2012	February 21, 2012	February 21, 2012	February 21, 2012	0 days	0 days	R&D[4],Marketing staff[2]	
5	February 22, 2012	February 29, 2012	March 6, 2012	March 13, 2012	March 6, 2012	5 days	5 days	R&D[3]	
6	February 22, 2012	March 7, 2012	March 13, 2012	March 13, 2012	March 13, 2012	0 days	0 days	R&D[3]	
7	March 14, 2012	March 14, 2012	April 10, 2012	April 10, 2012	April 10, 2012	0 days	0 days	Purchasing	
8	**February 22, 2012**	**February 29, 2012**	**June 27, 2012**	**June 27, 2012**	**June 27, 2012**	**0 days**	**0 days**		
9	February 22, 2012	February 29, 2012	April 3, 2012	April 10, 2012	April 3, 2012	5 days	5 days	Engineering[10],Production[20]	
10	April 11, 2012	April 11, 2012	May 1, 2012	May 1, 2012	May 1, 2012	0 days	0 days	Production[15],Purchasing,Engi	
11	May 2, 2012	May 2, 2012	May 30, 2012	May 30, 2012	May 30, 2012	0 days	0 days	Quality engineers[3],Productior	
12	May 31, 2012	May 31, 2012	June 6, 2012	June 6, 2012	June 6, 2012	0 days	0 days	Quality engineers[3],Productior	
13	June 7, 2012	June 7, 2012	June 27, 2012	June 27, 2012	June 27, 2012	0 days	0 days	Quality engineers[3],Productior	
14	**March 14, 2012**	**March 21, 2012**	**June 20, 2012**	**June 27, 2012**	**June 20, 2012**	**5 days**	**5 days**		
15	March 14, 2012	March 21, 2012	April 24, 2012	May 1, 2012	April 24, 2012	0 days	5 days	Marketing staff[5]	
16	April 25, 2012	June 7, 2012	May 15, 2012	June 27, 2012	May 15, 2012	30 days	30 days	Designers[3],Marketing staff	
17	March 14, 2012	May 23, 2012	June 20, 2012	June 27, 2012	June 20, 2012	5 days	5 days	Marketing staff[5]	
18	**April 25, 2012**	**May 2, 2012**	**May 22, 2012**	**June 6, 2012**	**May 22, 2012**	**5 days**	**5 days**		
19	April 25, 2012	May 2, 2012	May 15, 2012	May 22, 2012	May 15, 2012	5 days	5 days	Legal staff[3]	
20	April 25, 2012	May 31, 2012	May 22, 2012	June 6, 2012	May 22, 2012	10 days	10 days	Legal staff[3]	
21	June 28, 2012	June 28, 2012	July 19, 2012	July 19, 2012	July 19, 2012	0 days	0 days	Quality engineers[3],Purchasing	

GANTT CHART

Figure 22

[Part2.mpp]

Part 3

Management has accepted the July 19th completion schedule created at the end of Part 2. Prepare a brief memo that addresses the following questions:

1. How much will the project cost?

   The total project cost is $1,692,000.00.

	Task Name	Fixed Cost	Fixed Cost Accrual	Total Cost	Baseline	Variance	Actual	Remaining	Add New Column
1	POM1Project	$0.00	Prorated	$1,692,000.00	$0.00	$1,692,000.00	$0.00	$1,692,000.00	
2	R&D product development	$0.00	Prorated	$150,400.00	$0.00	$150,400.00	$0.00	$150,400.00	

Figure 23

2. What is the most expensive activity?

   The most expensive activity is Equipment rehab $528,000.00.

