Project Management
(and Software)
Project Management is concerned with the allocation of resources to complete a project.

• Project management determines who does what, and when.
• Usually, this is the responsibility of the project manager, who has considerable authority.
• We have no such person! Still, we need to decide who does what, and when.
• Our solution: the team decides (and documents!)
Our goals:

- Deliver the deliverables.
- Let all team members have meaningful, interesting tasks.
- Divide the onerous tasks equitably.
- Let the team govern itself.
- Give fair credit for the contributions of individual team members.
- Learn something about project management.
Basics:

- Never call a meeting without an agenda.
- The first agenda item should be the status of tasks in progress.
- Never end a meeting without action items.
- You *want* your tasks to be formally recognized as action items.
- The team needs to make consensus decisions about all tasks. The need to vote to settle issues in such a small group is an early sign of dysfunction.
Task Decisions:

- When a task is considered at a meeting, there are four possible determinations:
  1. The task is assigned and given a due date.
  2. The task is declared complete.
  3. The due date is changed.
  4. The task is declared incomplete and late.

- Can’t emphasize this too much: **THE TEAM MAKES CONSENSUS DECISIONS.**

- All parties sign off on the decisions; dissenters register their dissent in writing.
Software:

- I strongly suggest a spreadsheet program (e.g., Excel)
- Each row is a task; each task is a row; the file grows and grows
- Each column is a date a decision was made
- Each entry is a decision:
  1. The task is assigned and given a due date.
  2. The task is declared complete.
  3. The due date is changed.
  4. The task is declared incomplete and late.
What to do:

• Pick a responsible person (scribe).
• Pick at least one meeting each week for project management: define tasks, assign new end dates, or declare complete, as needed.
• The scribe enters the group decisions and prints a copy.
• The team signs the printed copy, the scribe provides me with the ongoing* file.