UCIS2033 Software and Project Management

Tutorial 3

Reference Text : Kathy Schwalbe

<table>
<tr><th>No</th><th>Chapter</th><th>QFD</th><th>Description</th></tr>
<tr><td>1.</td><td>Chap 6</td><td>Q1</td><td>Why do you think schedule issues often cause the most conflicts on projects?</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>2.</td><td>Chap 6</td><td>Q2</td><td>Why is activity definition the first process involved in project time management?</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>3.</td><td>Chap 6</td><td>Q3</td><td>Why is it important to determine activity sequencing on projects?</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>4.</td><td>Chap 6</td><td>Q4</td><td>How does activity resource estimating affect activity duration estimating?</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>5.</td><td>Chap 6</td><td>Q7</td><td>How can you minimize or control changes to project schedules?</td></tr>
<tr><td>6.</td><td>Chap 6</td><td>*Q2</td><td>
<table>
<tr><th>Task Name</th><th>Duration</th><th>Start</th><th>Finish</th><th>Predecessors</th></tr>
<tr><td>A</td><td>2 days</td><td>Mon 6/2/03</td><td>Tue 6/3/03</td><td></td></tr>
<tr><td>B</td><td>2 days</td><td>Wed 6/4/03</td><td>Thu 6/5/03</td><td>1</td></tr>
<tr><td>C</td><td>3 days</td><td>Wed 6/4/03</td><td>Fri 6/6/03</td><td>1</td></tr>
<tr><td>D</td><td>4 days</td><td>Wed 6/4/03</td><td>Mon 6/9/03</td><td>1</td></tr>
<tr><td>E</td><td>2 days</td><td>Fri 6/6/03</td><td>Mon 6/9/03</td><td>2</td></tr>
<tr><td>F</td><td>3 days</td><td>Mon 6/9/03</td><td>Wed 6/11/03</td><td>3</td></tr>
<tr><td>G</td><td>6 days</td><td>Tue 6/10/03</td><td>Tue 6/17/03</td><td>4</td></tr>
<tr><td>H</td><td>2 days</td><td>Thu 6/12/03</td><td>Fri 6/13/03</td><td>5,6</td></tr>
<tr><td>I</td><td>5 days</td><td>Thu 6/12/03</td><td>Wed 6/18/03</td><td>5,6</td></tr>
<tr><td>J</td><td>1 day</td><td>Thu 6/19/03</td><td>Thu 6/19/03</td><td>9,7</td></tr>
<tr><td>K</td><td>2 days</td><td>Fri 6/20/03</td><td>Mon 6/23/03</td><td>8,10</td></tr>
</table>
a) Draw an AOA network diagram representing the project. Put the node numbers in circles and draw arrows from node to node, labeling each arrow with the activity letter and estimated time.

b) Identify all of the paths on the network diagram and note how long they are.

c) What is the critical path for this project and how long is it?

d) What is the shortest possible time it will take to complete this project?
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<tr><td>7.</td><td>Chap 7</td><td>*Q1</td><td>Given the following information for a one-year project, answer the following questions. Recall that PV is the planned value, EV is the earned value, AC is the actual cost, and BAC is the budget at completion.
PV= $23,000
EV= $20,000</td></tr>
</table>

No	Chapter	QFD	Description
			AC= $25,000 BAC= $120,000 a) What is the cost variance, schedule variance, cost performance index (CPI), and schedule performance index (SPI) for the project? b) How is the project doing? Is it ahead of schedule or behind schedule? Is it under budget or over budget? c) Use the CPI to calculate the estimate at completion (EAC) for this project. Is the project performing better or worse than planned? d) Use the schedule performance index (SPI) to estimate how long it will take to finish this project.

QFD – Question for Discussion
* Exercises