GANTT CHART

	WBS	Task Name	Fixed Cost	Fixed Cost Accrual	Total Cost	Baseline	Variance	Actual	Remaining	Add New Column
1	1	**POM1Project**	**$0.00**	**Prorated**	**$1,692,000.00**	**$0.00**	**$1,692,000.00**	**$0.00**	**$1,692,000.00**	
2	1.1	**R&D product development**	**$0.00**	**Prorated**	**$150,400.00**	**$0.00**	**$150,400.00**	**$0.00**	**$150,400.00**	
3	1.1.1	Need survey	$0.00	Prorated	$64,000.00	$0.00	$64,000.00	$0.00	$64,000.00	
4	1.1.2	Set product specs	$0.00	Prorated	$57,600.00	$0.00	$57,600.00	$0.00	$57,600.00	
5	1.1.3	Shelf life report	$0.00	Prorated	$19,200.00	$0.00	$19,200.00	$0.00	$19,200.00	
6	1.1.4	Nutrition report	$0.00	Prorated	$9,600.00	$0.00	$9,600.00	$0.00	$9,600.00	
7	1.2	Select fruit suppliers	$0.00	Prorated	$9,600.00	$0.00	$9,600.00	$0.00	$9,600.00	
8	1.3	**Initial Production**	**$0.00**	**Prorated**	**$998,400.00**	**$0.00**	**$998,400.00**	**$0.00**	**$998,400.00**	
9	1.3.1	Equipment rehab	$0.00	Prorated	$528,000.00	$0.00	$528,000.00	$0.00	$528,000.00	
10	1.3.2	Production trials	$0.00	Prorated	$235,200.00	$0.00	$235,200.00	$0.00	$235,200.00	
11	1.3.3	Quality trials	$0.00	Prorated	$86,400.00	$0.00	$86,400.00	$0.00	$86,400.00	
12	1.3.4	Quality metrics	$0.00	Prorated	$12,000.00	$0.00	$12,000.00	$0.00	$12,000.00	
13	1.3.5	Quality training	$0.00	Prorated	$136,800.00	$0.00	$136,800.00	$0.00	$136,800.00	
14	1.4	**Distribution**	**$0.00**	**Prorated**	**$207,200.00**	**$0.00**	**$207,200.00**	**$0.00**	**$207,200.00**	
15	1.4.1	Market testing	$0.00	Prorated	$96,000.00	$0.00	$96,000.00	$0.00	$96,000.00	
16	1.4.2	Package design	$0.00	Prorated	$31,200.00	$0.00	$31,200.00	$0.00	$31,200.00	
17	1.4.3	Select distributors	$0.00	Prorated	$80,000.00	$0.00	$80,000.00	$0.00	$80,000.00	
18	1.5	**Legal**	**$0.00**	**Prorated**	**$57,600.00**	**$0.00**	**$57,600.00**	**$0.00**	**$57,600.00**	
19	1.5.1	Complete FDA certification	$0.00	Prorated	$43,200.00	$0.00	$43,200.00	$0.00	$43,200.00	
20	1.5.2	Register trademark	$0.00	Prorated	$14,400.00	$0.00	$14,400.00	$0.00	$14,400.00	
21	1.6	Prepare product launch	$0.00	Prorated	$268,800.00	$0.00	$268,800.00	$0.00	$268,800.00	

Figure 24

3. What does the cash flow statement tell you about how costs are distributed over the life span of the project?

Cash flow statement shows monthly activity cots for you project.

