

2810ICT/7810ICT Software Technologies, Trimester 2, 2022

Workshop 3 – Project Management

<i>When</i>	Week 3
<i>Goal</i>	In this workshop you will create a simple time estimate plan for a small project and based on this time estimate, create a precedence diagram.
<i>Mark</i>	0

1. Preparation

Before your lab class:

- Read all of this document.
- Review the lecture notes for week 3.

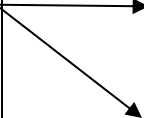
2. Workshop activities

1) You have been asked to determine a rough schedule for a nine-week Billing System Conversion project, as part of your job as a consultant to a Fortune 500 firm. The firm's old system was written in COBOL on a mainframe computer, and the maintenance costs are prohibitive. The new system will run on an off-the-shelf application. You have identified several high level activities that must be done in order to initiate, plan, execute, control and close the project. The table below shows your analysis of the project's tasks and schedule so far.

- a) Using the information in the table, draw horizontal bars to illustrate when you think each task would logically start and end. The easiest way to do this is to paste it into excel and then colour the cells in. Remember, some tasks can be concurrent.
- b) Use the Precedence Diagramming Method (PDM), to create a network diagram for the Billing System Conversion project. Create a simple template for each node in excel (similar to the node at the bottom of the next page) and then construct the PDM based on your answer to part a. You will need to make some sensible decisions on what activities are dependent on others being started/finished. Assume all durations are in days. Answer the following questions:
 - How many paths are on this network diagram? How long is each path?
 - Which is the critical path? What is the shortest amount of time needed to complete this project?

Tasks	Weeks								
	1	2	3	4	5	6	7	8	9
Initiating									
Assign project manager									
Develop project charter									
Meet with stakeholders									
Planning									
Create scope plan									
Create WBS and schedule									
Create procurement plan									
Create Project Mgmt. Plan									
Executing									
Develop network configuration									
Remove all HW									
Order SW and HW									
Install new SW on servers									
Install new HW and SW on client's machines									
Test new billing system									
Controlling									
Status reports									
Update plans									
Closing									
Lessons learned									
Prepare final report									

Assign Project Manager	
Start:	ID:
Finish:	Dur:



2) Your next job is to develop, plan and deliver a “Project Management Workshop”. Create a cost estimate for this project. The duration of this project is six months. Below are some of the assumptions:

- Each 2-day workshop will cost \$700 per person.
- Estimates indicate that approximately 30 people will attend.
- Fixed costs include; \$600 to rent a room for both days, setup fees of \$450 for enrolment, and \$300 for designing a flyer for advertising.
- No labour costs will be included in the estimate, however you note that you will spend at least 150 hours developing the materials, managing the project, and delivering the class. You would like to know what your time is worth given the different scenarios.
- You order 6,000 flyers, post 4,500 and distribute the rest to friends and colleagues
- Variable costs include:
 - \$6 per person for enrolment
 - \$0.50 per flyer if your order 6,000 or more
 - \$0.55 per flyer for mailing and postage
 - \$30 per person for drinks and lunch
 - \$50 per person for class manuals

Use the table on the next page as a guide to developing an excel spreadsheet that will automatically calculate your projected total costs, projected total revenues, and projected profit given the Scenario Inputs.

Now calculate projected profits based on 10, and 50 people. How does each of these enrolment numbers affect your personal time value per hour?

Scenario Inputs

Number of People
Fees
Enrolment
Flyer Cost
Flyer Number Ordered
Mail
Postage
Drinks and Lunch
Manuals
Development Time (hrs)

Projected Revenues

Fees

Total Revenues

Projected Expenses**Fixed**

Rent
Enrolment Setup Fees
Advertising

Sub Total

Variable

Enrolments
Flyers
Mail and Postage
Beverages and Lunch
Manuals

Sub Total

Total Expenses

Projected Profit**Personal Time Value**