Figure 25

4. Include a monthly cash flow for the project.

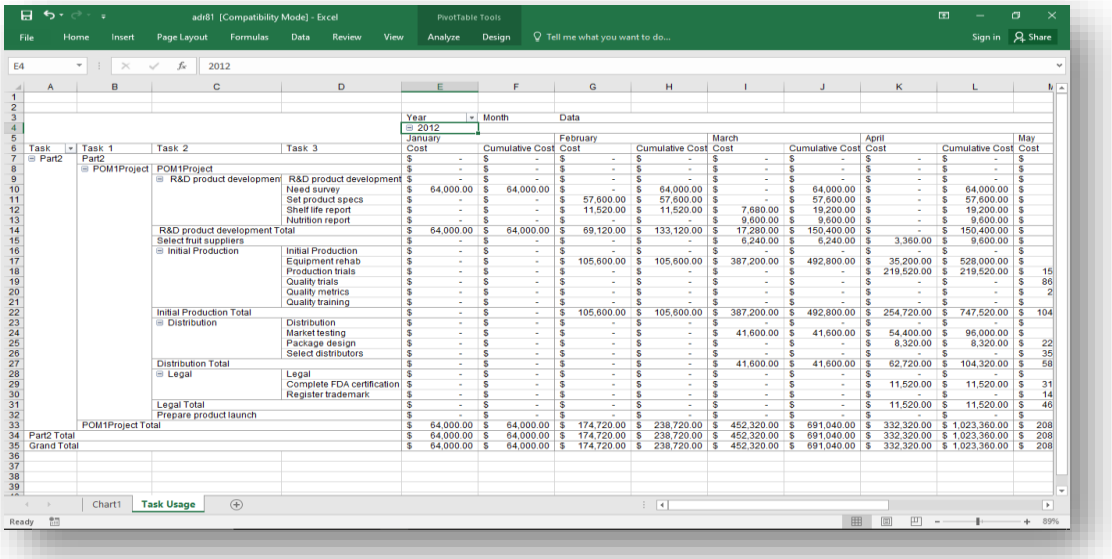


Figure 26

[Part3.mpp]

[part3.xltx]

Part 4

Assume that today is March 31, 2012, and Table A2.3 contains the tracking information for the project up till now. Enter this information into your saved baseline file and prepare a status report for the first three months of the POM+ project. Your status report should also address the following questions:

1. How is the project progressing in terms of cost and schedule?

Because we had to allocate more money to certain projects because their duration was growing at certain points, our overall cost ended up being higher than it should have been. We are currently 1 week behind schedule and the project's new duration is 145 days, even though we are 29% of the way done.

2. What activities have gone well? What activities have not gone well?

Only the needs assessment went well, and each project started late after that. Budget-wise, we came in under budget for our nutritional report and on budget for our shelf life report. Set product specifications, shelf life reports, nutrition reports, and equipment rehabilitation all got off to late starts. In terms of costs, the established product and needs study exceeded our budget.

3. What do the PCIB and PCIC indicate in terms of how much of the project has been accomplished to date?

After calculating both the PCIB and the PCIC we see that the project is only 29% completed

4. What is the forecasted cost at completion (EACf)?

The forecasted EAC is $1,943,171.73

5. What is the predicted VACf?

The predicted VAC is $251,171.73

6. Report and interpret the TCPI for the project at this point in time.

It is telling us we need to be 107% efficient then we can get back to our budget.

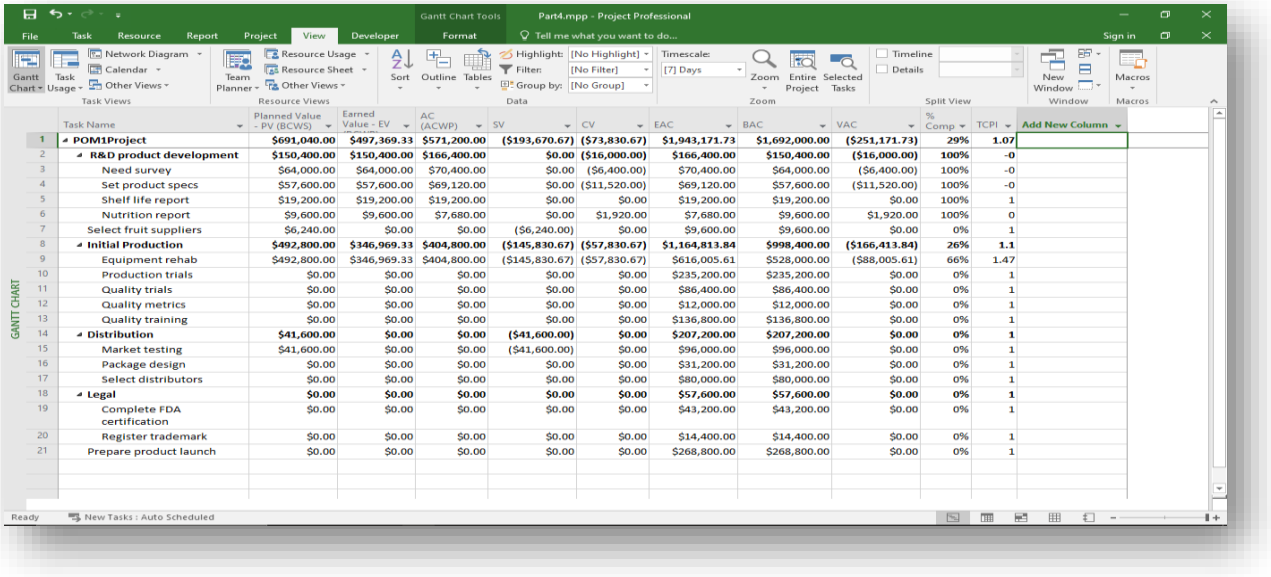
7. What is the estimated date of completion?

July 26, 2012

8. How well is the project doing in terms of its priorities?

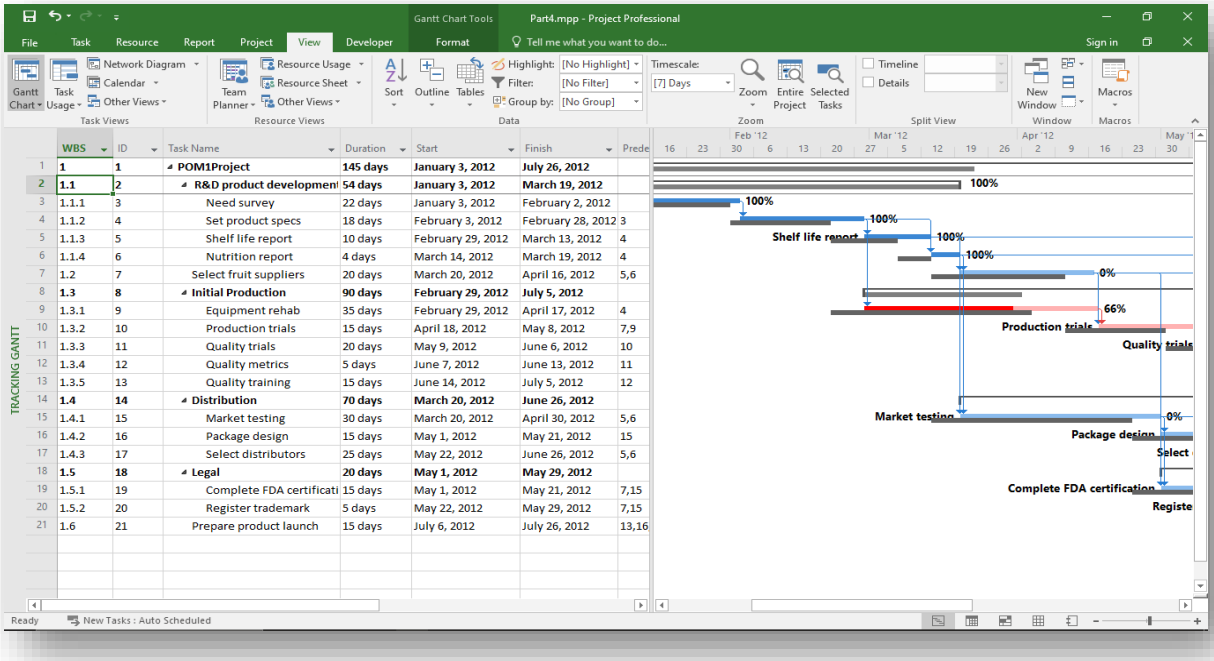
Since cost was our top priority, I will say that, so far, we have gone over budget and are currently behind schedule when compared to the initial baseline.

9. Include an Earned Value table and a Tracking Gantt Chart.



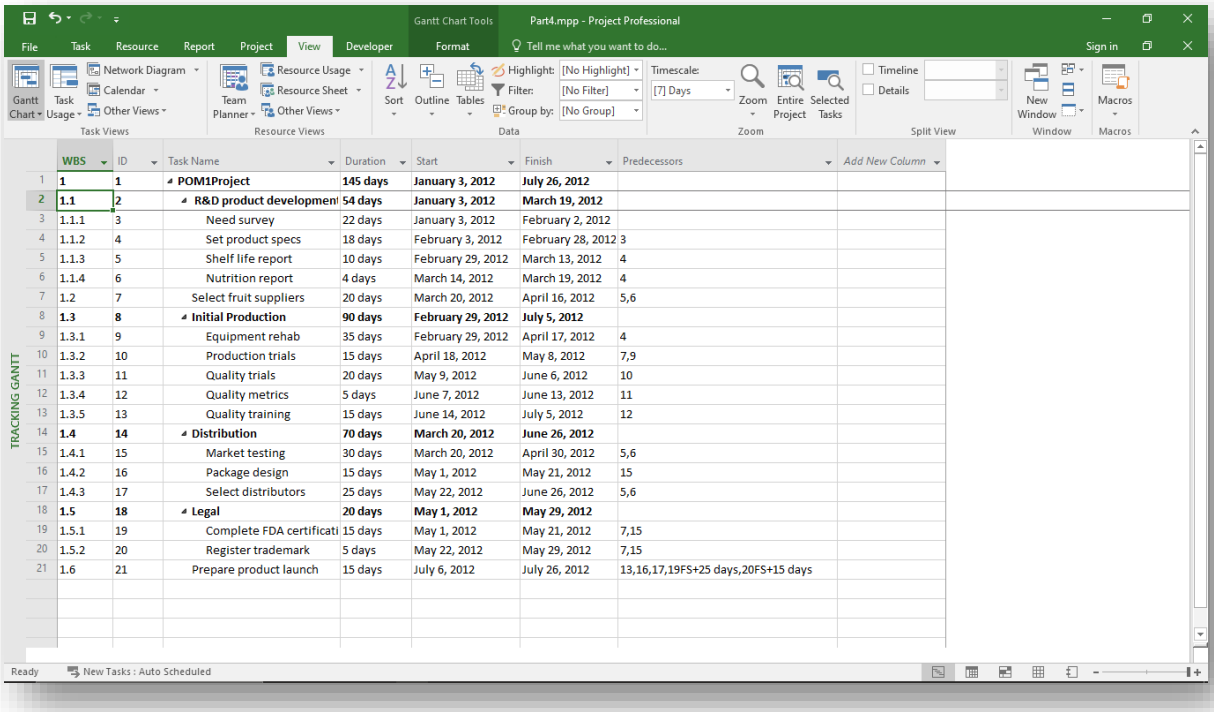
	Task Name	Planned Value - PV (BCWS)	Earned Value - EV	AC (ACWP)	SV	CV	EAC	BAC	VAC	% Comp	TCPI	Add New Column
1	**POM1Project**	**$691,040.00**	**$497,369.33**	**$571,200.00**	**($193,670.67)**	**($73,830.67)**	**$1,943,171.73**	**$1,692,000.00**	**($251,171.73)**	**29%**	**1.07**	
2	**R&D product development**	**$150,400.00**	**$150,400.00**	**$166,400.00**	**$0.00**	**($16,000.00)**	**$166,400.00**	**$150,400.00**	**($16,000.00)**	**100%**	**-0**	
3	Need survey	$64,000.00	$64,000.00	$70,400.00	$0.00	($6,400.00)	$70,400.00	$64,000.00	($6,400.00)	100%	-0	
4	Set product specs	$57,600.00	$57,600.00	$69,120.00	$0.00	($11,520.00)	$69,120.00	$57,600.00	($11,520.00)	100%	-0	
5	Shelf life report	$19,200.00	$19,200.00	$19,200.00	$0.00	$0.00	$19,200.00	$19,200.00	$0.00	100%	1	
6	Nutrition report	$9,600.00	$9,600.00	$7,680.00	$0.00	$1,920.00	$7,680.00	$9,600.00	$1,920.00	100%	0	
7	Select fruit suppliers	$6,240.00	$0.00	$0.00	($6,240.00)	$0.00	$9,600.00	$9,600.00	$0.00	0%	1	
8	**Initial Production**	**$492,800.00**	**$346,969.33**	**$404,800.00**	**($145,830.67)**	**($57,830.67)**	**$1,164,813.84**	**$998,400.00**	**($166,413.84)**	**26%**	**1.1**	
9	Equipment rehab	$492,800.00	$346,969.33	$404,800.00	($145,830.67)	($57,830.67)	$616,005.61	$528,000.00	($88,005.61)	66%	1.47	
10	Production trials	$0.00	$0.00	$0.00	$0.00	$0.00	$235,200.00	$235,200.00	$0.00	0%	1	
11	Quality trials	$0.00	$0.00	$0.00	$0.00	$0.00	$86,400.00	$86,400.00	$0.00	0%	1	
12	Quality metrics	$0.00	$0.00	$0.00	$0.00	$0.00	$12,000.00	$12,000.00	$0.00	0%	1	
13	Quality training	$0.00	$0.00	$0.00	$0.00	$0.00	$136,800.00	$136,800.00	$0.00	0%	1	
14	**Distribution**	**$41,600.00**	**$0.00**	**$0.00**	**($41,600.00)**	**$0.00**	**$207,200.00**	**$207,200.00**	**$0.00**	**0%**	**1**	
15	Market testing	$41,600.00	$0.00	$0.00	($41,600.00)	$0.00	$96,000.00	$96,000.00	$0.00	0%	1	
16	Package design	$0.00	$0.00	$0.00	$0.00	$0.00	$31,200.00	$31,200.00	$0.00	0%	1	
17	Select distributors	$0.00	$0.00	$0.00	$0.00	$0.00	$80,000.00	$80,000.00	$0.00	0%	1	
18	**Legal**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$57,600.00**	**$57,600.00**	**$0.00**	**0%**	**1**	
19	Complete FDA certification	$0.00	$0.00	$0.00	$0.00	$0.00	$43,200.00	$43,200.00	$0.00	0%	1	
20	Register trademark	$0.00	$0.00	$0.00	$0.00	$0.00	$14,400.00	$14,400.00	$0.00	0%	1	
21	Prepare product launch	$0.00	$0.00	$0.00	$0.00	$0.00	$268,800.00	$268,800.00	$0.00	0%	1	

Figure 27



WBS	ID	Task Name	Duration	Start	Finish	Prede
1	1	POM1Project	145 days	January 3, 2012	July 26, 2012	
1.1	2	R&D product development	54 days	January 3, 2012	March 19, 2012	
1.1.1	3	Need survey	22 days	January 3, 2012	February 2, 2012	
1.1.2	4	Set product specs	18 days	February 3, 2012	February 28, 2012	3
1.1.3	5	Shelf life report	10 days	February 29, 2012	March 13, 2012	4
1.1.4	6	Nutrition report	4 days	March 14, 2012	March 19, 2012	4
1.2	7	Select fruit suppliers	20 days	March 20, 2012	April 16, 2012	5,6
1.3	8	Initial Production	90 days	February 29, 2012	July 5, 2012	
1.3.1	9	Equipment rehab	35 days	February 29, 2012	April 17, 2012	4
1.3.2	10	Production trials	15 days	April 18, 2012	May 8, 2012	7,9
1.3.3	11	Quality trials	20 days	May 9, 2012	June 6, 2012	10
1.3.4	12	Quality metrics	5 days	June 7, 2012	June 13, 2012	11
1.3.5	13	Quality training	15 days	June 14, 2012	July 5, 2012	12
1.4	14	Distribution	70 days	March 20, 2012	June 26, 2012	
1.4.1	15	Market testing	30 days	March 20, 2012	April 30, 2012	5,6
1.4.2	16	Package design	15 days	May 1, 2012	May 21, 2012	15
1.4.3	17	Select distributors	25 days	May 22, 2012	June 26, 2012	5,6
1.5	18	Legal	20 days	May 1, 2012	May 29, 2012	
1.5.1	19	Complete FDA certificati	15 days	May 1, 2012	May 21, 2012	7,15
1.5.2	20	Register trademark	5 days	May 22, 2012	May 29, 2012	7,15
1.6	21	Prepare product launch	15 days	July 6, 2012	July 26, 2012	13,16

Figure 28



WBS	ID	Task Name	Duration	Start	Finish	Predecessors	Add New Column
1	1	POM1Project	145 days	January 3, 2012	July 26, 2012		
1.1	2	R&D product development	54 days	January 3, 2012	March 19, 2012		
1.1.1	3	Need survey	22 days	January 3, 2012	February 2, 2012		
1.1.2	4	Set product specs	18 days	February 3, 2012	February 28, 2012	3	
1.1.3	5	Shelf life report	10 days	February 29, 2012	March 13, 2012	4	
1.1.4	6	Nutrition report	4 days	March 14, 2012	March 19, 2012	4	
1.2	7	Select fruit suppliers	20 days	March 20, 2012	April 16, 2012	5,6	
1.3	8	Initial Production	90 days	February 29, 2012	July 5, 2012		
1.3.1	9	Equipment rehab	35 days	February 29, 2012	April 17, 2012	4	
1.3.2	10	Production trials	15 days	April 18, 2012	May 8, 2012	7,9	
1.3.3	11	Quality trials	20 days	May 9, 2012	June 6, 2012	10	
1.3.4	12	Quality metrics	5 days	June 7, 2012	June 13, 2012	11	
1.3.5	13	Quality training	15 days	June 14, 2012	July 5, 2012	12	
1.4	14	Distribution	70 days	March 20, 2012	June 26, 2012		
1.4.1	15	Market testing	30 days	March 20, 2012	April 30, 2012	5,6	
1.4.2	16	Package design	15 days	May 1, 2012	May 21, 2012	15	
1.4.3	17	Select distributors	25 days	May 22, 2012	June 26, 2012	5,6	
1.5	18	Legal	20 days	May 1, 2012	May 29, 2012		
1.5.1	19	Complete FDA certificati	15 days	May 1, 2012	May 21, 2012	7,15	
1.5.2	20	Register trademark	5 days	May 22, 2012	May 29, 2012	7,15	
1.6	21	Prepare product launch	15 days	July 6, 2012	July 26, 2012	13,16,17,19FS+25 days,20FS+15 days	

Figure 29

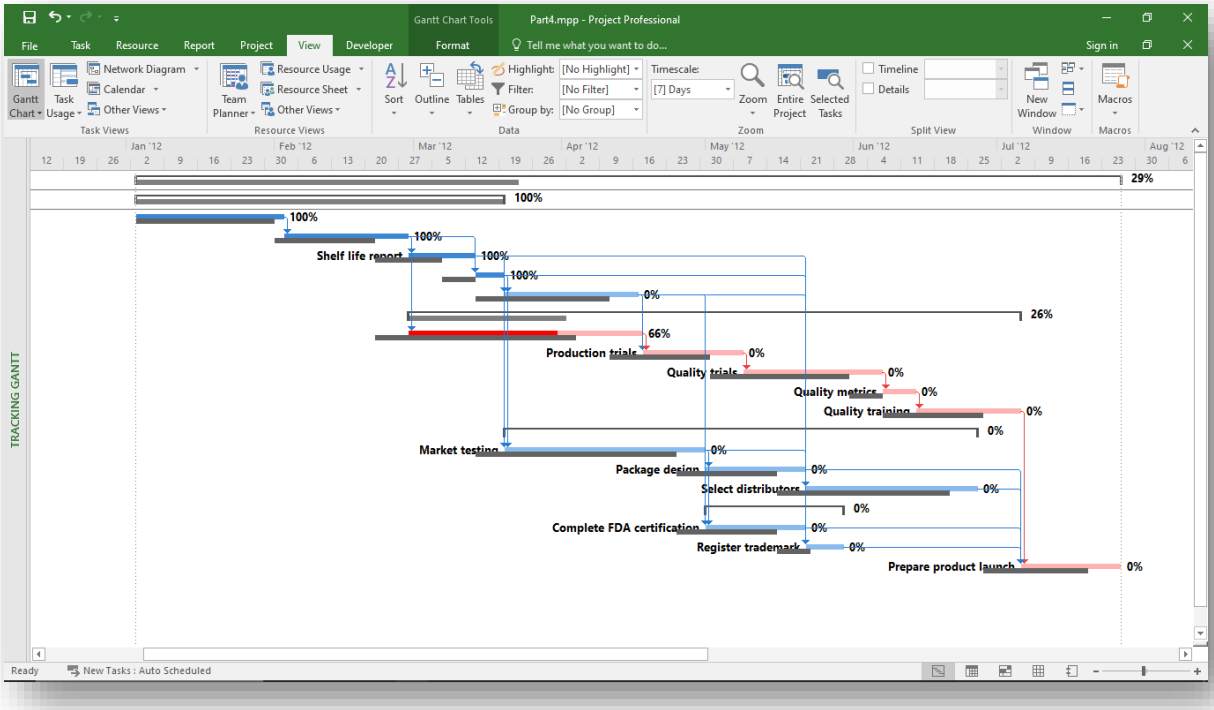


Figure 30

[Part4.mpp]